



OUR WOLLONGONG 2028

QUARTERLY REVIEW STATEMENT

From the mountains to the sea



Adopted 21 February 2022





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Message from THE GENERAL MANAGER, Greg Doyle



This Quarterly Review Statement (October to December 2021) reports on progress towards achieving the five Councillor Strategic Priorities from the Delivery Program 2018-2022 and Annual Deliverables from the Operational Plan 2021-2022.

Highlights and significant progress with key projects from the Operational Plan 2021-2022 are reported by the six Community Goals from the Our Wollongong 2028 Community Strategic Plan.

The Operational Plan 2021-2022 includes significant investment in cycleways, footpaths, roadworks and lighting to make our favourite places more accessible, while upgrades to community buildings, cultural and sporting facilities, pools and playgrounds will ensure we continue to be a vibrant and liveable city.

Highlights from this quarter include:

- 1 Opening of the Cringila Hills Recreation Park Mountain Bike trails;
- 2 UCI Road World Championships – Wollongong 2022 course announced on 10 December 2021
- 3 Draft Innovate Reconciliation Action Plan 2021-2023 was endorsed by Council and Reconciliation Australia;
- 4 Council resolved to acknowledge the achievements of local swimmer Emma McKeon by naming the North Beach Promenade and Terraces in her name;
- 5 Excellence in the Environment Awards Local Sustainability Award for 2021, recognising Council's *Sustainable Wollongong 2030: A Climate Healthy City Strategy*;
- 6 Installation of public art, *Eyes on the Horizon* at Hill 60 as part of the Ngarabaan Trail;
- 7 The Wollongong Waste App was launched.

Organisational performance is also reported by the inclusion of performance indicators that monitor the status and progress of our Council programs, activities, projects, finances, people and processes.

The ongoing COVID-19 pandemic continues to present significant challenges to Council both operationally and financially. While we have made service modifications and will continue to monitor and respond to updated advice and measures, Council has not been devoid of the impact of COVID-19 particularly on our budget, as detailed in the Budget Review Statement of this report. Our COVID-19 assistance package, outlined in the Delivery Program 2018-2022 and reported in this Quarterly Review Statement, includes a range of measures to assist residential and business ratepayers as well as the broader community.

During this quarter, we've supported projects to reduce isolation and improve community cohesion with the Connecting Neighbours Grants and delivered social support services to check-in with clients and carers in a COVID-Safe way. We've also adapted our services to engage and support our young people through online platforms and activities and expanded the range of multimedia and digital services delivered through our libraries.

We continue to focus on improving our customer service to best serve our community and are committed to be the best possible local government authority we can be.

I would like to thank all staff and the community for their contributions to the achievements identified in this Quarterly Review and Budget Review Statement.

Greg Doyle
General Manager

Strategic Priorities

PROGRESS REPORT

Our Councillors have made a commitment to support our organisation and community in making Wollongong a better place to live, work, visit and play. To focus Council's attention to achieve this, Councillors have agreed to five Strategic Priorities. These are outlined in the Delivery Program 2018-2022. Progress made in the December 2021 Quarter is outlined below:

Activating Our Suburbs

We are committed to enhancing and activating spaces and places across our Local Government Area through sound planning and focused programs.

Our Delivery Program includes an ambitious plan of action to establish our city, towns and villages to be connected and liveable spaces offering a variety of attractions and opportunities for people to work, live, play, learn, visit and invest. Our Program supports a variety of infrastructure spending to enhance recreation, sporting and cultural opportunities.

Project Sponsor: Director Community Services
Project Manager: Manager Community Cultural and Economic Development

Strategic Priority Progress



On Track

Program Achievements

COVID-19 restrictions on public gatherings have limited our ability to provide activation activities, however, a range of activities and initiatives were delivered in our suburbs to support connected and liveable spaces for our community.

The Connecting Neighbours Grants program has enabled Council to support projects being delivered by community members in their local suburbs. The grant program funds ideas generated by the community to bring people together and make neighbourhoods a better place. This quarter the grant program focussed on creating connections during the pandemic. Underway or delivered in this period are projects in Wollongong, West Wollongong, Dapto, Figtree, Fairy Meadow, Austinmer, Horsley, Mount Pleasant, Berkeley and Warrawong.

Cringila Hills Recreation Park opened during the quarter. The Mountain Bike Park has an exciting mix of almost 12 kilometres of trails for riders from beginners to advanced. The tracks have a mix of gradients, surfaces and obstacles. The trails are part of a bigger project that's transforming Cringila Hills into a landmark recreation park. The area includes a new playground and more than 3.4km of shared-use and walking trails. Work is also underway for a jumps park for beginner to intermediate riders. An asphalt pump track and bike skills playground are also planned, with both due to be ready mid-2022.

Activating Our Suburbs Continued...

Other initiatives delivered this quarter include:

- Bellambi neighbourhood wayfinding/directional signage sculpture;
- New murals in Fairy Meadow and Towradgi;
- Guest Park skate park mural;
- Finalisation of Unanderra community centre and library mural;
- Installation of *Eye on the Horizon* sculpture at Hill 60, as part of the Ngarabaan Trail;
- Viva 'Engine Room' program *'Standing on the Ceiling'* created several online mass participation events, with planning underway for face-to-face event in Port Kembla in 2022;
- Viva 'Engine Room' program *Jam'n Bread*, continued the mentorship and program with diverse musicians, with some online pivot and face-to-face program being prepared for 2022;
- *Carve A New Trail* tracks were constructed in Dapto, Fairy Meadow and Bulli.

Urban Greening

Urban Greening forms a significant focus during this Council term. Our Program includes the implementation of key priorities within Council's Urban Greening Strategy, in conjunction with projects and services that impact sustainability and the quality of our environment.

Project Sponsor: Director Infrastructure and Works
Project Manager: Manager Open Space and Environmental Services

Strategic Priority Progress



On Track

Program Achievements

The Urban Greening Program continued during the quarter servicing street tree requests, coordinating with civil construction projects and playground installations and installing transitional landscapes to reduce mowing. Street tree planting is paused over the Summer months to improve survival rates.

Planning began for 3 new 'Miyawaki' forest plantings with installation planned in the 3rd Quarter.

A review is currently underway of the Public tree Management Policy, Tree Permit Policy and Vegetation and Vandalism Response policy that will be aligned with the Urban Greening Strategy to increase tree canopy over the medium and long term This work is expected to be ready for council consideration in Quarter 4.

A new round of Verge Garden community grants was launched in October along with other Urban Greening promotional material to encourage community participation post Covid restrictions.

West Dapto

We will continue to work in collaboration with key agencies to provide the infrastructure needed to support growth and employment lands within the West Dapto Urban Release Area. This will include coordinated planning for access improvements including new roads and bridges which are needed to support the additional 17,000 future housing lots and 8,500 jobs required over the next 30 years.

Project Sponsor: Director Planning and Environment
Project Manager: Urban Release Manager

Strategic Priority Progress

✓ On Track

Program Achievements

Council continues planning, designing and constructing infrastructure items for West Dapto. During the quarter, community feedback was considered and reflected in the ongoing design process for planned upgrades to West Dapto Road, Kembla Grange.

On 18 October, Council resolved to progress the finalisation process for Biodiversity Certification. The final application and supporting documentation are being progressed in consultation with the Department of Planning, Industry and Environment. It is anticipated a formal exhibition process will be undertaken in early 2022.

Council continues to assess Planning Proposals, Neighbourhood Plans and subdivision Development Applications that facilitate urban development. To date, Neighbourhood Plans have been adopted within stages 1, 2, and part stages 3 & 4 which will combined, facilitate land for over 5,202 lots. Neighbourhood Plans to support a further 7,313 lots are currently being assessed. Council has granted Development Consent for 2,212 new lots.

Council staff continued to review the West Dapto Development Contributions Plan 2020 throughout the quarter. This is a large project that will be subject to Independent Pricing and Regulatory Tribunal (IPART) assessment and due for completion in December 2023. The review may be influenced by the NSW Government Contributions Reform proposal which is currently on public exhibition. Staff are arranging a submission to the State's process and will monitor the effect of the reforms on Council's local contributions planning. The State reforms are expected to be in place by 1 July 2022.

Implementation of the West Dapto Vision 2018 is ongoing with Council continuing to progress the suburbs review to ensure suburbs reflect the growing urban area. We will be working with the NSW Geographical Names Board during 2022 to formally implement Council's 1 November 2021 resolution seeking to introduce a new suburb 'Stream Hill' to West Dapto. Council adopted refinement of the Neighbourhood Planning process at West Dapto on 18 October 2021.

The scoping and procurement process for the Landscape Masterplan and Open Space, Recreation, Community and Cultural Facilities Needs assessment has commenced.

Active Transport and Connectivity

We are planning for, and progressively working towards, an integrated and active transport network with improved connectivity across the Local Government Area. A series of actions will be undertaken across this term of Council to facilitate the upgrade of our public transport and bicycle networks and pedestrian access. This renewed focus is complemented by a significant investment into our footpaths and cycleways.

Project Sponsor: Director Infrastructure and Works
Project Manager: Manager Infrastructure Strategy and Planning

Strategic Priority Progress

✓ On Track

Program Achievements

Actions identified within Town Centre and Village Plans, Keiraville Gwynneville Access and Movement Strategy, Wollongong Cycling Strategy and Wollongong Pedestrian Plan continue to be delivered through the Infrastructure Delivery Program and operational programs for progressive implementation. Council continues to plan and build momentum towards the 2022 Union Cycliste Internationale (UCI) Road World Championships to stimulate cycling related tourism and community participation. Council will continue to seek grant funding through a range of NSW State and Commonwealth initiatives to support active transport and connectivity improvements.

In 2021-2022, Council has committed \$3.7 million worth of new footpaths and \$4 million worth of new Cycleways. This level of spending is reflective of increased in Federal and State grants funding and increased contribution from Council to deliver the cycling strategy.

The following table shows the status of the projects in this financial year.

	In Scoping	Scope completed	In design	Design handed over	Pre-construction	Construction commenced	Construction completed
Footpaths							
• New	1	3	16	1	2	2	2
• Renewals	-	15	7	1	8	-	1
Cycleways and Shared Paths							
• New	3	1	15	-	2	1	2
• Renewals	-	5	6	3	1	1	3

Business and Investment

We will continue to grow the Wollongong economy through attracting business, investment, major events and tourism to the region. We will continue to promote our local advantages, including our proximity to Sydney, supportive business environment, innovative ecosystem, vibrant CBD and superb liveability to attract businesses and encourage local jobs growth. We will work with key stakeholders, including state and federal governments to further promote our city and attract greater investment in infrastructure and other key assets.

Project Sponsor: Director Community Services
Project Manager: Manager Community Cultural and Economic Development

Strategic Priority Progress

✓ On Track

Program Achievements

Business and investor enquiries have remained strong throughout the quarter despite the impacts of COVID-19. Council facilitated 20 new enquiries, ranging from business support/information to facilitating larger projects through Invest Wollongong. Support was provided for a further 14 longer-term projects which combined have an estimated jobs impact of over 2,000.

The Business Support Program for local businesses, in partnership with Investible, concluded. This program was an important element of Council's broader COVID-19 community and business support program adopted at the meeting of 2 August 2021. Following an extensive promotional period, approximately 100 businesses registered for the *Prime to Thrive* program and 20 businesses were chosen to participate in the *Thrive* program.

A buy local campaign, *We Shop the Gong*, was launched. The campaign aims to drive spending at local businesses and support the local economy. Over the past 12 months, online spending and spending outside the Local Government Area by Wollongong residents totalled \$2.5B. A 10% change in Wollongong residents spending habits would see an extra \$250M enter our local economy, supporting 3,200 new local jobs. The campaign included a range of advertising materials, including a new webpage, dedicated social media campaign and a range of merchandise and marketing to support local businesses and encourage residents to 'Shop the Gong.'

A *Doing Business with Wollongong City Council* event was hosted in October 2021 to assist the local business community with understanding Council's procurement activities and processes. The event also raised awareness of the opportunities presented within Council's Infrastructure Delivery Program for local businesses. Over 80 local business representatives attended this session.

Invest Wollongong wrapped up a successful digital advertising campaign. Key highlights of the campaign include: 13.6M impressions; over 53,000 clicks through to the Invest Wollongong website (960% increase); 443 downloads of the Office Market Prospectus and 38 website enquiries. Over 90% of users who visited the Invest Wollongong website via the digital advertising campaign were new visitors to the site. Invest Wollongong banner ads delivered 17,321 clicks through to the website, a click through rate around 400% above benchmark.

Business and Investment Continued...

The 15 second Invest Wollongong video performed well with over 170,000 completed views. 1,065 people who searched “office space in Parramatta” (or similar terms) in Google search engines decided to click on the Invest Wollongong search ads, which resulted in intercepting traffic searching competitor locations.

Clean Energy investment continued to maintain momentum over the quarter. A submission was provided to the inquiry into the Offshore Electricity Infrastructure Bill 2021, welcoming the introduction of legislation and acknowledging the importance of offshore wind for Wollongong. Australian Industrial Energy announced in November 2021 the signing of a long-term agreement with energy infrastructure and transport provider Höegh LNG to supply the first Floating Storage and Regasification Unit (FSRU) to operate at the Port Kembla Energy Terminal. Under the agreement, the *Höegh Galleon* will serve the Terminal, which has commenced construction of its berth facilities at Port Kembla, and is expected to be operational by mid-2023, making it the first project of its kind in Australia.

Supporting Our Community During the COVID-19 Pandemic

The significant challenges arising from the global health and economic challenge of the COVID-19 pandemic have continued into this quarter. This impacted on what Council has been able to deliver and the way we serve and support the community. The application of a community-orientated, risk-based approach to the delivery of our services as well as responding to advice from government authorities, has meant some services and key facilities were temporarily altered or ceased. As always, our focus is on protecting vulnerable members of our community and protecting the health, safety and wellbeing of our staff and volunteers, their families and our community.

Council's workforce remains fully engaged during this time to support ongoing service requirements and deliver the Infrastructure Delivery Program as planned. Beyond the management of assets, Council's annual infrastructure investment is significant and will continue to support local contractors, businesses and suppliers. The organisation is also undertaking a review of how we deliver our services in line with the national health guidelines. Of importance is how we can continue to effectively engage with our community during this time.

Council's online engagement opportunities remained open via the website and alternate engagement methods were developed. Council provided a COVID-19 Assistance Package in 2020-2021 to support our community and businesses. With the continued effect of the pandemic evident across our community, on 2 August 2021 Council adopted an additional, comprehensive range of assistance measures for impacted ratepayers, businesses, community organisations, creative community and tenants of Council owned properties.

Supporting our Community During the COVID-19 Pandemic

The following section outlines Council's progress with implementing the community assistance package adopted at the 2 August 2021 Council meeting.

Rates Relief; Deployment of Council's Debt Recovery and Hardship Assistance Policy			
Initiative	Responsibility	Status	Progress Update
Rates Relief program: Freeze on interest and recovery action on overdue rates and charges that relate to the current year rates	Chief Financial Officer	Complete	This component of the rates assistance program was concluded as at 30 November 2021 in accordance with planned action.
Requests for deferred payment arrangements for all ratepayers experiencing financial difficulty due to COVID-19 impacts under its Debt Recovery and Hardship Assistance Policy for the 2021-2022 financial year	Chief Financial Officer	On-Track	The extension of the Hardship policy to all ratepayers including commercial properties will extend through the financial year. There have not been any specific applications as a result of this policy, although as payments were able to be deferred without cost under the initiative above it was anticipated that this action would more likely be applied in the second half of the year.
Cease legal debt recovery on 2021-2022 rates otherwise required under Council's Debt Recovery and Hardship Assistance Policy until 30 November 2021	Chief Financial Officer	Completed	This initiative has now concluded although a continuation of supportive application of Council's Recovery Policy will continue.

Supporting our Community During the COVID-19 Pandemic

Fees and Charges Relief 2021-2022

Initiative	Responsibility	Status	Progress Update
Waiver of Casual Off-Street Parking Fees at targeted off-street parking locations until 31 December 2021	Manager Property and Recreation	Completed	Waiver has been implemented for MacCabe Park carpark and 2 hours free at Market Street Carpark.
Supporting our Local Sporting Groups - Waiver of Training and Competition Fees	Manager Property and Recreation	On-Track	The availability of the waiver on fees was distributed to sports clubs, however interruptions to sport associated with COVID-19 restrictions resulted in only two requests received. These have yet to be progressed due to invoices not yet being raised as their summer sport continues.
Support for Fitness Trainers; Swim Schools and Surf Schools	Manager Property and Recreation	Completed	Action has been implemented and respective debtor accounts adjusted.
Supporting Hospitality Businesses: <ul style="list-style-type: none"> • Waiver of Outdoor Dining Fees [existing]; • Extension of Outdoor Dining Incentives to our Suburbs 	Manager Community, Cultural and Economic Development	On-Track	<p>Waiver of Outdoor Dining Fees has been implemented.</p> <p>A number of additional Outdoor Dining Licences/extensions to Outdoor Dining space have been processed. Staff are progressing a strategy using road reserve to expand available Outdoor Dining Space to be implemented as soon as possible, similar to the City of Sydney model.</p> <p>Globe Lane, Crown Lane and The Hotel Illawarra are initial examples of additional outdoor expansion. Planning for a parklet at Port Kembla is also underway, to be implemented during January 2022.</p>
Supporting our Business Community - Food and Personal Grooming Inspection and Administration Fees Waiver	Manager Regulation and Enforcement	Completed	Fees for these premises have been waived for the full 2021-2022 year. Inspections of premises continue but were impacted at the end of the quarter by increasing COVID-19 cases. Only 're-inspections' of premises will be invoiced this financial year.

Supporting our Community During the COVID-19 Pandemic

Supporting Community Service Providers and Facilities Licensees			
Initiative	Responsibility	Status	Progress Update
Supporting Local Not-For-Profits: Emergency Food and Care Support for Residents	Manager Community Cultural and Economic Development	On-Track	<p>The Emergency Food and Care Support Grants Round 2 opened during October 2021. 16 applications were received at a value of \$185,030.</p> <p>Funding was provided to six applicants to a total value of \$30,000 (food) and \$39,750 (care). Round 2 grant funding was required to be expended by 31 December 2021.</p>
Supporting Community Facilities: Financial Assistance for Essential Outgoings.	Manager Library and Community Services	On-Track	<p>Eight applications from licensees were received and approved for financial assistance, with \$40,000 support provided in 2021-22. The assistance is enabling licensees to cover expenses of the centres while in lockdown and unable to generate income through hire.</p> <p>Risks still exist that some licensees may not be able to meet financial obligations due to the length of lockdowns. There is also ongoing uncertainty about centre operations and changes to NSW Public Health Orders.</p> <p>Wollongong City Council cleaners have been utilised to assist with cleaning licensed centres to reduce licensee costs and improve cleanliness of the centres.</p>

Supporting our Community During the COVID-19 Pandemic

Supporting Our Local Economy – Deployment of a Buy Local Campaign

Initiative	Responsibility	Status	Progress Update
<p>To support economic recovery and stimulate local economic activity, Council will fund the development of a buy local campaign.</p>	<p>Economic Development Manager</p>	<p>On-Track</p>	<p>A buy local campaign, 'We Shop the Gong' (#weshopthegong), was launched in December 2021, after consultation with local businesses and business interest groups and will continue over the summer period. The campaign aims to drive spending at local businesses over the festive and summer seasons to support the local economy and employment, as the community emerges from lockdown.</p> <p>The campaign included a range of advertising materials, including a new webpage, dedicated social media campaign, and a range of merchandise and marketing material to support local businesses and encourage residents to 'Shop the Gong'. These include:</p> <ul style="list-style-type: none"> • Ads running on radio (i98 and Wave FM); • Instagram and Facebook pages are now live and building followers; • Bus ads are now live and will be driving around the LGA until the end of February; • Multiple google ad sets are now live targeting online shoppers and local business owners in Wollongong; • Mall flag banners and signage in Globe Lane will be installed in January 2022; • A range of local businesses have been using the digital and physical collateral. Merchandise, including carry bags are in production. Posters and window decals will be distributed in January 2022.

Supporting Council's Tenants – Rent Waivers and Deferrals

Initiative	Responsibility	Status	Progress Update
<p>Provide support to Council's commercial tenants by adhering to the Regulations introduced on 14 July 2021 and, in addition, providing rental waivers and deferrals to eligible tenants for the period of 1 July 2021 to 31 December 2021</p>	<p>Manager Property and Recreation</p>	<p>On-Track</p>	<p>Rent waivers and deferrals are underway.</p> <p>An online application process has been established. Council has been requesting these be submitted quarterly and has processed a number of these applications during the quarter.</p> <p>Correspondence has been sent to Council's commercial tenants outlining the process and providing guidance to apply and the website has been updated to reflect application process and eligibility criteria.</p>

Supporting our Community During the COVID-19 Pandemic

Supporting our Local Creative Industries			
Initiative	Responsibility	Status	Progress Update
<p>A program of support to our local creative industries to provide meaningful employment and/or business development. Includes:</p> <ul style="list-style-type: none"> • Quick response grants (\$60,000); • Events re-emergence (\$200,000); • Arts professional mentorship program (\$60,000); • Artist-in-residences (\$120,000); 	<p>Manager Community Cultural and Economic Development</p>	<p>On-Track</p>	<p>Creative Wollongong Quick Response Grants – was delivered this quarter. Grants were made available for eligible individual artists or small arts organisations across all art forms, for costs associated with creative projects or to develop a suite of digital marketing assets.</p> <p>Over 50 applications were received, with approximately one third from new applicants and half applying for the new category of 'digital marketing'. 28 applicants were successful in receiving funding. These grants have been awarded and projects are underway.</p> <p>COVID-19 restrictions have limited the ability to deliver on the events re-emergence project.</p> <p>The Arts Professional mentorship program was finalised during the quarter. The program includes two streams:</p> <ol style="list-style-type: none"> 1. Council will engage an external organisation to deliver an arts/cultural focused business training program for individual artists/small arts organisations in the Wollongong Local Government Area; 2. As part of a wider package of professional development and mentoring, creative practice mentoring will be provided with one-on-one delivery by practising arts professionals within the Local Government Area. As part of this process, 'train-the trainer' in mentoring practise will also be provided as required and to assist creative practitioner skills development. <p>An Expression of Interest (EOI) process will be implemented in early 2022.</p> <p>A cross-organisational approach, focusing on diverse and unusual Council</p>

Supporting our Community During the COVID-19 Pandemic

			owned assets and open spaces for artist in residence opportunities are being finalised. Each Artist in Residence program will take place over two to three months and selected through an EOI during February 2022.
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Operational Plan

2021-2022 PROGRESS

The following section provides an overview of Council's progress with delivering Our Wollongong 2028. It provides a summary of progress for 2021-2022 Annual Deliverables [Council's programs, projects and activities] and highlights significant progress with annual projects as outlined in Our Wollongong 2028 Community Goals. This exception-based reporting provides an overview of achievements for the December 2021 Quarter. The organisation's performance is also reported by the key performance indicators, budget summary information and Budget Review Statement.

The Operational Plan 2021-2022 contains 340 annual deliverables across the six Community Goals. Table 1 below outlines how Council is tracking in the December Quarter to achieve the annual deliverables for each Community Goal.

Table 1: Annual Deliverable Progress by Community Goal

<i>Goal</i>	<i>On track</i>	<i>Not Scheduled to Commence</i>	<i>Delayed</i>	<i>Deferred</i>	<i>Ongoing / Complete</i>
1. We value and protect our natural environment	91.78%	1.37%	6.85%	0%	0%
2. We have an innovative and sustainable economy	93.02%	0%	0%	6.98%	0%
3. Wollongong is a creative, vibrant city	82.76%	0%	6.9%	10.34%	0%
4. We are a connected and engaged community	94.34%	1.89%	1.89%	0%	1.89%
5. We have a healthy community in a liveable city	92.98%	0%	2.63%	2.63%	0%
6. We have sustainable, affordable and accessible transport	96.3%	0%	3.7%	0%	0%
Total Annual Deliverable Progress	92%	1%	4%	2%	1%

Note: Each Goal does not have an equal number of annual deliverables; therefore, the Annual Deliverable progress has been rounded up to 100.

Operational Plan 2021-2022 Progress continued

Overall, 4% of Annual Deliverables were reported to be delayed and 2% were deferred. Table 2 below outlines all Annual Deliverables reported as delayed or deferred at the end of December 2021.

<i>Community Goal</i>	<i>Annual Deliverable</i>	<i>Delayed</i>	<i>Deferred</i>	<i>Comment</i>
2. We have an innovative and sustainable economy	Undertake the City Centre Planning Review and Design Review arising from the Wollongong City Centre – Public Spaces Public Life Implementation Plan		Y	In December 2020, Council resolved to defer the progression of the draft City Centre Planning Strategy, draft Planning Proposal and draft DCP chapter, pending the completion of other supporting documentation. Those supporting documents, which include a Retail Centres Study, are nearing completion.
3. Wollongong is a creative, vibrant city	Implement the 'Made in Wollongong' concept		Y	<p>Made in Wollongong as a promotional tool for our creative community has been identified for some time, with little take-up to progress its integral value. This Quarter, the concept has been analysed with cross-organisational discussions occurring regarding the benefit of this brand and opportunities for leverage, both within and beyond the creative community.</p> <p>A report including a SWOT analysis on the concept and a series of recommendations for moving Made in Wollongong forward is in draft. Of note, is the growing 'Creative Wollongong' brand. Through the Creative Wollongong Cultural Plan and associated digital social media and 'quick response' grants, many of Council's programs are operating under the Creative Wollongong brand, which is providing support and brand identity recognition for the local creative community.</p>
5. Wollongong is a creative, vibrant city	Develop a concept plan for the Beaton Park Regional Precinct	Y		The concept plan is currently 80% complete, however has been placed on hold to complete the detailed design of the tennis courts. The finalisation of the precinct plan will recommence in the New Year.

Operational Plan 2021-2022 Progress continued

<i>Community Goal</i>	<i>Annual Deliverable</i>	<i>Delayed</i>	<i>Deferred</i>	<i>Comment</i>
	Design and construct the Longyan Friendship Garden		Y	This project is on hold.

Delayed, deferred or cancelled due to COVID-19

The following Annual Deliverables were delayed, deferred or cancelled due to COVID-19:

Goal 1: We value and protect our natural environment

- Coordinate Council's environmental programs and events including: Bushcare, FiReady, Dunecare and Greenplan;
- Provide opportunities to work with volunteers, community groups and government to actively participate in urban greening;
- Manage volunteering and other activities at Greenhouse Park;
- Coordinate the Community Service Order program.

Goal 2: We have an innovative and sustainable economy

- Provide funds to support Wollongong's ability to attract and retain a tourist ship visitor economy through on shore day visits;
- Support relevant agencies, business and industry to advocate for the establishment of a cruise ship terminal in the port of Port Kembla.

Goal 3: Wollongong is a creative, vibrant city

- Host six major events reflecting priority sectors and contribute to the acquisition and management of signature events;
- Deliver the annual Viva La Gong Festival;
- Deliver the Living Books program;
- Develop improvements in the Arts Precinct within the context of the Arts Precinct Concept Design.

Goal 4: We are a connected and engaged community

- Work with Friends of Wollongong City Libraries to improve resources within libraries that are generated with funding from fundraising activities.

Goal 5: We have a healthy community in a liveable city

- Provide a variety of affordable senior programs at the leisure centres;
- Support the delivery of programs that provide social connection for frail aged people and their carers;
- Conduct food handling awareness programs for school and volunteer run sporting body kiosks and canteens;
- Develop and conduct in partnership with NSW Health, a skin penetration education and awareness raising program highlighting the requirements of the Public Health Act 2010 and Public Health Regulation 2012.

Goal 6: We have sustainable, affordable and accessible transport

- Promote access to Community Transport services to meet the needs of eligible consumers.

GOAL 1: WE VALUE AND PROTECT OUR NATURAL ENVIRONMENT

Coordinate community environmental programs, including Rise and Shine program, Clean Up Australia Day, World Environment Day, National Recycling Week, International Composting Week and other waste education activities

During the quarter, there was an increased presence of social media activity as well as outdoor banners, posters in libraries and presence in newsletters and 'what's on' pages online.

Overall, there were seven workshops conducted. Topics included cloth nappies, worm farming, composting and 'Christmas all wrapped up.'

Wollongong's social enterprise Green Connect were one of 15 global groups and individuals to receive the Commonwealth Secretary-General's Award for Innovation in Sustainable Development. Council is proud to support the work of Green Connect and extends congratulations for this award and international recognition.



[Image: Green connect partner at the community garden]

Expand the public place recycling program

During the quarter, Council rolled out yellow-lidded recycling bins in Stanwell Park and Thirroul foreshore as part of a new trial program. The results of the trial provided insight to how the community responded at two of the seventeen beaches across the region. The introduction of recycling bins to these popular spaces was part of Council's broader strategy to improve foreshore areas and gain a better understanding of community behaviour and usage of these bins.

The trial was expanded throughout December 2021 in foreshore hotspots and will continue throughout the summer period. Additional bins and sorting of waste is now being trialled across 13 locations from Stanwell Park to Windang. This is important as these public spaces are known to be busy summer destinations for our residents and visitors. The trial is in addition to the existing public space recycling locations at Crown St Mall and Port Kembla Pool.



[Image: Public Place Recycling Trial Bins]

Deliver waste minimisation programs in accordance with the Waste Strategy

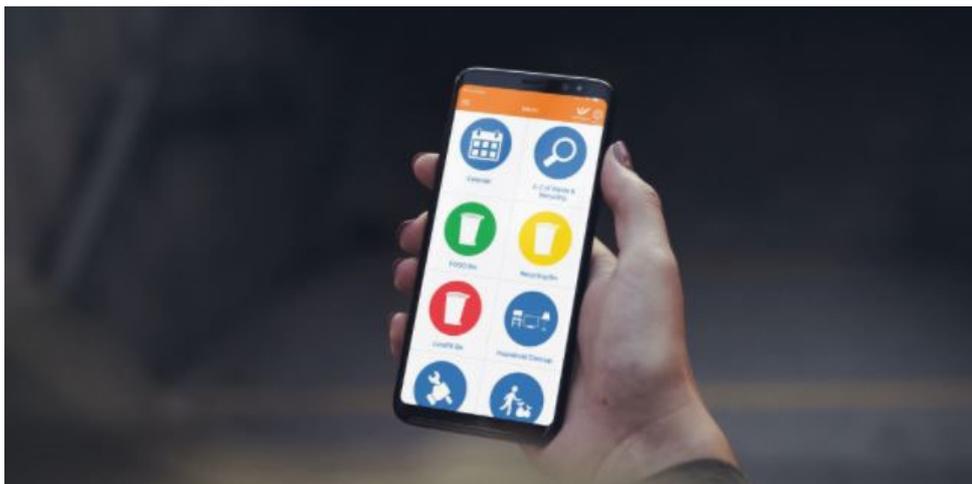
The new Wollongong Waste App was launched in November, providing residents quick, easy and up-to-date access to Council's recycling and waste services. Features of the app include:

- a personalised bin collection calendar;
- reporting avenue for illegal dumping;
- an A-Z guide of Waste and Recycling;
- booking a household clean-up;
- booking bin repairs.

The app provides in-depth information on which of the three (green, yellow and red lidded) household bins to use and details on what is accepted at the Community Recycling Centre at Kembla Grange. The app also provides the latest information on recycling and reduces the need for a brochure that quickly goes out of date.

Work on an Environmental Education Strategy also progressed during the quarter.

A summer cleansing education program was also developed, with face to face education across 13 sites in December and 330 people engaging in the program. The program will continue until end of January and will include cross-promotion with the Food Organics Garden Organics (FOGO) and *Plastic Free Wollongong* campaigns.



[Image: Wollongong Waste App]

GOAL 1: WE VALUE AND PROTECT OUR NATURAL ENVIRONMENT

Implement and review annual water and energy saving actions

During the quarter, work continued on the draft *Towards Net Zero Buildings* strategy. This strategy will be presented over the next quarter for progression to Council and public exhibition.

The Administration Building Solar Carpark has now been commissioned and is currently reducing the building's net consumption. Initial data indicates that the system will generate up to 25% of the buildings energy.

Current data is indicating that the system is generating the equivalent amount of energy consumed by Corrimal Tourist Park. This saving compared with previous upgrades will see the building's energy related footprint decrease by 75% relative to the established baseline. Based on the success of the project, Council is developing similar projects for other sites such as Ribbonwood Community Centre.

Council is also progressing the utilisation of battery technology to aid in demand management at two of the tourist parks.

Coordinate a range of Water Safety education programs to enhance safe community access to beaches

In December, rock fishers and boaters who use the waters off the Wollongong coastline for recreation had the opportunity to attend two on-site information sessions which were organised by Council in collaboration with NSW Police, Transport for NSW (Maritime) and Surf Life Saving Illawarra.

The sessions were delivered by a range of safety experts offering advice on safer rock fishing and boating.

Council's water safety educational animation video has been made available to schools, TAFE and University of Wollongong students. The video is also available to the general public via the QR code at the 17 patrolled beaches across the Local Government Area.



[Image: New Water Safety signage at Port Kembla]

GOAL 1: WE VALUE AND PROTECT OUR NATURAL ENVIRONMENT

Continue the review of the West Dapto Land Release area including the Vision, Structure Plans and Local Infrastructure Plans

On 1 November 2021 Council resolved to progress new boundary and names for Suburb A and B as part of the West Dapto Suburbs Review. The proposed suburb names being 'Stream Hill' and 'Kembla Grange'. Suburbs C (Huntley) will be considered for further review at a later date following the outcome of Geographical Names Board process working to resolve duplication of the suburb name with Orange Council. Avondale will not be reviewed further at this time.

On 18 October 2022, Council adopted amendments to the Neighbourhood Planning Process at West Dapto via changes to Chapter D16 West Dapto Release Area of Wollongong DCP 2009. The Development Control Plan (DCP) changes became effective on 12 November 2021.



[Image: West Dapto land release]

Implement climate change and sustainability program actions from Sustainable Wollongong 2030, Climate Change Mitigation Plan 2020 and the Climate Change Adaptation Plan.

A key highlight for this quarter is Council endorsement of the Draft Climate Change Adaptation Plan for public exhibition in November 2021. This important strategic document outlines the practical actions that can be taken to protect the community from climate change impacts. The draft Plan represents the final step in Council's initial climate action commitments under the Global Covenant of Mayors for Climate and Energy and forms part of Council's response to the declared climate emergency, in combination with the adopted Climate Change Mitigation Plan.

Additional activity across the quarter included the continuation of climate change and sustainability program actions and the finalisation of the Environmental Education Strategy. Climate Change Mitigation Plan actions included 15 actions either completed or ongoing, 28 actions are in implementation phase and 24 are in planning phase.

In November 2021, Council was awarded the Local Government NSW (LGNSW) Excellence in the Environment Awards Local Sustainability Award for 2021. This award recognises Council's ambitious *Sustainable Wollongong 2030: A Climate Healthy City Strategy*.

The strategy shares Council's commitment to sustainability for both Council operations and the broader community. It is an important document that brings together Council's many programs, initiatives and environmental strategies while also providing strategic direction.



**EXCELLENCE IN THE
ENVIRONMENT
AWARDS 2021**



[Image: Local Government NSW Excellence in the Environment Awards Local Sustainability Award]

GOAL 1: WE VALUE AND PROTECT OUR NATURAL ENVIRONMENT

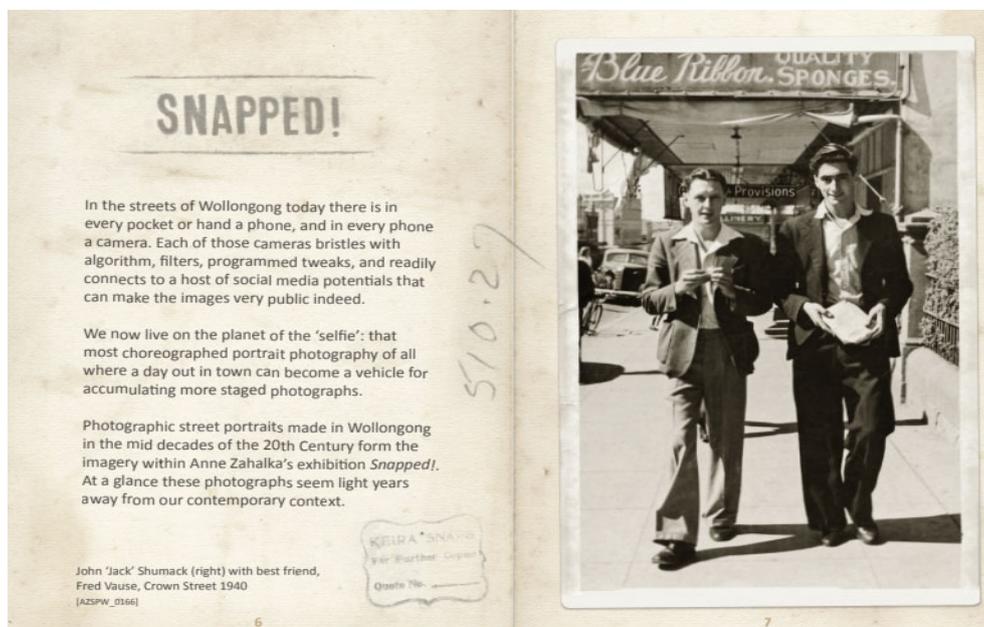
Develop and deliver diverse Local Studies Library projects that contribute to the preservation and continued relevance of local history and community stories

During the quarter, Council staff completed the following:

- 461 images were catalogued for the Illawarra Mercury image project;
- 530 negatives digitised (preserved) and prepared for cataloguing for the Illawarra Mercury negative project;
- 15 maps were digitised and attached to catalogue records for the Local Studies digital collection;
- online stories (including 22 retrospective recordings from archives) were added to the Illawarra Stories website;
- 37 oral histories were fully transcribed on the Amplify platform and 12 transcriptions formatted and added to Illawarra Stories website;
- 186 new records (monographs, manuscripts, images and indexed articles) were added to the Local Studies collection.

Additional projects for this quarter include:

- the 2021 Primary School Local History Prize winner was announced at East Corrimal Public School assembly to Year 4 student Griffin;
- Brian Rogers donation (significant Illawarra industrial historian) - final items were collected and stored ready for sorting;
- 11 spring themed online puzzles were added to the Library website;
- collaboration with Wollongong Art Gallery for the *Snapped: Street photography of the Illawarra* exhibition (11 December to 20 February 2022)



[Image: SNAPPED Exhibition program]

Performance Measures Q2 2021-2022

- Participation rate in environmental programs * | 1,386 (Q2 2020-2021 – 16,815)
- Number of volunteers for Environmental Programs - Greenhouse Park | 0* (Q2 2020-2021 –21)
- Plants Propagated | 4,984 (Q2 2020-2021 –16,487)
- Plants Distributed | 4,144 (Q2 2020-2021 –19,930)
- Tonnes of Rubbish collected from clean-up activities | 13 (Q2 2020-2021 – 10.63)
- Number of volunteers worked at Bushcare and FIReady sites* | 0 (Q2 2020-2021 – 300)

* Impacted by COVID-19

GOAL 2: WE HAVE AN INNOVATIVE AND SUSTAINABLE ECONOMY

Deliver increased City Centre marketing and activation initiatives to support local and regional economic recovery in response to COVID-19

During the quarter, an Outdoor Dining Steering Group was established to progress outdoor dining policy and procedures and enable easy access to information, permissions and alfresco dining opportunities. Collaboration also continued throughout Council teams to proactively pursue outdoor dining opportunities and directly support local businesses.

One-on-one concierge services were provided to eligible businesses within key locations in the CBD as an initial pilot to test legislation, licensing and permissions. Locations included Crown Street Mall, Globe Lane, Crown Lane and Market Street. Recognising the uniqueness of each site, tailored engagement was undertaken with each business. Key successes achieved this quarter include:

- Crown Lane - temporary closure of lane to road reserve;
- Globe Lane - extending trading area to road reserve and road closure;
- The Illawarra Hotel - extending trading area to kerbside;
- Dagwood Bar and Kitchen - extending trading area to footpath;
- Dusty Lizard Brewing - extending trading area within private land;
- Crown Street Mall - four new applications.

Council staff are also reviewing roadside sites in Port Kembla for the application of pilot parklets using a placemaking approach.

The weekly *Live@Lunch* program resumed on the Crown Street Mall stage on Wednesdays and Thursdays featuring artists from the Illawarra Folk Club and Wollongong Conservatorium of Music. In addition, four extra *Live@Lunch* performances were held on Saturdays to support artist and businesses in the lead up to Christmas. As a result of this program, some artists have been offered paid performance opportunities in surrounding venues.

Plans for the Globe Lane *Women to the Front* live music event was rescheduled to February 2022. An internal live music working group has been established to discuss upcoming programs and opportunities in the live music space.

Projects as part of the Live Music Quick Response Grant that were initially delayed due to COVID-19 restrictions commenced during the quarter.

The Business Support Program for local businesses, in partnership with Investible concluded. This program was an important element of Council's broader COVID-19 business support program adopted at the meeting of 2 August 2021.

GOAL 2: WE HAVE AN INNOVATIVE AND SUSTAINABLE ECONOMY

A buy local campaign, *We Shop the Gong* was launched. The campaign aims to drive spending at local businesses to support the local economy. The campaign included a range of advertising materials, including a new webpage, dedicated social media campaign, and a range of merchandise and collateral to support local businesses and encourage residents to shop the Gong.



[Image: We Shop the Gong campaign]

In partnership with NSW Government and the University of Wollongong, deliver the Invest Wollongong program to position Wollongong as a superior business location

During the quarter, the Invest Wollongong digital advertising campaign was finalised. Presentations were made to key groups on the findings including Council's Executive Management Committee, UOW's Strategic Marketing team, the board of the Illawarra Chapter of the NSW Property Council and local commercial real estate agencies.

Key highlights of the digital advertising campaign include:

- 13.6M impressions, over 53,000 clicks through to the Invest Wollongong website (960% increase), 443 downloads of the Office Market Prospectus and 38 website enquiries. Over 90% of users who visited the Invest Wollongong website via the digital advertising campaign were new visitors to the site;
- 1,065 people who searched 'office space in Parramatta' (or similar terms) in Google search engines decided to click on the Invest Wollongong search ads, which resulted in intercepting traffic searching competitor locations;
- Display advertising performed strongly in Professional Services audience, with Invest Wollongong banner ads delivering 17,321 clicks through to the website, a click through rate approximately 400% above benchmark;
- The Invest Wollongong video campaign on YouTube and Facebook was effective and efficient, indicating content was engaging and aligned well with the interests of the target audience. The strongest performing video was the 15 second video, with over 170,000 completed views on YouTube.

Other targeted marketing initiatives over the quarter include:

- Continued advertisement in the latest edition of Coal Coast magazine, aimed at residents who may own or work in business based in Sydney to consider Wollongong as a location for business or work;
- Followers of Invest Wollongong's LinkedIn page grew to 1,789 over the quarter. LinkedIn followers have increased 38 % since the beginning of 2021;
- Based on the success of the Invest Wollongong video series, filming started on a new series of videos profiling Wollongong start-ups;
- The final quarterly newsletter of Invest Wollongong was released, profiling new figures on the ongoing transformation of Wollongong CBD from an office market perspective and the region's clean energy sector among other items.

Following the success of the digital advertising campaign, work started this quarter for a new campaign in 2022.

Planning has commenced for an event at Parliament House in March 2022, in conjunction with Wollongong 2022 and Destination Wollongong, to mark '6 months to go' until the 2022 UCI Road World Championships.

Plan and deliver staged implementation of Crown Street West improvements

Two projects are being implemented along Crown Street West, providing new kerb, gutter and footpaths to the requirements of the City Centre Public Domain Technical Manual. within the 2021-2022 financial year. These projects includes:

- Crown Street West - Railway Parade to Gladstone Street – [North Side]: this project reached practical during the quarter;
- Crown Street West - Railway Parade to Gladstone Street [South Side]: design works continued during the December quarter. Design is anticipated to be completed during 2021-2022 with construction programmed for 2022-2023.

This will complete all areas in Western Crown Street identified as Core Streets within the City Centre Public Domain Technical Manual (excluding sections of Crown Street affected by the proposed WIN block redevelopment).

Deliver a Wollongong Art Gallery Education and Public Program

Due to COVID-19 restrictions, Wollongong Art Gallery's (WAG) face-to-face education and public program activities have been suspended, rescheduled or where appropriate, delivered online. WAG has been conscious of ensuring the community continues to have opportunities to engage with and participate in art and cultural experiences and activities. We have also been active in continuing to support local artists and creatives whose employment opportunities have been impacted by COVID-19.

In this Quarter, WAG has created and delivered the following online programs:

The following education programs were created and delivered:

- Home - a student photography competition was delivered for primary and secondary students to reflect positive things in life at home. The competition was promoted on YouTube and Instagram and had 244 entries;
- ARTSmart - two lessons were held in term four - Day of the Dead and Sydney Harbour After Cézanne;
- Digital Excursion - an online self-directed tour was available for primary education titled 'Ways to Water';
- Primary and secondary school education resources were developed including:
 - a watercolour jellyfish painting lesson and exhibition activity sheet;
 - watercolour painting techniques demonstration and exhibition activity sheet;
 - cardboard galah relief sculpture demonstration and birds and language exhibition worksheets for primary students and secondary students.

The following public programs have been created and are scheduled to be promoted on YouTube, Instagram and Facebook over the next two months:

- *FLOW* Watercolour Prize exhibition walk-through;
- painting a 'Breaking Wave' in watercolour workshop with artist Ann Clarke;
- painting buildings in Acrylics with artist Melissa Ritchie;
- birds and Language walk-through.



[Image: 'Home' student photography competition Year 12 winner, Tobias Moore's entry: 'Oeufs sur une assiette.']

Performance Measures Q2 2021-2022

- Number of visitations to the tourism information centres* | 6,106 (Q2 2020-2021 –13,570)
- Tourist Park occupancy rate of cabins * | 48% (Q2 2020-2021 – 71%)
- Occupancy rates of paid on street parking* | 52% (Q2 2020-2021 – 75%)
- Tourist parks occupancy rate of unpowered sites* | 19% (Q2 2020-2021 – 39%)
- Tourist parks occupancy rate of powered sites* | 35% (Q2 2020-2021– 53%)

*Impacted by COVID-19

GOAL 3: WOLLONGONG IS A CREATIVE, VIBRANT CITY

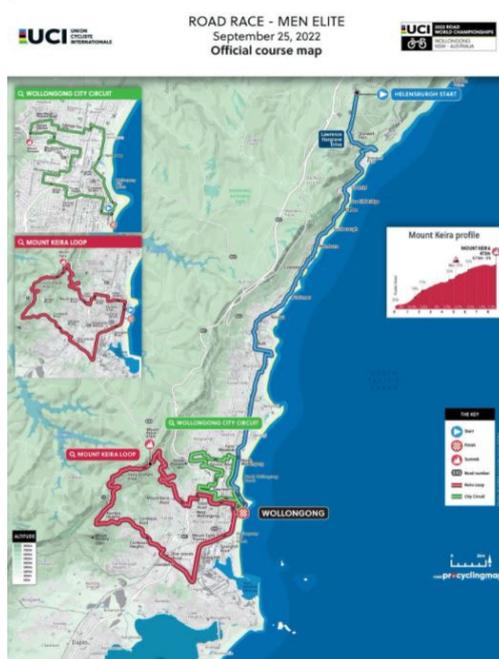
In conjunction with the Local Organising Committee, prepare for the 2022 UCI Road World Championship

The announcement of the course for the UCI Road World Championships – Wollongong 2022 on 10 December 2021, represented a significant milestone for this major event. The championships are one of the top five sporting events in the world and during September 2022, Wollongong will host the world's top cyclists riding the streets in competition for the coveted rainbow jersey.

Preparations for the event continued throughout the quarter with negotiations progressing in relation to the Host City Agreement. A submission was also made to the NSW Government relating to the enactment of the Major Events Act 2009.

Work continued by Wollongong 2022 on task identification, risk assessment and development of design and capital works for the course. Council was represented on the All Agencies Traffic and Transport Group to ensure the event course and associated works interface with state and local road network and traffic management requirements.

Council continued to chair the All Agencies Communications and Engagement Group to ensure coordinated communications and engagement with the community.



[Image: 2022 UCI Road World Championships course]

Deliver Council's annual community events program

During the quarter, The Lord Mayor's Giving Tree and Biker's Toy Run events were delivered in an alternative format due to COVID-19 restrictions. The Bikers Toy Run was well attended with bikers bringing their donations to the Lord Mayor's Giving tree into the city centre.

New Year's Eve celebrations were delivered in a COVID safe reduced format with 9pm Fireworks being held at Belmore Basin, activation of the accessible area and a photographic projection on Wollongong Flagstaff Hill lighthouse on a five-minute loop from 8.30pm to 10.30pm for passers-by to enjoy.

The New Years Eve fireworks were fired higher into the sky which maximised the visibility across the city so people didn't have to be located right on the harbour to enjoy the show.

Road closures were in place for community safety around Belmore Basin between 8pm and 9.30pm

Council worked closely with the NSW Government to ensure that the plans for New Years Eve complied with the Public Health Orders.

The nominations for the Australia Day awards opened during the quarter with scenario planning and coordination of the event under way.



[Image: New Years Eve Fireworks]

GOAL 3: WOLLONGONG IS A CREATIVE, VIBRANT CITY

Deliver the Public Art Strategy

The renewal of the Public Art Strategy 2022 - 2025 progressed during the quarter. External engagement was undertaken on a set of key principles and internal stakeholder meetings have been completed across the organisation, with strategic actions being refined.

Public Art projects delivered this quarter include:

- New artwork for the Ngaraba'aan Trail in Port Kembla - Eye on the Horizon at Hill 60;
- Entry statement and way finding signage for Bellambi;
- Three new murals in Fairy Meadow and Tarrawanna;
- Guest Park skatepark mural

New artwork for the Grand Pacific Walk/ Moranga Park is tracking well.

The MacCabe Park mural undertaken in partnership with the Disability Trust – 'We are us' was nominated for a NSW Youth Work Awards 2021.

Unscheduled maintenance was undertaken on the MacCabe Park mural due to extensive Graffiti and repairs to Ethel Hayton Walkway lightboxes. An action plan for the repair of the MM Beach Ngaraba'aan Trail artworks is underway.



[Image: Guest Park [Fairy Meadow] Mural with artists Gammo and Ki-tsy]

Manage the Merrigong funding agreement for IPAC and the Town Hall

With the easing of COVID-19 restrictions during the quarter, the Merrigong team returned to delivering several successful live events for a cross-section of community and professional venue hirers. While there was still some hesitancy in audiences returning to the theatre, most shows were well-attended.

GOAL 3: WOLLONGONG IS A CREATIVE, VIBRANT CITY

Local audiences have showed great support and enthusiasm for end of year concerts held at the Illawarra Performing Arts Centre (IPAC) by local dance and performance arts schools. Comedy audiences have been treated to satirists The Chaser/The Feed's *The War on 2021* and the Sydney Comedy Festival Showcase.

The Wollongong Town Hall saw local drag stars taking the stage in *The Emancipation of Roxee Horror*, as well as several successful local music acts held in The Music Lounge. The Music in the Morning program featured a Hooked on Classics Christmas special for an appreciative audience of seniors.

Notably, *The Strangeways Cabaret*, a rollicking cabaret curated, directed, and performed by Wollongong's only professional theatre company, premiered at The Music Lounge in December, marking a new departure for *The Strangeways Ensemble*. The ensemble is Merrigong Theatre Company's permanent company and consists of seven artists who are neurodiverse or living with disability. Each performer worked with an artist mentor to hone in on an area of interest, be it song writing, storytelling or drag. The performance was both hilarious and moving and, on Saturday night, the Ensemble received a standing ovation.

The theatre year ended on a high note, with the long-awaited Bluey's Big Play, the live adaptation of the global children's television phenomenon at IPAC from 20 December to 3 January. This show had been cancelled several times previously due to COVID-19 restrictions.

Merrigong has been successful in its application to Create NSW to be a host organisation for *Createability* – a program of internships for people living with disability. We will welcome our intern, in February 2022 where she will work as an Associate Producer for a number of weeks.



[Image: *The Strangeways Cabaret Show* by the Merrigong Theatre Co. during December 2021]

Manage and deliver exhibition and collection programs at the Wollongong Art Gallery

During the quarter, the Wollongong Art Gallery reopened to the public on 19 October. While the Gallery has reopened, the exhibition program remains impacted by prior COVID-19 restrictions. Several exhibitions planned during the closure were re-programmed to the December quarter, or into 2022.

Exhibitions carried over from last quarter include:

GOAL 3: WOLLONGONG IS A CREATIVE, VIBRANT CITY

- Alchemical Worlds;
- LORE;
- Saxon Reynolds: *Wunderkammer*;

New exhibitions opened during the quarter include:

- *FLOW* National Contemporary Watercolour Prize. Generated by the Gallery, this is Australia's largest watercolour prize. 160 works from around Australia were submitted for this exhibition, which was judged by noted writer, critic and presenter, Dr. Andrew Frost.
- *Birds and Language* – part of the Visiting Curator program, the exhibition includes works from the Gallery collection, as well as 18 contemporary artists. This exhibition investigates the origin of language and its role in developing culture.
- *Ways to Water* – an interdisciplinary exhibition investigating the environmental changes to coastal waterways and ways of coastal living since white settlement. The exhibition includes a purpose-built website with QR code access to extended art, cultural and scientific information.

Snapped! Street Photography in Illawarra. An exhibition by highly regarded Australian photo-media artist Anne Zahalka re-examining and bringing new insights into the candid moments of people doing every day, mundane things in the Illawarra from the 1930's.

In-person visitation to 12 December 2021 was 3,982. Online engagement included 8,749 YouTube views; 4,696 Facebook engagements and 3,266 Instagram followers. Total engagements 20,693.

New acquisitions to the collection this quarter include:

- E Phillips Fox – Stanwell Park, oil painting on canvas, 1914;
- William Yang - the Story of Joe, video and still photograph, 1979;
- Virginia Settre - Landscape as Gender, 3 photographs, 2020
- Staff are currently processing a gift by a private collector through the Cultural Gifts program of 11 contemporary Aboriginal Artworks from around Australia.



[Image: Wollongong Art Gallery – Flow Contemporary Watercolour Prize 2021 winner, 'Botticelli Columns' by Wayne Davis]

GOAL 3: WOLLONGONG IS A CREATIVE, VIBRANT CITY

Performance Measures Q2 2021-2022

- Library visitations*^ | 222, 113 (Q2 2020-2021 – 300,781)
- Library – total number of loans* | 144, 498 (Q2 2020-2021 – 293,300)
- Library programs: number of programs* | 127 (Q2 2020-2021 – 556)
- Library programs: number of participants*^ | 853 (Q2 2020-2021 – 12,348)

* Impacted by COVID-19

^Change in mode of delivery to include online participants

GOAL 4: WE ARE A CONNECTED AND ENGAGED COMMUNITY

In consultation with the community, develop a new Community Strategic Plan, Delivery Program and Operational Plan

During the quarter, Council completed Phase 2 of Community Engagement in the development of the Community Strategic Plan. Phase 2 of engagement commenced on 6 September and ran through to 18 October 2021. During Phase 2 a range of methods were implemented to provide our diverse community with the opportunity to provide their ideas and aspirations these included:

	<h3>Engagement through art</h3> <p>Artwork submitted as part of the 'I love Wollongong because..' campaign was displayed at key locations with a call to action and a QR code which led to our online engagement tool.</p>
	<h3>Discussion Paper</h3> <p>The Paper set the context for reviewing the Community Strategic Plan including an environmental scan to see what may have changed since Our Wollongong 2028 was developed in 2017.</p>
	<h3>Postcards</h3> <p>Reply Paid postcards were distributed to every home in the LGA. The postcard invited the recipient to respond to the question 'Imagine Wollongong Local Government Area 10 years from now, what would you like to see?'.</p>
	<h3>Community Circles</h3> <p>A community circle is a structured conversation with a group about a set topic. Kits were provided to guide the conversation and capture feedback. A video was also developed to explain the approach.</p>
	<h3>Our Wollongong Our Future: survey</h3> <p>A survey on Engagement HQ provided an opportunity for the community to have input into what they would like Wollongong LGA to be like in 10 years time.</p>
	<h3>Representative surveys</h3> <p>Specific questions were included in Council's Wellbeing Survey and Community Satisfaction Survey. These representative telephone surveys provided information about the community's aspirations for the future.</p>
	<h3>Workshops</h3> <p>Targeted workshops were held with government, young people, children, Aboriginal organisations and multicultural community members.</p>



OUR WOLLONGONG OUR FUTURE

We're updating our city's Community Strategic Plan.

The Plan sets out the community's goals and priorities for the future. It's shaped by our community, for our community and we'd love you to join the conversation.

Visit our.wollongong.nsw.gov.au/ourfuture to find out more or to let us know your thoughts.

Or share your thoughts on this postcard and mail it back to us before **18 October 2021** (no stamp required).

WOLLONGONG CITY COUNCIL
Reply Paid 65332
WOLLONGONG NSW 2500

Imagine the Wollongong Local Government Area 10 years from now. What would you like to see?

Your name: _____

If you would like to be kept in the loop about the next **Community Strategic Plan** please provide your **email** or **postal address** below

[Image: Phase 2 engagement

GOAL 4: WE ARE A CONNECTED AND ENGAGED COMMUNITY

Actively engage people with disability and carers in the delivery, evaluation and monitoring of the Disability Inclusion Action Plan 2020-25

International Day of People with Disability (IDPWD) is held annually on 3 December. The aim is to celebrate the achievements of people with disability and increase awareness and understanding. To mark the day, information sessions 'Conversations about Inclusions' were organised for Council's management team. Small group conversations were held with local guest presenters, who shared their stories and experience of living with disability.

The day was also celebrated by Wollongong City Library (WCL) hosting a Making a Gingerbread House workshop with an AUSLAN interpreter to assist members of the deaf community, with the Deaf Society promoting the session on their social media. Other sessions were held in partnership with the Guide Dogs NSW/ACT, one for adults in the morning, which also had four Guide dogs in attendance and one session after school for families who have a child with a vision impairment.

In addition, an Accessible Beaches webpage was developed and launched as part of IDPWD. This webpage has been forwarded to Destination Wollongong to add to their tourism webpage.



[Image: Gingerbread House Workshop at Wollongong City Library]

GOAL 4: WE ARE A CONNECTED AND ENGAGED COMMUNITY

Deliver a diverse range of community engagement opportunities to inform and guide development and delivery of Council business

A range of engagement opportunities were undertaken this quarter.

The community was invited to share their thoughts on a draft vision, guiding principles and key focus areas for the next Sportsgrounds and Sporting Facilities Strategy. Feedback was received from a variety of sporting groups, representative bodies, participants of non-traditional sporting groups, young people as well as general community. Feedback will be used to inform the development of the strategy before being placed on public exhibition.

Two online information sessions were held for community members during the exhibition of the draft Climate Change Adaptation Plan. In these sessions, the community were able to learn more about the plan, ask questions and provide feedback.

For the Retail and Business Centres Study, the community was asked to tell Council about the town and village centres they often visit, what they like about them and their ideas on how they could be improved. 230 surveys were completed by our community. This information will guide the draft Study that will be shared for community feedback in 2022.

Council invited the community to share what they love about Wollongong, their ideas and their vision for the future to support the development of the next Community Strategic Plan (CSP). Over 3,000 people provided their ideas through surveys, images, emails and by participating in forums or community circles. The community's ideas will be used to draft the next CSP. A check in with the community will occur in May 2022 to ensure the revised CSP reflects the ideas heard.

Following public exhibition of the draft Mobile Food Vending Policy and trial, feedback was collected from the community and businesses. With the trial commencing in December, Council is working with the community to share their thoughts on food vans and trucks trading at several public locations. Signs will be placed at 15 different site locations and letters and emails sent to residents, business and other stakeholders, all with links and QR codes to online surveys.

As part of the West Dapto Suburb Review Project, we asked the community to comment on a shortlist of names for Suburb A - the western portion of Kembla Grange. The shortlist was created following extensive general community engagement. Two working parties were established to research the names the community suggested. The Community Working Party reviewed all non-Aboriginal names and the Aboriginal Community Working Party researched Aboriginal names and made recommendations. A report to Council was prepared with the name Stream Hill endorsed as the preferred name for Suburb A.

Discussions have also continued with Aboriginal stakeholders about the culture and heritage at William Beach Reserve, near Mullet Creek, Dapto. The information and knowledge collected will be used to inform wording and design of signs at the site, incorporating local art.

GOAL 4: WE ARE A CONNECTED AND ENGAGED COMMUNITY

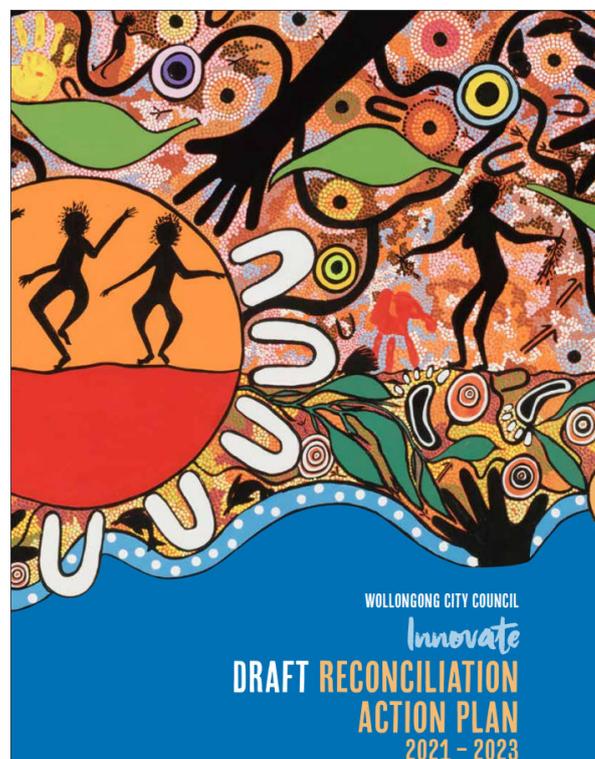
Identify additional opportunities for working in partnership with the local Aboriginal community

During the quarter, the draft Innovate Reconciliation Action Plan 2021-2023 (RAP) was endorsed by Council and Reconciliation Australia. An Innovate RAP is a strategic document approved and endorsed by Reconciliation Australia, that explains an organisation's vision for reconciliation. This RAP is delivered over a two-year period and requires annual reporting on the progress achieved to deliver actions in the areas of 'Relationships, Respect and Opportunities.' The implementation plan offers practical actions that will drive Council's contribution to reconciliation within the organisation and broader community.

To develop the RAP, Council staff worked closely with Custodians and representatives from Council's Aboriginal Reference Group, Illawarra Aboriginal Medical Service, Illawarra Local Aboriginal Land Council and the Illawarra Aboriginal Corporation.

The document will guide Council's actions toward building an inclusive community by working together, promoting respect, creating opportunities and building on our community's existing strengths.

Throughout the quarter, Council worked with members of the Coomaditchie United Aboriginal Corporation to develop artwork and the dreaming story for the book installation, ceramic coolamons and frog (concrete) at Cringila Hills Playground. The book was installed in December with stories showing the connection between the frog and coolamons in an illustrative and sensory way.



[Wollongong City Council Innovate Reconciliation Action Plan 2021-2023]

Deliver civic activities which recognise and celebrate the city's people

On the 18 October 2021, Council resolved to acknowledge the achievements of local swimmer Emma McKeon by naming the North Beach Promenade and Terraces in her name.

Emma won seven medals in Tokyo, a medal for every event competed in. Along with medals from previous Olympics, this brings her current medal haul to 11, more than other athlete in Australian history.

The North Beach Promenade and Terraces are currently under construction at North Wollongong beach, with Stage 1 due mid-2022. Stage 1 lies in the area directly east of Diggies North Beach Kiosk and north beyond the North Wollongong Surf Club.



[Image: Local Olympic swimming champion, Emma McKeon]

GOAL 4: WE ARE A CONNECTED AND ENGAGED COMMUNITY

Performance Measures Q2 2021-2022

- Sick Leave | 6.43 Days (Q2 2020-2021 – 7.72 days)
- Carers Leave | 0.49 Days (Q2 2020-2021 – 0.64 days)
- Lost Time Injury Frequency Rate | 12.45 (Q2 2020-2021 – 15.12)
- Workers compensation costs as a percentage of payroll | 1.9% (Q2 2020-2021– 1.8%)
- Number of media releases issued | 82 (Q2 2020-2021– 47)
- Number of Council Facebook page 'likes' | 36,670 (Q2 2020-2021 – 27,688)
- Number of Twitter followers for Council | 6,918 (Q2 2020-2021 – 6,080)
- Telephone calls are answered within 30 seconds | 89% (Q2 2020-2021 – 88%)
- Enquiries made in person are welcomed and attended to within 5 minutes* | 96% (Q2 2020-2021 – 95%)

* Impacted by COVID-19

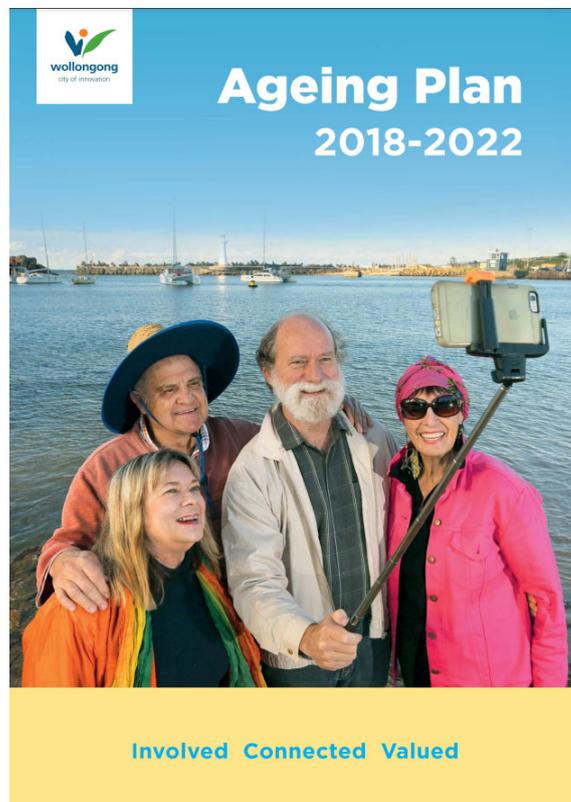
GOAL 5: WE HAVE A HEALTHY COMMUNITY IN A LIVEABLE CITY

Deliver the funded actions of the Ageing Plan 2018-2022

During the quarter, Council participated in the Prevention of Older Persons Abuse (POPA) Network. The aim of the working group meeting of POPA stakeholders was to develop an initiative to raise awareness of elder abuse amongst our local culturally and linguistically diverse communities.

Phase 2 of the Older Men and Social Connection Project is underway. This quarter saw stakeholder meetings being held to promote and gain support for the project. A workshop with male Council officers was facilitated to better understand the current activities happening across Council and guide the development of the project.

An application submitted to NSW Government Reducing Social Isolation for Seniors Grant Program was successful. As a result, in 2022 a well-being program will be delivered that connects seniors while learning how to use outdoor fitness equipment to build strength, balance and flexibility.



[Image: Council's Ageing Plan 2018-2022]

GOAL 5: WE HAVE A HEALTHY COMMUNITY IN A LIVEABLE CITY

Focus on placemaking projects in partnership with the local community

During this quarter, an internal Outdoor Dining Steering Group was established to discuss and progress outdoor dining policy and procedures and enable easy access to information, permissions and alfresco dining opportunities. A working group was established to proactively pursue outdoor dining opportunities and directly support local businesses.

A placemaking 'precinct' approach was adopted to pilot several key sites within the CBD (Globe and Crown Lanes), to create alfresco dining hubs which were people centred and attractive to restaurant/bar patrons and local pedestrian traffic. Parklets are in the design phase for trial in Port Kembla in the new year.

A connected program of decorations and marketing communications under the theme 'A Season of Joy', encourage the community to find, share, create and feel joy in the CBD. This is the first season where all CBD digital marketing channels are active, and Christmas has been promoted holistically, with events such as GPT Santa Photos, Creative Container activations, mall decorations, CBD business promotions and events, Giving Tree and Biker's Toy Run and Black Friday sales brought together into a centralised communications point and integrated into the Season of Joy theme with a place-based focus.

Carve A New Trail project was delivered which has seen young people co-design bike tracks in legal spaces, reducing the impacts illegal trails have on the natural environment. In this period, tracks were constructed in Dapto, Fairy Meadow and Bulli.



[Image: Wollongong CBD at Christmas]

GOAL 5: WE HAVE A HEALTHY COMMUNITY IN A LIVEABLE CITY

Offer a program of activities in libraries to celebrate and engage with our diverse community

The Home Library Service continued to take on new individual and aged care facility customers throughout the quarter. Current Home Library membership remains at 416. There were 12 new customers and 14 resignations during this period. The majority of Home Library Service volunteers have returned to the Library to assist in delivering customer service.

As the Library reopened throughout the quarter, face-to-face Tech Help sessions resumed, with several tech sessions specifically for MyGov. Services Australia attended, giving customers an opportunity to quickly link their vaccination certificate with the Service NSW app, for a faster check-in experience. Other Tech Help sessions were arranged with customers as needed.



[Image: Home library service volunteers delivering books to a customer]

Pursue key actions outlined in the 2017-2021 Sportsgrounds and Sporting Facilities Strategy

A number of key initiatives of the Sports Ground and Sports Facilities Strategy are being progressed during 2021-2022 with a key focus on sports field lighting. During the quarter, the St James Park [Coledale] lighting upgrade was completed. As part of Council's ongoing commitment to improve sporting facilities, the upgrade involved installation of new LED lighting towers at the popular football field, which will increase the time local sporting clubs can safely use the facility.

Council staff continue to collaborate with representatives of Wollongong Stingrays Football club on project managing key NSW Government Greater Cities Fund grants for fencing to improve perimeter control during the June 2022 quarter. Stage 2 drainage, seating and ground surface improvements at Guest Park Fairy Meadow are scheduled during late 2022.

During the quarter, Council engaged with the community asking them to help shape the new Sportsgrounds and Sporting Facilities Strategy (2022-2026). This strategy aims to meet the existing and future sporting needs and goals of the community. The community had 28 days to provide feedback on the Vision, Guiding Principles and Key Focus Areas for the strategy.



[Image: St James Park Coledale]

Implement the key projects identified in the Cringila Hills Recreation Masterplan

During the quarter, the Cringila Hills Recreation Park mountain bike trails opened. This was a major milestone in the implementation of the Cringila Hills Recreation Masterplan located within Cringila Community Park and is Council's first Mountain Bike Park.

The Mountain Bike Park has an exciting mix of almost 12 kilometres of trails for riders to explore, catering to beginner and intermediate riders. The tracks have a mix of gradients, surfaces and obstacles. The trails are part of a bigger project that's transforming Cringila Hills into a landmark recreation park. The area includes a new playground and more than 3.4km of shared-use and walking trails for the broader community to enjoy. Improvements to the car park, on-site wayfinding signage, and extensive landscaping for the site have also been completed.

Work is also underway for an asphalt pump track and bike skills playground (both due to be ready mid-2022).

The Cringila Hills bike trails have been proudly funded by the Commonwealth Government under the Local Roads and Community Infrastructure Program [\$1.2M] in association with Wollongong City Council.



[Image: Local residents visiting the Cringila Hills Mountain Bike trails]

Implement actions from the Port Kembla 2505 Revitalisation Strategy in accordance with the strategy implementation plan

In this quarter, Council has continued to deliver against the Port Kembla 2505 Revitalisation Plan.

Pop-up cycleways have been constructed along Military Road along with footpath and kerb ramp improvements, connecting the harbour, station, town centre and foreshore creating safe and active transport connections for all.

GOAL 5: WE HAVE A HEALTHY COMMUNITY IN A LIVEABLE CITY

Upgrades of the amenities at Port Kembla Pool are now complete and welcoming beachgoers. These upgrades included a change area that will provide people with high support needs and their carers with the space and specialised equipment they need to enjoy Port Kembla Beach and Pool.

Detail design for Stage 1 delivery of the King George V Oval Masterplan continues. Investigations to support the design and construction of the Fisherman's Beach Access Ramp continues.

In addition, this quarter saw the installation and unveiling of Port Kembla's newest creative attraction, *Eye on the Horizon*, at Hill 60. This artwork forms part of the Ngaraba-aan Trail, a critical part of the Hill 60 Masterplan.

Eye on the Horizon was developed by artist Braham Stevens as a commemoration of the service personnel who defended the Australian coastline during the Second World War. This project was funded by the Commonwealth Government under the 'Saluting their Service' Commemorative Grants Program and supported by Wollongong and Port Kembla/Dapto Local RSL sub-branches.

The large sculpture recognises the site as a military precinct and a key location in the country's coastal defence network. The work has been designed to draw people in to consider the site's role in the Australian war effort during World War II. It has been developed to look like a large-scale curved lens with its centre capturing what would be reflected in a soldier's eye as they scanned the horizon for enemies.



[Image: Public art Eye on the Horizon]

Deliver a range of youth development opportunities with a focus on engagement, capacity building, inclusion, belonging, sector development and support

With easing COVID-19 restrictions, this quarter a hybrid model of service delivery was provided for young people with programs being delivered online and at Wollongong Youth Centre.

What Now? Adulting 101 video series provided young people with information to navigate topics such as how to get a photo identification card, things you need to know when moving out of home, how to open a bank account, how to apply for a tax file number, rights at work and how to get a Medicare card. These videos were shared on Wollongong Youth Services social media channels.

In the lead up to the election a social media campaign was delivered to encourage young people to enrol to vote and informed them about the local government elections.

A range of engagement activities were delivered with young people including targeted engagement about Stuart Park Masterplan and Sportsgrounds and Sporting Facilities Strategy and *Carve and New Trail* bike tracks. Youth Services social media channels were also used to connect young people with general engagement opportunities being offered by Council.

'The Frog' Wollongong Youth Services directory was relaunched this quarter. The online directory provides details of local services available to young people. A campaign included social media posts and a range of collateral being distributed through high schools to their students.

Regular programs included:

- *Rainbow League and Qmunity*- support, education and social opportunities for young people who identify as Lesbian, Gay, Bisexual, Trans*, Intersex, Queer (LGBTIQ) or questioning
- *Create* - costume design and set design.
- *Acting Up* - drama and theatre performance skills and games
- *Guitar 101* - introductory guitar lessons
- *Team Ignite* - participants developed and delivered workshops
- *Teenz Connect* - online tabletop games, mindfulness and body movement
- *Hang out* - young people could drop in and hang out at Wollongong Youth Centre on Tuesday and Wednesday 3-6pm and Thursday and Friday evenings 4 -7pm.

This quarter 1,563 young people participated in programs and services.

Implement the Beach and Foreshore Access Strategy 2019-2028

During the quarter, Council deployed beach matting at Thirroul and Austinmer beaches for the 2021-2022 summer season. The design of access ramps at priority locations including Austinmer, Port Kembla and North Wollongong are continuing. It is anticipated construction on the Port Kembla Beach access ramp will progress throughout the 2022-2023 year.

As part of Council's commitment to improve access and inclusion, an accessible Adult Change Facility (AACF) was opened at Port Kembla Beach and Pool in October 2021. The amenities upgrade provides a change facility for users with high support needs and their carers where they require additional space, assistance and specialised equipment to allow them to use toilets safely and comfortably. The completed AACF has been independently certified as meeting access requirements and will be added to the National Public Toilet Map to help people with disability and their carers plan their trips and enjoy their time at the pool and beach. Features of the AACF include:

- Height adjustable adult change table to more easily transfer a user with high support needs.
- Peninsular toilet which ensures there is enough space around the toilet to allow wheelchair transfers or assistance from carers.
- Traversable hoist to assist users and carers move between specialised equipment.
- Handbasin at appropriate height for wheelchair users.
- Auto entry sliding access door for easy access.
- Increased space to allow wheelchair users and their carers to freely move about the change facility.
- Secured access only by holders of a Master Locksmiths Access Key (MLAK).

This project was proudly funded by the Commonwealth Government Local Roads & Community Infrastructure Fund and Wollongong City Council.

Performance Measures Q2 2021-2022

- Community Transport trips* | 944 (Q2 2020-2021 -28,240)
- Direct-Run District Level Community Facilities visitation* | 33,205 (Q2 2020-2021 - 59,494)
- Utilisation of Direct-Run District Level Community Facilities* | 5,467 Hours (Q2 2020-2021 - 9,841)
- Social Support hours of service* | 1,217 Hours (Q2 2020-2021 - 9,871)
- Total Visits commercial heated pools: Corrimal* | 32,089 (Q2 2020-2021 -49,171)
- Total Visits commercial heated pools: Dapto* | 19,101 (Q2 2020-2021 -26,489)
- Utilisation/visitation at pools* | 105,755 (Q2 2020-2021 - 397,510)
- Utilisation/visitation at beaches | 524,633 (Q2 2020-2021 - 432,258)

GOAL 6: WE HAVE AFFORDABLE AND ACCESSIBLE TRANSPORT

Deliver the road resurfacing and reconstruction program

During the quarter, stage 1 of the Wongawilli Access Project progressed. Works are nearing completion along the section of road between Shone Avenue and Smiths Lane. Upgrades of this section of road include improving the stormwater system as well as widening and reconstructing the road. It's an important long-term project that aims to build the necessary infrastructure to support Wongawilli and West Dapto's growing population, reduce flood risks and improve safety.

Work on the new shared path from Smiths Lane to Shone Avenue also continued. Street trees were planted to provide natural shade to this section at the same time.

The roadworks program has been fully allocated with projects over the four years of the program out to 2024-2025. All scopes for 2021-2022 have been prepared and submitted.



[Image: Roadworks at Wongawilli]

Develop and implement a best-practice active transport data collection and evaluation program

The 2021 Wollongong Local Government Cycling Participation Survey has been completed and is now available to the community on Council's website. A fixed counter has been installed on the Smith Street pilot cycleway. A contract for three permanent counters has been accepted.

GOAL 6: WE HAVE AFFORDABLE AND ACCESSIBLE TRANSPORT

A trial for an Artificial Intelligence (AI) driven video survey commenced in late October 2021 on the Blue Mile at the tramway cutting. Further utilisation surveys are currently being programmed and through to May 2022. This data will inform future projects and evaluate recent installations.

Implement footpath and cycleway improvement programs

During the quarter, Council shared with the community planned upgrades for the pedestrian crossing on Phillip Street, Thirroul in front of Ryan's Hotel.

This crossing is a high-traffic and pedestrian area which sees many people travelling to and from local school and businesses. Carrying out these upgrades will improve driver and pedestrian visibility and make it easier for people to safely cross the road. Proposed works include construction of a raised pedestrian crossing at Phillip Street, construction of new kerb ramps and concrete blisters, construction of a short stretch of footpath at the intersection of Lawrence Hargrave Drive and Phillip Street, new line marking on the road, installation of signage and improved street lighting.

Council has developed a prioritisation process to assist in the allocation of funds to the footpath and cycleway improvement program. In 2021-2022, Council has committed \$3.7 million worth of new footpaths and \$4 million worth of new cycleways. This level of spending is reflective of increased Commonwealth and State grants funding and increased contribution from Council to deliver the Wollongong Cycling Strategy 2030.



[Image: New pedestrian crossing at Thirroul]

GOAL 6: WE HAVE AFFORDABLE AND ACCESSIBLE TRANSPORT

Collaborate with partners to fund and deliver a suite of education, information and infrastructure programs that improve cycling participation through improvements to infrastructure, amenity and safety

Council has partnered with *Ride Nation* to deliver cycling related education programs and events. With the support of the NSW Government, Council has seen a significant increased investment for 2021-2022. Work will also commence on a review of the *Share the Path* user behaviour campaign, in collaboration with riding partners and Illawarra and Shoalhaven Councils.

Council was successful in gaining Union Cycliste Internationale (UCI) legacy grant funding for the wayfinding signage project. Council staff will collaborate with the Illawarra Bicycle Users Groups (IBUG) for delivery prior to the UCI Road World Championships in September 2022.

Council is partnering with the University of NSW (UNSW) City Futures - ARC Bikeability project where the project will involve testing and simulations of bike infrastructure. Locations across our LGA will be selected as part of this project.

Council has received \$800,000 under the NSW Active Transport Program towards delivering the Grand Pacific Walk shared pathway at Clifton.

Council has successfully delivered over \$540,000 of Commonwealth Local Road and Community Infrastructure (LCRI) program funded shared user path (SUP) projects at Ursula Road and Cordeaux Road. \$1.2million of NSW Public Spaces grant has been assigned to the Fairy Creek Masterplans SUP network.

An application has been submitted for approx. \$2million in NSW Government funding for the Princes Highway, Memorial Drive to Bourke Street, Fairy Meadow and similar SUP projects.

Council staff are developing a suite of ready to construct shared user paths in collaboration with Transport for NSW, to seek future funding. These designs are almost complete.

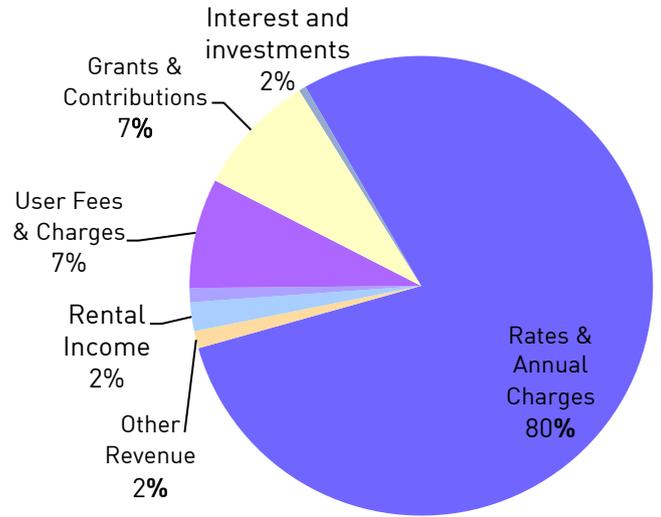
Performance Measures Q2 2021-2022

- Delivery of Council's Capital Program | 41% (Q2 2020-2021 – 43%)

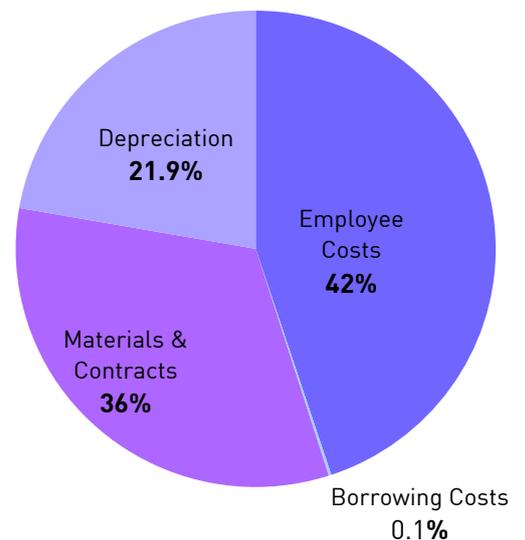
How we performed against our budgets

Budget 2021-2022

Income Type (\$M)	YTD Actual	Proposed budget
Rates & Annual Charges	109.2	216.9
Other Revenue	1.7	5.8
Rental Income	2.8	5.7
Profit on disposal of Assets	1.4	0.9
Grants & Contributions	10.7	20.1
User Fees & Charges	11.9	24.9
Interest & Investments	0.7	1.6
Total	138.4	275.8



Expense Type (\$'M)	YTD Actual	Proposed budget
Employee Costs less Internal Charges	64.9	126.0
Borrowing Costs	0.3	0.4
Materials & Contracts	47.2	108.1
Depreciation	32.2	64.0
Loss on Disposal of Assets		
Total	144.5	298.6



Report of Chief Financial Officer

The December Quarterly Review is the second review of the 2021-2022 Operational Plan adopted in June 2021. The review of the financial estimates proposes a range of adjustments that impact on the Operating Result by \$2.5M, however, have resulted in a relatively minor improvement of \$0.1M in the Funds Result as they are offset with transfers to or from restricted cash or are non-cash adjustments.

The following table and comments provide a summary view of the proposed variations and forecast for 2021-2022 based on year to date performance and anticipated results to June 2022.

Table 1

FORECAST POSITION	Original Budget	Current Budget	Proposed Budget	YTD Actual	Proposed Variation
	\$M	\$M	\$M	\$M	\$M
KEY MOVEMENTS	July	December	December	December	Proposed Variation
Operating Revenue	281.9	276.5	275.8	138.4	(0.7)
Operating Costs	(291.1)	(296.8)	(298.6)	(144.5)	(1.8)
Operating Result [Pre Capital]	(9.2)	(20.3)	(22.8)	(6.1)	(2.5)
Capital Grants & Contributions	32.1	36.8	36.8	16.0	0.0
Operating Result	22.9	16.5	14.0	9.9	(2.5)
Funds Available from Operations	59.1	56.4	56.5	28.9	0.1
Capital Works	107.1	108.3	108.2	43.8	(0.1)
Contributed Assets	8.4	8.4	8.4	-	-
Transfer to Restricted Cash	1.9	2.8	2.8	1.8	-
Borrowings Repaid	5.5	5.5	5.5	2.7	-
Funded from:					
- Operational Funds	60.9	57.1	57.0	22.0	(0.1)
- Other Funding	54.6	59.6	59.6	21.8	0.0
Total Funds Surplus/(Deficit)	(9.1)	(9.0)	(8.8)	2.3	0.1

OPERATING RESULT [pre capital]

The proposed Operating Deficit [pre capital] estimate of \$22.8M represents a deterioration of \$2.5M, against a current budgeted deficit of \$20.3M, that is made up of both funded and cash variations. While a deficit budget is not in line with Council's Financial Strategy (to achieve a small surplus budget), it was anticipated due to the early payment (quarter earlier) of this year's Financial Assistance Grant and the impact of Council's COVID-19 relief package which was introduced in August. It does not impact Council's long term financial sustainability.

The major variations proposed in this review are summarised broadly below with further details provided through this report. Favourable variations are identified as (F) and Unfavourable as (U):

Non-Funds Variations (no Fund impact) \$2.6M (U)

These are variations where the proposed adjustments are offset by transfer to or from restricted cash or are non-cash adjustments. These variations include:

• Domestic Waste (offset by transfer from restricted cash)	\$2.5M (U)
• Introduction of funded projects	\$0.6M (U)
• Investment revenues	\$0.5M (U)
• Depreciation adjustment	\$1.0M (F)
• Projects rephased to 2022-2023 onwards	
– Supporting Documents adjustments and re-phasing	\$0.5M (F)
– UCI projects rephased to 2022-2023	\$0.4M (F)
– Other	\$0.3M (F)
– Offset by provision for rephasing of projects	\$1.2M (U)

Funds Variations \$0.1M (F)

• Market Street Car park now Council operated	\$0.4M (U)
• Increase in Insurance Premiums	\$0.1M (U)
• Projects rephased to 2022-2023 onwards	
– Supporting Documents adjustments and re-phasing	\$0.2M (F)
– Other	\$0.4M (F)
– Projects negative contingency offset	\$0.2M (U)

OPERATING RESULT

The proposed Operating Result surplus of \$14.0M also indicates a deterioration of \$2.5M compared to current budget as there are no further changes to budget in Capital Grants or Contributions.

CAPITAL PROGRAM

During this quarter, the capital budget expenditure projections were decreased by \$2.9M through monthly adjustments that were fully offset by funding from restricted cash and have been reported for approval by Council through the monthly reporting process. There was a \$4.7M decrease in capital expenditure budget during the month of November which was predominately due to the delay of transport infrastructure projects.

FUNDS RESULT

The Current Budget deficit for Total Funds Result (annual movement in Available Funds) of \$9.0M has been revised to a deficit of \$8.8M.

Cash & Investments

The following table shows minor movements in the projections of available funds for the 2021-2022 financial year as a result of the proposed changes through the December Quarterly Review.

Table 2

CASH, INVESTMENTS & AVAILABLE FUNDS					
	Actual 2020/21	Original Budget 2021/22	September QR 2021/22	December QR 2021/22	Actual Ytd December 2021
	\$M	\$M	\$M	\$M	\$M
Total Cash and Investments	170.9	105.5	127.4	128.4	172.5
Attributed to:					
External Restrictions					
Developer Contributions	38.7	32.3	32.0	31.7	37.0
Specific Purpose Unexpended Grants	9.8	- 0.7	4.3	6.4	8.2
Special Rates Levy-City Centre & Mall	0.3	0.3	0.3	0.3	0.4
Unexpended Loans	1.2	1.2	1.2	1.0	1.0
Domestic Waste Management	10.7	10.7	11.8	9.4	9.4
Private Subsidies	5.4	4.6	3.8	3.8	5.5
Housing Affordability	9.6	9.7	9.6	9.5	9.6
External Service Charges	-	-	-	0.1	-
RMS Contributions (previously RTA)	-	-	-	-	0.6
Stormwater Management Charge	2.2	1.7	1.9	1.9	2.7
Total External Restrictions	78.088	59.9	64.9	64.1	74.5
Internal Restrictions					
Property Investment Fund	9.4	4.3	9.2	9.3	9.4
Strategic Projects	46.6	22.8	26.8	27.6	41.2
Sports Priority program	0.9	0.3	0.3	0.3	0.9
City Parking strategy	1.1	0.8	1.0	1.0	1.2
MacCabe Park Development	1.6	1.7	1.7	1.7	1.7
Darcy Wentworth Park	0.2	0.2	0.2	0.2	0.2
Waste Disposal Facility	3.4	3.3	4.2	4.8	4.2
West Dapto additional rates	7.0	7.7	7.9	7.9	7.5
Natural Areas	0.2	0.2	0.2	0.2	0.2
Lake Illawarra Management Fund	0.4	0.3	0.4	0.4	0.4
Total Internal Restrictions	70.7	41.7	52.0	53.4	66.7
CivicRisk Investment	3.2				3.2
Available Cash	18.9	3.9	10.5	10.9	28.1
Net Payable & Receivables	4.5	9.2	4.6	4.3	(3.0)
Payables	(26.6)	(26.2)	(26.6)	(26.8)	(34.7)
Receivables	21.9	24.5	24.4	24.3	19.7
Other	9.3	10.9	6.8	6.8	11.9
Available Funds	23.4	13.1	15.0	15.3	25.0

COVID-19

The impacts of the resurgence of COVID-19 have had a clear impact on some income and, to a lesser extent, expenditure streams during this quarter. The continuation and direction of these trends is difficult to assess at this time due to the changing external environment as vaccination levels increase and the Road Map for COVID-19 recovery is developed and refined by the State Government. This is further compounded by uncertainty of how our community may respond to this.

Report of Chief Financial Officer

An assessment was made on potential impacts for this financial year based on actual impacts to key Services to the end of September, a series of assumptions on how these impacts may take shape over each of the next three quarters of 2021-2022 based on the preliminary Road Map and our experience during the first COVID-19 wave last year.

From an income perspective, the most significant variations have been in Tourist Parks that had limited occupancy during the first quarter and Leisure Centres that were effectively closed during this time and are slowly increasing in visitations. Tourist Park projections reflect that occupancy rates improved during the December Quarter and will return to similar levels as previous years for the remaining two quarters. In terms of Leisure Centres, while a recovery in the latter part of the year is assumed, this is expected to mirror the cautious approach taken by our community during the last recovery. Increased expenditure is mainly focused on additional resources for maintaining a safe environment and includes additional resources such as pool marshals. The following table provides a summary of the net anticipated financial impacts on a range of key Service areas based on these assumptions. These projections were used to inform the recommendation for the creation of a central contingency of \$7.06M.

The impact of the second wave of COVID-19 remains extremely volatile and the position is being carefully monitored, assessed and reported throughout the year to determine the adequacy of the proposed provision for COVID-19. No change to the \$7.06M provision has been proposed at the December Quarterly Review.

Estimated Impact COVID-19 2021-22 Financial Year			
Service	Revenue	Expenses	Nett Estimated Impact
	\$M	\$M	\$M
Tourist Parks	1.5	(0.5)	1.0
Aquatic Services	0.7	1.1	1.8
Leisure Services	1.8	(0.3)	1.5
Transport	0.5	(0.1)	0.4
Parks & Sportsfields	0.3	(0.0)	0.3
Property Services	0.5	(0.0)	0.5
Libraries	0.0	(0.1)	(0.1)
Community Facilities	0.4	(0.0)	0.4
Integrated Customer Service	0.0	0.2	0.2
Regulatory Control	0.5	(0.1)	0.4
General Contingency	0.0	0.8	0.8
Total	6.1	0.9	7.1

Supporting Documents

The following table shows the proposed Supporting Documents projects budget. As discussed in the September Quarterly Review, the addition of projects in progress to the 2021-2022 forecasts in addition to the existing range of projects, will create an overly ambitious target and it is recognised that there would be significant challenge organisationally for these projects to be delivered in full in the current reporting period. The projects in progress were reviewed during the December Quarterly Review, resulting in a reduction of \$0.7M, however, this will need to be monitored on an ongoing basis and, where required, budget changes will be further considered through the 2022-2023 Strategic Planning Cycle and March Quarterly Review.

Table 3

Supporting Documents - Planning Studies & Investigations					
Service & Project	2021/22 Current Budget \$'000	2021/22 Proposed Budget \$'000	2022/23 Proposed Budget \$'000	2023/24 Proposed Budget \$'000	2024/25 Proposed Budget \$'000
Corporate Strategy	79	65	237	412	603
Centralised Studies & Plans	14	0	237	412	526
Community Strategic Plan Review	65	65	0	0	77
Infrastructure Planning & Support	156	156	156	0	0
Management of Councils Water Supply & Waterwaste Infrastru	156	156	156	0	0
Land Use Planning	1,001	1,056	642	102	2
West Dapto Review	0	0	73	0	0
West Dapto Flood Risk Review	100	100	0	0	0
West Dapto Review Structure Plan	4	4	0	0	0
West Dapto Review WaterCycle Masterplan	25	0	75	0	0
Tourism Accommodation Review Planning Controls	30	30	0	0	0
Industrial Land Planning Controls Review	30	30	30	0	0
Heritage Asset Management Strategy	18	18	0	0	0
City Centre Planning Review	40	40	0	0	0
City Wide LEP Review	0	0	100	100	0
Development of Crown Land Plans of Management	123	123	90	0	0
Landscape development plan for West Dapto - for riparian cor	50	50	70	0	0
Sandon Point Interpretive Signage & Indigenous Art Consultan	29	29	0	0	0
Sandon Point Interpretive Signage & Indigenous Art	2	2	2	2	2
Battery Park, Smiths Hill & Flagstaff Hill Forts Heritage Co	0	0	120	0	0
LGA Wide Retail Centres Study	130	130	0	0	0
Review Riparian Corridor Management Study & Policy	50	50	52	0	0
West Dapto Open Space and Community Facilities Needs Asses	70	150	30	0	0
Western Sydney Development Impacts Study	150	150	0	0	0
Review Planning Controls - Wilga St, Corrimal	150	150	0	0	0
Stormwater Services	1,053	575	1,114	571	353
Floodplain Management Studies	131	0	350	350	350
Review of Towradgi Creek FRMS	43	43	0	0	0
Review of Hewitts Creek FRMS	32	32	0	0	0
Flood Risk Management Studies Best Practice	205	108	505	221	3
Review of Allans Creek FRMS	91	61	30	0	0
Review of Fairy Cabbage Creeks FRMS	100	50	50	0	0
Investigation of Flood Mitigation Options	35	35	0	0	0
Community Education	25	25	0	0	0
DCP Review	30	6	24	0	0
FLIA Automation	50	43	7	0	0
Review of Duck Creek FRMS	60	52	18	0	0
Review of Collins Creek FRMS	100	50	50	0	0
Review of Wollongong City FRMS	70	44	26	0	0
Review of Brooks Creek FRMS	40	0	40	0	0
Review of Minnegang Creek FRMS	40	25	15	0	0
Environmental Services	326	265	550	471	0
Biodiversity Strategy	89	29	61	0	0
City Beach Dune Contamination Management	25	25	0	0	0
Climate Change Risk Assessment & Adaptation Plan	30	30	0	0	0
Climate Change Mitigation Plan Implementation	7	7	0	0	0
Coastal Management Program for the Open Coast	99	99	464	471	0
Prepare Subsequent Climate Change Mitigation Plan	75	75	26	0	0

Table 3 (cont'd)

Supporting Documents - Planning Studies & Investigations					
Service & Project	2021/22 Current Budget \$'000	2021/22 Proposed Budget \$'000	2022/23 Proposed Budget \$'000	2023/24 Proposed Budget \$'000	2024/25 Proposed Budget \$'000
Natural Area Management	25	25	26	26	27
Vegetation Management Plans for High Priority Natural Areas	25	25	26	26	27
Transport Services	839	544	361	86	15
Accessible Car Parking and Bus Stops audit	22	22	0	0	0
Access and Movement Strategy Review	200	75	125	0	0
City Centre Parking Surveys - EMS Report	69	0	69	71	0
Foreshore Parking Strategy	4	4	0	0	0
Integrated Transport Strategy	50	25	76	0	0
City Centre Parking Strategy	54	54	0	0	0
Bellambi Foreshore Precinct Plan	211	211	0	0	0
Wollongong LGA Feasibility Studies	8	8	15	15	15
Lake Illawarra Shared Path Masterplan	110	95	15	0	0
Towradgi Creek Shared Path Feasibility Investigations	56	30	26	0	0
Bald Hill to Stanwell Park Pathway Feasibility	25	10	15	0	0
Pedestrian Bridge Thurston Av - Feasibility Study	30	10	20	0	0
Community Facilities	16	16	0	0	0
Facilities Planning Development	16	16	0	0	0
Cultural Services	0	0	120	0	0
Art Gallery 2nd Entrance Design	0	0	120	0	0
Aquatic Services	100	100	0	0	0
Community Recreation & Aquatic Centre Concept Plan West Da	80	80	0	0	0
Coalcliff Surf Club Proposed Refurbishment Works - Feasibili	20	20	0	0	0
Botanic Garden and Annexes	9	9	0	0	60
Mt Keira Summit Park	9	9	0	0	0
Botanic Gardens Design Investigation for Asset Improvement	0	0	0	0	60
Parks and Sportsfields	301	301	35	0	0
Blue Mile Masterplan - update	46	46	0	0	0
Fred Finch Park - Landscape Masterplan	0	0	35	0	0
Hill 60 Tunnels Reopening- Detailed Concept Plans	150	150	0	0	0
Illawarra Sports Stadium Extension - Arboriculture Impact A	15	15	0	0	0
Feasibility Study Synthetic Football Pitch in Planning Area	50	50	0	0	0
Barina Park Oval Investigative Studies	40	40	0	0	0
Property Services	52	52	0	0	0
Bulli Showground Masterplan	30	30	0	0	0
Bulli Showground Master Plan Stage 2	22	22	0	0	0
Total Expenditure *	3,958	3,165	3,240	1,668	1,060

*Expenditure shown above is for full project cost. A number of projects are supported from external grant funds or internal restrictions

Long Term Financial Projections

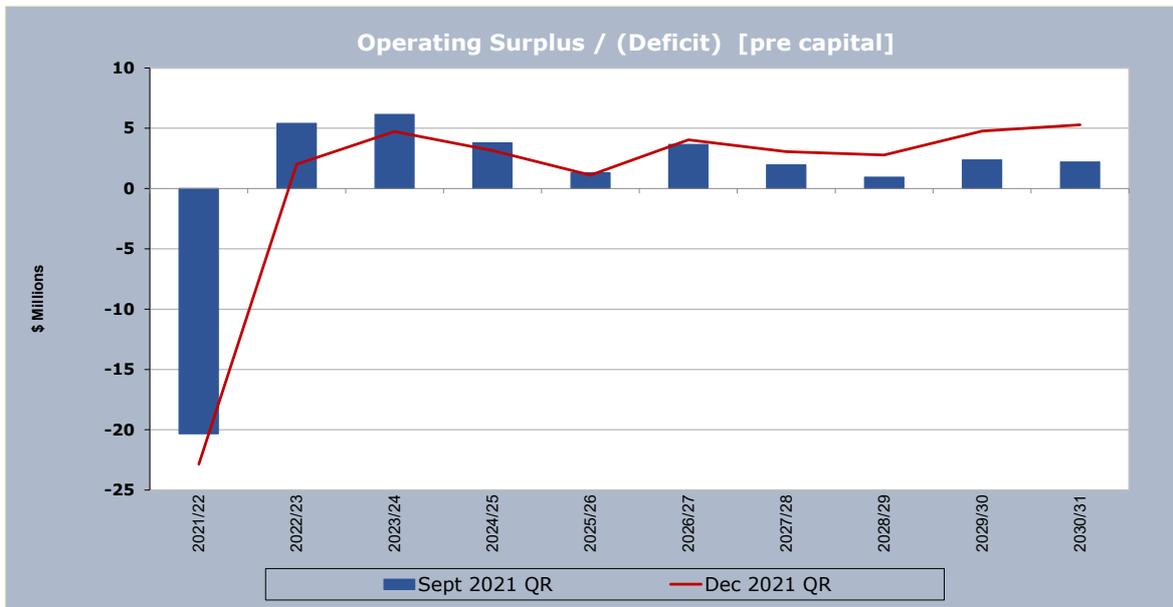
Council has a continuous budget process that revises the long term forecasts in line with quarterly changes and resets assumptions and indices annually or where new information leads to an immediate requirement to change the indices. The long term forecasts presented below are indicative of our existing position. The long term projections are currently being reviewed through the annual planning process in line with the Financial Strategy targets to reflect current information from both external sources and internal analysis as part of the 2022-2023 annual Strategic Planning Cycle. As a result, the long term projections will change moving forward as we reset our underlying assumptions and change future estimates through the preparation of a new Community Strategic Plan, Delivery Plan and Resource Strategy, including the Long Term Financial Plan. The projected long term indicators are primarily based on exiting assumptions and indices from current plans.

Long Term Operating Surplus/(Deficit) [pre capital]

The Operating Result [pre capital] provides an indication of the long term viability of Council. In broad terms, a deficit from operations indicates that Council is not earning sufficient revenue to fund its ongoing operations (services) and continue to renew existing assets over the longer term. While this measure is important, it does include timing issues and impacts from specific transactions and operations which make it less accurate in demonstrating current performance. The Funds Available from Operations below is a more accurate indicator of current financial performance.

The deterioration in the 2021-2022 result has been discussed throughout this report, with the main impact being the non-recurrent adjustment to Waste Facility Operations. There are also a number of other adjustments that are of a recurrent nature that have impacted the future years estimates, including application of the rate peg for 2022-2023, new rates growth provisions, and the reassessment of depreciation.

Table 4

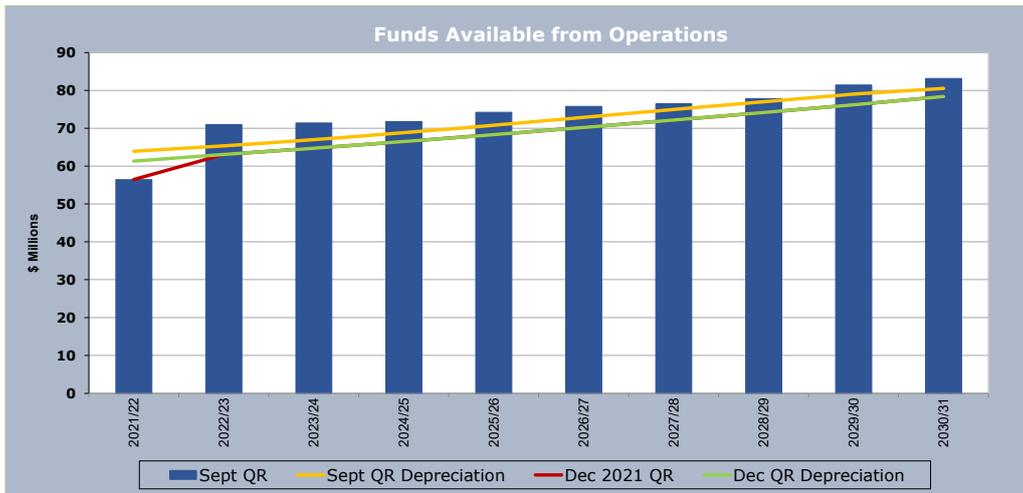


Funds Available from Operations

The matching of Funds Available from Operations with Council’s asset renewal target (currently depreciation over the long term) is a primary target of Council to provide for effective renewal of assets and growth in assets.

The following graph shows the forecast depreciation expenses compared to Funds Available from Operations. This indicator demonstrates the capacity to generate sufficient funds from operations to meet that level of asset renewal requirement. The graph currently shows the reassessment of the depreciation through the December Quarterly Review. The Funds Available from Operations has been adjusted to align with the depreciation to reflect the Financial Strategy. Further review will be carried out in conjunction with the new strategic planning cycle.

Table 5



Available Funds

Available Funds are the uncommitted funds of an organisation that assist in meeting the short term cash requirements, provide contingency for unexpected costs or loss of revenue and provide flexibility to take advantage of opportunities that may arise from time to time. Council's Financial Strategy has a target to achieve and maintain an Available Funds position between 3.5% and 5.5% of operational revenue [pre capital]. The target range for Available Funds at December 2021 is between \$9.6M and \$13.2M (lower range) and between \$15.1M and \$20.8M (upper range) over the life of the Long Term Financial Plan.

The revised forecast indicate that Council remains within the target range. It should be noted that this is an indicative position at a point in time and will be impacted by the review of the indices and underlying assumptions during the collation of the Long Term Financial Plan.

Table 6

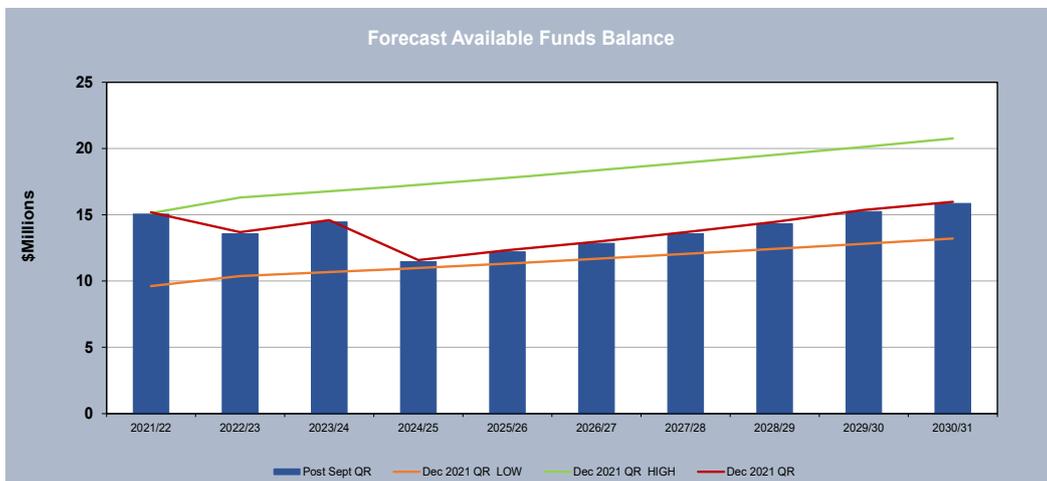


Table 7

WOLLONGONG CITY COUNCIL					
December 2021 Quarterly Review					
	Original Budget \$'000	Current Budget \$'000	Actual YTD \$'000	Variance \$'000	Working Budget \$'000
Income Statement					
Income From Continuing Operations					
Revenue:					
Rates and Annual Charges	215,858	216,782	109,233	145	216,927
User Charges and Fees	31,493	24,600	11,901	266	24,865
Interest and Investment Revenues	3,167	2,029	689	(467)	1,562
Other Revenues	5,737	5,760	1,691	67	5,827
Rental Income	6,326	6,359	2,804	(707)	5,652
Grants & Contributions provided for Operating Purposes	19,325	20,062	10,674	(8)	20,054
Grants & Contributions provided for Capital Purposes	32,091	36,838	16,031	0	36,838
Other Income:					
	0	0	0	0	0
Profit/Loss on Disposal of Assets	0	878	1,373	(0)	878
Total Income from Continuing Operations	313,998	313,308	154,395	(704)	312,605
Expenses From Continuing Operations					
Employee Costs	144,255	145,132	73,771	245	145,377
Borrowing Costs	1,954	432	250	(0)	432
Materials, Contracts & Other Expenses	101,873	107,863	48,296	2,597	110,460
Depreciation, Amortisation + Impairment	64,652	65,010	32,161	(989)	64,021
Internal Charges (labour)	(19,309)	(19,309)	(8,899)	(28)	(19,337)
Internal Charges (not labour)	(2,339)	(2,339)	(1,104)	0	(2,339)
FSR (X6nnn)	0	0	0	0	0
Savings Target (G2479/3284)	0	0	0	0	0
Total Expenses From Continuing Operations	291,087	296,789	144,474	1,825	298,614
Operating Result	22,911	16,520	9,921	(2,529)	13,991
Discontinued Operations					
Net Profit/Loss from Discontinued Operations	0	0	0	0	0
Net Operating Result for the Year	22,911	16,520	9,921	(2,529)	13,991
Operating Result [pre capital]	(9,180)	(20,319)	(6,110)	(2,529)	(22,847)
[NET SURPLUS (DEFICIT) [Pre capital] %]	7.3%	5.3%	6.4%	359.4%	4.5%
Funding Statement					
Net Operating Result for the Year	22,911	16,520	9,921	(2,529)	13,991
Add back :					
- Non-cash Operating Transactions	82,509	80,529	39,362	(769)	79,760
- Restricted cash used for operations	15,807	27,217	10,775	1,732	28,948
- Income transferred to Restricted Cash	(48,130)	(53,363)	(23,999)	1,632	(51,731)
- Payment of Right of Use Leases	0	(399)	(223)	0	(399)
- Payment of Accrued Leave Entitlements	(14,018)	(14,099)	(6,941)	0	(14,099)
- Payment of Carbon Contributions	0	0	0	0	0
Net Share Joint Venture using Equity Method	0	0	0	0	0
Funds Available from Operations	59,079	56,404	28,895	66	56,471
Borrowings repaid	(5,482)	(5,482)	(2,717)	0	(5,482)
Advances (made by) / repaid to Council	0	0	0	0	0
Operational Funds Available for Capital Budget	53,597	50,922	26,179	66	50,989
CAPITAL BUDGET					
Assets Acquired	(107,093)	(108,305)	(43,803)	60	(108,245)
Contributed Assets	(8,358)	(8,358)	0	0	(8,358)
					0
Transfers to Restricted Cash	(1,854)	(2,779)	(1,824)	0	(2,779)
					0
Funded From :-					
- Operational Funds	53,597	50,922	26,179	66	50,989
- Sale of Assets	1,854	2,779	1,649	0	2,779
- Internally Restricted Cash	8,675	8,085	2,244	0	8,085
- Borrowings	0	0	0	0	0
- Capital Grants	20,069	21,526	9,303	0	21,526
- Developer Contributions (Section 94)	13,035	16,169	7,759	0	16,169
- Other Externally Restricted Cash	0	0	301	0	0
- Other Capital Contributions	10,958	10,998	523	0	10,998
TOTAL FUNDS SURPLUS / (DEFICIT)	(9,118)	(8,962)	2,332	127	(8,836)

Table 8

MAJOR VARIATIONS PROPOSED \$'000s	Offsetting		Net by type
	Surplus	Deficit	
REVENUES FROM ORDINARY ACTIVITIES			
Rates & Annual Charges			
Domestic Waste Levy	154		
Other		(9)	145
User Charges & Fees			
Market St Carpark now Council operated - transferred from Rental Income	211		
Commercial Properties adjustment	37		
City Strategy - Planning Certificates		18	266
Investment Revenue	(418)		(467)
Other Revenue			
Partial return of council surplus on insurance	84		
Other	(18)		67
Rental Income			
Market St Carpark - in part recognised in User Fees & Charges	(211)		
Commercial Properties adjustment	(31)		
Vehicle Leaseback COVID-19 shutdown	(60)		
Other	11		(707)
EXPENSES FROM ORDINARY ACTIVITIES			
Employee Costs			
Employee Costs transferred from Materials & Contracts	(211)		
Projects re-phased to 2022/23	66	31	
Employee costs offset by internal charge	(123)		
Other	(12)	5	(245)
Materials, Contracts & Other Expenses			
Waste Facility Operations (including FOGO and Recycling)	(2,494)		
Re-phase of UCI expenditure to 2022/23	388		
Materials & Contracts transferred to Employee Costs	212		
Projects re-phased to 2022/23	327	351	
Increase in insurance premiums	(84)		(64)
Funded Projects introduced	(522)		
Fuel & oil	60		
Supporting Documents adjustments and re-phasing	535	160	
Audit and Valuer General fee increase			(54)
Banking and postage fees		21	
Introduction of approved SPRA allocation for OneCouncil	(183)		
Project negative contingency offset	(1,183)		(180)
Funded Community Transport & Social Support	207		
Bus Stops & Active Transport Links offset from Capital	(60)		
Other	(161)	74	(2,597)
Depreciation			
Reassessed Depreciation	989		989
Internal Labour Charges			
Funded Projects introduced	(95)		
Employee costs offset by internal charge	123		28
Grants & Contribution - Operating			
NSW State Library funding		19	
Rephasing of Mullet Creek grant funding to 2022/23	(26)		
Other			(8)
Operating Variation [pre capital]	(2,433)	679	(774)
			(2,528)

Table 8 (cont'd)

MAJOR VARIATIONS PROPOSED \$'000s	Offsetting Items for			Net by type
	Fund	Surplus	Deficit	
Operating Variation [post capital]	(2,433)	679	(774)	(2,528)
FUNDING STATEMENT				
Non Cash Items				
Depreciation	(989)			
Employee Entitlements		220		(769)
Restricted Cash Used for Operations				
Restricted Cash offsets to P&L adjustments	1,732			1,732
Income Transferred to Restricted Cash				
Domestic Waste Services Charge	943			
Investment Income on Restricted Assets	418			
Re-phase of grant income to be received in 2022/23	26			
HACC Community Transport funding	245			
				1,632
OPERATIONAL FUNDS AVAILABLE FOR CAPITAL	(59)	899	(774)	66
CAPITAL BUDGET				
Transfer capital to operating - Bus stops & active transport links	60			60
				-
TOTAL FUNDS SURPLUS/(DEFICIT)	1	899	(774)	126

Table 9

CAPITAL PROJECT REPORT							
December 2021 Quarterly Review							
ASSET CLASS PROGRAMME	\$'000		\$'000		YTD EXPENDITURE	\$'000	
	CURRENT BUDGET		WORKING BUDGET			VARIATION	
	EXPENDITURE	OTHER FUNDING	EXPENDITURE	OTHER FUNDING		EXPENDITURE	OTHER FUNDING
Roads And Related Assets							
Traffic Facilities	3,353	(2,678)	2,948	(2,373)	805	(405)	305
Public Transport Facilities	315	0	315	0	35	0	0
Roadworks	14,280	(4,490)	16,306	(5,791)	8,594	2,026	(1,301)
Bridges, Boardwalks and Jetties	2,272	(217)	1,722	(217)	616	(550)	(0)
TOTAL Roads And Related Assets	20,220	(7,385)	21,292	(8,382)	10,049	1,071	(996)
West Dapto							
West Dapto Infrastructure Expansion	8,118	(8,118)	6,656	(6,656)	3,817	(1,462)	1,462
TOTAL West Dapto	8,118	(8,118)	6,656	(6,656)	3,817	(1,462)	1,462
Footpaths And Cycleways							
Footpaths	13,563	(8,055)	13,275	(7,968)	4,499	(288)	88
Cycle/Shared Paths	7,933	(5,643)	5,279	(2,989)	2,588	(2,654)	2,654
Commercial Centre Upgrades - Footpaths and Cycleway	4,080	(820)	4,089	(829)	2,549	9	(9)
TOTAL Footpaths And Cycleways	25,576	(14,518)	22,643	(11,786)	9,635	(2,933)	2,733
Carparks							
Carpark Construction/Formalising	610	(325)	735	(450)	245	125	(125)
Carpark Reconstruction or Upgrading	1,312	(187)	1,712	(187)	1,157	400	(0)
TOTAL Carparks	1,922	(512)	2,447	(637)	1,402	525	(125)
Stormwater And Floodplain Management							
Floodplain Management	2,595	(566)	1,715	(240)	136	(880)	326
Stormwater Management	6,270	0	6,849	0	1,630	579	0
Stormwater Treatment Devices	55	0	55	0	1	(0)	0
TOTAL Stormwater And Floodplain Man	8,920	(566)	8,619	(240)	1,767	(301)	326
Buildings							
Cultural Centres (IPAC, Gallery, Townhall)	700	0	700	0	315	(0)	0
Administration Buildings	2,435	0	1,635	0	668	(800)	0
Community Buildings	13,447	(2,783)	13,485	(2,822)	5,326	38	(39)
Public Facilities (Shelters, Toilets etc.)	490	(30)	490	(30)	71	0	0
TOTAL Buildings	17,072	(2,813)	16,310	(2,852)	6,379	(762)	(39)
Commercial Operations							
Tourist Park - Upgrades and Renewal	1,404	0	899	0	46	(504)	0
Crematorium/Cemetery - Upgrades and Renewal	131	0	136	0	56	4	0
Leisure Centres & RVGC	180	0	180	0	5	0	0
TOTAL Commercial Operations	1,715	0	1,215	0	107	(500)	0
Parks Gardens And Sportfields							
Play Facilities	1,888	(843)	1,517	(472)	139	(371)	371
Recreation Facilities	4,771	(4,135)	5,982	(5,240)	2,080	1,211	(1,105)
Sporting Facilities	6,153	(4,546)	6,333	(3,741)	993	179	806
TOTAL Parks Gardens And Sportfields	12,813	(9,524)	13,832	(9,453)	3,212	1,019	72

Report of Chief Financial Officer

Table 9 (cont'd)

CAPITAL PROJECT REPORT							
December 2021 Quarterly Review							
ASSET CLASS PROGRAMME	\$'000		\$'000		YTD EXPENDITURE	\$'000	
	CURRENT BUDGET		WORKING BUDGET			VARIATION	
	EXPENDITURE	OTHER FUNDING	EXPENDITURE	OTHER FUNDING		EXPENDITURE	OTHER FUNDING
Beaches And Pools							
Beach Facilities	550	(500)	550	(500)	33	0	0
Rock/Tidal Pools	350	0	350	0	142	(0)	0
Treated Water Pools	2,002	(32)	2,002	(32)	386	(0)	0
TOTAL Beaches And Pools	2,902	(532)	2,902	(532)	560	(0)	0
Natural Areas							
Natural Area Management and Rehabilitation	0	0	0	0	0	0	0
TOTAL Natural Areas	0	0	0	0	0	0	0
Waste Facilities							
Whytes Gully New Cells	2,025	(2,025)	1,425	(1,425)	548	(600)	600
TOTAL Waste Facilities	2,025	(2,025)	1,425	(1,425)	548	(600)	600
Fleet							
Motor Vehicles	1,830	(979)	1,830	(979)	558	(0)	0
TOTAL Fleet	1,830	(979)	1,830	(979)	558	(0)	0
Plant And Equipment							
Mobile Plant (trucks, backhoes etc.)	4,200	(905)	4,200	(905)	722	(0)	0
TOTAL Plant And Equipment	4,200	(905)	4,200	(905)	722	(0)	0
Information Technology							
Information Technology	1,050	0	1,050	0	442	0	0
TOTAL Information Technology	1,050	0	1,050	0	442	0	0
Library Books							
Library Books	1,283	0	1,283	0	642	(0)	0
TOTAL Library Books	1,283	0	1,283	0	642	(0)	0
Public Art							
Art Gallery Acquisitions	137	0	137	0	72	(0)	0
TOTAL Public Art	137	0	137	0	72	(0)	0
Land Acquisitions							
Land Acquisitions	4,188	(4,038)	4,191	(4,041)	3,893	2	(2)
TOTAL Land Acquisitions	4,188	(4,038)	4,191	(4,041)	3,893	2	(2)
Non-Project Allocations							
Capital Project Contingency	(1,637)	0	(1,726)	0	0	(90)	0
TOTAL Non-Project Allocations	(1,637)	0	(1,726)	0	0	(90)	0
GRAND TOTAL	112,334	(51,916)	108,305	(47,887)	43,803	(4,029)	4,029

Table 10

WOLLONGONG CITY COUNCIL		
as at 31 December 2021		
	YTD Actual 2021/22 \$'000	Actual 2020/21 \$'000
Statement of Financial Position		
Current Assets		
Cash Assets	51,928	52,320
Investment Securities	87,339	103,334
Receivables	19,743	21,859
Inventories	473	463
Current Contract Assets	7,931	4,707
Other	9,152	6,682
Assets classified as held for sale	65	111
Total Current Assets	176,631	189,477
Non-Current Assets		
Non Current Cash Assets	30,000	12,000
Non Current Investment Securities	3,199	3,199
Non-Current Inventories	5,972	5,972
Property, Plant and Equipment	2,701,867	2,690,088
Investment Properties	4,600	4,600
Intangible Assets	114	152
Right-Of-Use Assets	1,281	1,471
Total Non-Current Assets	2,747,032	2,717,482
TOTAL ASSETS	2,923,662	2,906,958
Current Liabilities		
Current Payables	34,655	26,622
Current Contract Liabilities	8,311	8,177
Current Lease Liabilities	177	377
Current Provisions payable < 12 months	15,559	14,015
Current Provisions payable > 12 months	45,373	45,373
Current Interest Bearing Liabilities	5,497	5,497
Total Current Liabilities	109,572	100,062
Non-Current Liabilities		
Non Current Payables	0	0
Non Current Interest Bearing Liabilities	4,226	6,942
N/C Lease Liabilities	1,194	1,194
Non Current Provisions	39,312	39,314
Total Non-Current Liabilities	44,732	47,451
TOTAL LIABILITIES	154,304	147,513
NET ASSETS	2,769,358	2,759,445
Equity		
Accumulated Surplus	1,407,568	1,392,527
Asset Revaluation Reserve	1,223,700	1,223,744
Restricted Assets	138,090	143,174
TOTAL EQUITY	2,769,358	2,759,445

Report of Chief Financial Officer

WOLLONGONG CITY COUNCIL		
CASH FLOW STATEMENT		
as at 31 December 2021		
	YTD Actual 2021/22 \$ '000	Actual 2020/21 \$ '000
CASH FLOWS FROM OPERATING ACTIVITIES		
<i>Receipts:</i>		
Rates & Annual Charges	122,625	214,468
User Charges & Fees	20,589	30,198
Interest & Interest Received	773	2,269
Grants & Contributions	22,436	58,978
Bonds, deposits and retention amounts received	412	755
Other	7,390	24,061
<i>Payments:</i>		
Employee Benefits & On-costs	(63,549)	(125,163)
Materials & Contracts	(45,272)	(87,653)
Borrowing Costs	(253)	(691)
Bonds, deposits and retention amounts refunded	-	(2,637)
Other	(12,357)	(20,275)
Net Cash provided (or used in) Operating Activities	52,794	94,309
CASH FLOWS FROM INVESTING ACTIVITIES		
<i>Receipts:</i>		
Sale of Investments	35,231	56,040
Sale of Infrastructure, Property, Plant & Equipment	1,649	1,531
<i>Payments:</i>		
Purchase of Investments	(37,207)	(69,745)
Purchase of Infrastructure, Property, Plant & Equipment	(49,945)	(78,658)
Net Cash provided (or used in) Investing Activities	(50,271)	(90,832)
CASH FLOWS FROM FINANCING ACTIVITIES		
<i>Payments:</i>		
Repayment of Borrowings & Advances	(2,716)	(5,260)
Repayment of Finance Lease Liabilities	(199)	(348)
Net Cash Flow provided (used in) Financing Activities	(2,916)	(5,608)
Net Increase/(Decrease) in Cash & Cash Equivalents	(392)	(2,131)
plus: Cash & Cash Equivalents - beginning of year	52,320	56,051
plus: Investments on hand - end of year	120,538	118,533
Cash & Cash Equivalents and Investments - year to date	172,466	172,453

WOLLONGONG CITY COUNCIL		
CASH FLOW STATEMENT		
as at 31 December 2021		
	YTD Actual 2021/22 \$ '000	Actual 2020/21 \$ '000
Total Cash & Cash Equivalents and Investments - year to date	172,466	172,453
<i>Attributable to:</i>		
External Restrictions (refer below)	74,509	78,088
Internal Restrictions (refer below)	66,693	70,676
Unrestricted	31,264	23,689
	172,466	172,453
External Restrictions		
Developer Contributions	37,046	38,719
RMS Contributions	610	115
Specific Purpose Unexpended Grants	8,227	9,687
Special Rates Levy Wollongong Mall	359	282
Special Rates Levy Wollongong City Centre	57	59
Local Infrastructure Renewal Scheme	-	277
Unexpended Loans	941	965
Domestic Waste Management	9,393	10,746
Private Subsidies	5,533	5,420
Housing Affordability	9,642	9,640
Stormwater Management Service Charge	2,701	2,178
Total External Restrictions	74,509	78,088
Internal Restrictions		
Property Investment Fund	9,389	9,388
Strategic Projects	41,185	46,558
Sports Priority Program	857	943
Car Parking Strategy	1,172	1,051
MacCabe Park Development	1,663	1,590
Darcy Wentworth Park	171	171
Garbage Disposal Facility	4,158	3,415
West Dapto Development Additional Rates	7,533	6,951
Southern Phone Natural Areas	173	173
Lake Illawarra Estuary Management Fund	392	436
Total Internal Restrictions	66,693	70,676

Report of Chief Financial Officer

The Quarterly Budget Review Statement (QBRS) requirements issued by the Office of Local Government in December 2010 require Council to provide additional information that is included in the following schedules and this report should be read in conjunction with these.

The QBRS guidelines require councils to provide a listing of contracts that have been entered into during the Quarter that have yet to be fully performed. Details of contracts, other than contractors that are on a council's preferred supplier list that have a value equivalent of 1% of estimated income from continuing operations or \$50K, whichever is the lesser, are required to be provided.

Contract Listing					
Budget Review for Quarter ended December 2021					
Contractor	Contract Detail & Purpose	Contract Value \$000's	Commencement Date	Duration of Contract	Budgeted Y/N
University Of Wollongong	Flood aware phase 2	66	14-Oct-2021	2021/22-2022/23	Y
Encat Pty Ltd Drainage Grates and Spare Parts	Coledale Beach Shared Path Handrail Installation	122	19-Oct-2021	2021/22	Y
Birjen Pty Ltd	Sea Salt on Bulli Beach - Café/Kiosk and Residence	2,145	20-Oct-2021	2021/22-2026/27	Y
Dynamic Civil Pty Ltd	Grand Pacific Walk - Boardwalk Rehabilitation	315	15-Nov-2021	2021/22-2022/23	Y
VBuilt Construction Group Pty Ltd Roofing Services	Bulli Seniors Centre and Childcare Refurbishment Works	439	22-Oct-2021	2021/22-2022/23	Y
C J Henry & K S Henry Artist	Artist Fee Grand Pacific Walk Public Artwork 2021 - 2022	99	01-Nov-2021	2021/22	Y
Civic Vision Solutions Pty Ltd Repairs & Maintenance	CCTV Maintenance and Services	124	09-Nov-2021	2021/22	Y
AJ and ME Landscapes Pty Ltd Construction Materials	Paving Installation - Lower Crown Street South Side	446	15-Nov-2021	2021/22	Y
Dynamic Civil Pty Ltd	Lean Mix Base for Franklin Avenue Bulli	182	01-Dec-2021	2021/22	Y
Select Civil Pty Ltd	Fred Finch Park Berkeley - Netball courts Redevelopment	2,763	16-Dec-2021	2021/22-2022/23	Y
Cadifern Pty Ltd	Keira Mine Road Embankment Stabilisation	1,279	19-Nov-2021	2021/22	Y
Levanta	Purchase of Truck Hoist for Workshop	123	01-Dec-2021	2021/22	Y
Culinaris By Monika	Catering for Councillor Information Meetings	77	07-Oct-2021	2021/22	Y
Sebel Pty Ltd	Sebel Chair & Chair Trolley replacement, Sebel Chair & Chair Trolley Replacement	72	02-Nov-2021	2021/22	Y
Life Fitness Australia Pty Ltd	Gym Equipment for Lakeside Leisure Centre	71	26-Nov-2021	2021/22	Y
Dirt Art Pty Ltd	Anama Street Fairy Meadow Bike Track construction	61	26-Oct-2021	2021/22	Y

The QBRS guidelines also require councils to identify the amount expended on consultancies and legal fees for the financial year. Consultants are defined as a person or organisation that is engaged under contract on a temporary basis to provide recommendations or high level specialist or professional advice to assist decision making by management. Generally, it is the advisory nature of the work that differentiates a consultant from other contractors.

Consultancy and Legal Expenses		
Budget Review for Quarter ended December 2021		
Expense	Expenditure YTD \$000's	Budgeted (Y/N)
Consultancies	1,283	YES
Legal Fees	327	YES

STATEMENT OF CHIEF FINANCIAL OFFICER

All investments held at 31 December 2021 were invested in accordance with Council's Investment Policy.

Bank reconciliations have been completed as at 31 December 2021.

Year to date cash and investments are reconciled with funds invested and cash at bank.

BRIAN JENKINS
CHIEF FINANCIAL OFFICER

APPENDIX 1: Annual Deliverables Progress By 4 Year Action – Delivery Program 2018 – 2022

<i>Goal</i>	<i>On track</i>	<i>Not Scheduled to Commence</i>	<i>Delayed</i>	<i>Deferred</i>	<i>Ongoing / Complete</i>
1.1.1.1 Implement programs and events which facilitate community participation to improve natural areas	33%	0%	67%	0%	0%
1.1.1.2 Projects and programs that achieve enhancement of the natural environment and escarpment are developed and implemented	100%	0%	0%	0%	0%
1.1.2.1 Protect and conserve the health and biodiversity of our waterways and coast	100%	0%	0%	0%	0%
1.1.2.2 The impacts of the increasing number of visitors to the coast and Lake Illawarra is managed effectively	100%	0%	0%	0%	0%
1.1.3.1 Manage vegetation to reduce bushfire risk in Asset Protection Zones on natural areas under Council care and control	100%	0%	0%	0%	0%
1.1.3.2 Establish effective urban stormwater and floodplain management programs	100%	0%	0%	0%	0%
1.2.1.1 Develop and implement a range of programs that encourage community participation in reducing Wollongong's ecological footprint	78%	0%	22%	0%	0%
1.2.1.2 Promote and enforce compliance with litter reduction	67%	0%	33%	0%	0%
1.2.1.3 Methods to reduce emissions are investigated and utilised	100%	0%	0%	0%	0%

APPENDIX 1: Annual Deliverables Progress By 4 Year Action – Delivery Program 2018 – 2022

<i>Goal</i>	<i>On track</i>	<i>Not Scheduled to Commence</i>	<i>Delayed</i>	<i>Deferred</i>	<i>Ongoing / Complete</i>
1.2.2.1 Our community is proactively engaged in a range of initiatives that improve the sustainability of our environments	100%	0%	0%	0%	0%
1.3.1.1 Impacts from development on the environment are assessed, monitored and mitigated	100%	0%	0%	0%	0%
1.3.1.2 Develop planning controls and Town Centre and Neighbourhood Plans with regard to the economic, social and environmental impacts	100%	0%	0%	0%	0%
1.3.2.1 Carry out best practise assessment for urban development proposals and applications	100%	0%	0%	0%	0%
1.3.2.2 Mitigate the impact of development on the natural environment and visual amenity of our open spaces and urban areas	50%	50%	0%	0%	0%
1.4.1.1 Work in partnership with others to promote a diverse range of heritage education and promotion programs	100%	0%	0%	0%	0%
1.4.2.1 Work with the local Aboriginal community in the management of Indigenous heritage	100%	0%	0%	0%	0%
1.5.1.1 Set an emissions reduction target and carry out actions to reduce greenhouse gas emissions through the Global Covenant of Mayors	100%	0%	0%	0%	0%

APPENDIX 1: Annual Deliverables Progress By 4 Year Action – Delivery Program 2018 – 2022

<i>Goal</i>	<i>On track</i>	<i>Not Scheduled to Commence</i>	<i>Delayed</i>	<i>Deferred</i>	<i>Ongoing / Complete</i>
2.1.1.1 Build on partnerships which enable the retention of local talent	100%	0%	0%	0%	0%
2.1.2.1 Ensure that Wollongong is attractive for business expansion, establishment and relocation.	100%	0%	0%	0%	0%
2.1.2.2 Progress implementation of the City for People and its accompanying Implementation Plan	67%	0%	0%	33%	0%
2.1.3.1 Support regional activities and partnerships that promote business investment and jobs growth	100%	0%	0%	0%	0%
2.1.4.1 Develop and maintain partnerships with the business sector to fund and contribute to a broader range of community projects and activities	100%	0%	0%	0%	0%
2.1.5.1 In collaboration with key agencies, facilitate the West Dapto Taskforce to deliver the first stages of the West Dapto Urban Release Area	100%	0%	0%	0%	0%
2.2.1.1 The development of renewable energy products and services is supported	100%	0%	0%	0%	0%
2.2.1.2 Partnership opportunities in research and development are expanded	100%	0%	0%	0%	0%
2.2.2.1 In conjunction with partner organisations support the development of innovative industries	100%	0%	0%	0%	0%

APPENDIX 1: Annual Deliverables Progress By 4 Year Action – Delivery Program 2018 – 2022

<i>Goal</i>	<i>On track</i>	<i>Not Scheduled to Commence</i>	<i>Delayed</i>	<i>Deferred</i>	<i>Ongoing / Complete</i>
2.2.3.1 Undertake major refurbishment works in the city centre	100%	0%	0%	0%	0%
2.3.1.1 Pursue initiatives that promote the region as a place to holiday to domestic and international markets	75%	0%	0%	25%	0%
2.3.1.2 Support projects that investigate opportunities for the provision of tourism infrastructure	75%	0%	0%	25%	0%
2.3.2.1 Market and promote events in the city centre	100%	0%	0%	0%	0%
2.3.2.3 Improve policies and systems to support the revitalisation of the city centre	100%	0%	0%	0%	0%
2.3.3.1 Continue to grow Wollongong's attractiveness to attract signature events and festivals	100%	0%	0%	0%	0%
2.4.1.1 Ensure Wollongong is attractive to research and development companies and organisations	100%	0%	0%	0%	0%
2.4.1.2 Implement a range of programs that incorporate learning and development	100%	0%	0%	0%	0%
2.4.2.1 Implement programs to ensure Wollongong becomes a Smart City	100%	0%	0%	0%	0%

APPENDIX 1: Annual Deliverables Progress By 4 Year Action – Delivery Program 2018 – 2022

<i>Goal</i>	<i>On track</i>	<i>Not Scheduled to Commence</i>	<i>Delayed</i>	<i>Deferred</i>	<i>Ongoing / Complete</i>
3.1.1.1 Promote Made in Wollongong to become a well-known brand	0%	0%	0%	100%	0%
3.1.1.2 The visibility of our cultural diversity is increased	100%	0%	0%	0%	0%
3.1.1.3 Encourage the integration of urban design and public art	100%	0%	0%	0%	0%
3.1.1.4 Deliver sustainable and successful events and festivals through Council investment and delivery of the Events Strategy	67%	0%	33%	0%	0%
3.1.1.5 Encourage Sports Associations to conduct regional, state and national events in the city	100%	0%	0%	0%	0%
3.1.2.1 Provide opportunities for local artists and performers to exhibit, promote and perform at Council venues and events	80%	0%	0%	20%	0%
3.2.1.1 Provide support to existing and emerging artists and performers	100%	0%	0%	0%	0%
3.2.1.2 Seek funding for the promotion of heritage sites, museums and galleries to the community and visitors	100%	0%	0%	0%	0%
3.2.2.1 Coordinate an integrated approach to infrastructure improvement and service delivery in the Arts Precinct	67%	0%	33%	0%	0%

APPENDIX 1: Annual Deliverables Progress By 4 Year Action – Delivery Program 2018 – 2022

<i>Goal</i>	<i>On track</i>	<i>Not Scheduled to Commence</i>	<i>Delayed</i>	<i>Deferred</i>	<i>Ongoing / Complete</i>
3.2.3.1 Support the coordination of an externally funded calendar of activities delivered across the City	100%	0%	0%	0%	0%
3.3.2.1 Deliver and support a range of projects and programs which build harmony, understanding and cultural awareness	67%	0%	0%	33%	0%
4.1.1.1 Ensure an effective community engagement framework that connects the community to Council decision making	100%	0%	0%	0%	0%
4.1.1.2 Improve community understanding and awareness of Council decisions	100%	0%	0%	0%	0%
4.1.3.1 Council continue to partner with our local Aboriginal community	100%	0%	0%	0%	0%
4.2.1.1 Increase opportunities for the community to connect with volunteering organisations	100%	0%	0%	0%	0%
4.2.1.2 Support community participation in community activities	75%	0%	25%	0%	0%
4.2.1.3 Build the capability of community based organisations in managing, developing and sustaining their volunteers	100%	0%	0%	0%	0%
4.2.2.1 Continue to participate and contribute to an integrated community service network	100%	0%	0%	0%	0%

APPENDIX 1: Annual Deliverables Progress By 4 Year Action – Delivery Program 2018 – 2022

<i>Goal</i>	<i>On track</i>	<i>Not Scheduled to Commence</i>	<i>Delayed</i>	<i>Deferred</i>	<i>Ongoing / Complete</i>
4.2.3.1 Support a range of projects and programs in the city	100%	0%	0%	0%	0%
4.3.1.1 Ensure appropriate strategies and systems are in place that support good corporate governance	93%	0%	0%	0%	7%
4.3.1.2 Build a workplace culture that is safe, engaged, responsive and professional	100%	0%	0%	0%	0%
4.3.2.1 Effective and transparent financial management systems are in place	100%	0%	0%	0%	0%
4.3.2.2 Continue to pursue alternative funding options to deliver financially sustainable services and facilities	80%	20%	0%	0%	0%
4.3.2.4 Deliver the Asset Management Strategy and Improvement Plan 2012-17	100%	0%	0%	0%	0%
4.3.3.1 Coordinate a service review program with a focus on business development and improvement	100%	0%	0%	0%	0%
4.3.3.2 Working together, levels of service are established and service continuously improve and offer best value for money	100%	0%	0%	0%	0%
5.1.1.1 Partner with community based organisations in the provision of services	100%	0%	0%	0%	0%

APPENDIX 1: Annual Deliverables Progress By 4 Year Action – Delivery Program 2018 – 2022

<i>Goal</i>	<i>On track</i>	<i>Not Scheduled to Commence</i>	<i>Delayed</i>	<i>Deferred</i>	<i>Ongoing / Complete</i>
5.1.1.2 Continue to undertake social, land use and environmental planning activities that assists in service planning	100%	0%	0%	0%	0%
5.1.2.1 Partner with agencies and health authorities to support improvements to the region's medical services	100%	0%	0%	0%	0%
5.1.3.1 Deliver a diverse suite of projects to the community that foster and enhance community strengths and participation	90%	0%	10%	0%	0%
5.1.3.2 Carry out commercial business management of Council's operational lands	100%	0%	0%	0%	0%
5.1.4.1 Provide an appropriate and sustainable range of quality passive and active open spaces and facilities	94%	0%	6%	0%	0%
5.1.4.2 Review planning controls for priority locations	100%	0%	0%	0%	0%
5.1.4.3 Policies and plans are developed, reviewed and implemented to encourage physical activity	100%	0%	0%	0%	0%
5.1.4.4 Develop and implement public health, amenity and safety regulatory programs and reviews that assist in improving compliance with legislative requirements	60%	0%	0%	40%	0%

APPENDIX 1: Annual Deliverables Progress By 4 Year Action – Delivery Program 2018 – 2022

<i>Goal</i>	<i>On track</i>	<i>Not Scheduled to Commence</i>	<i>Delayed</i>	<i>Deferred</i>	<i>Ongoing / Complete</i>
5.1.5.1 Increase opportunities to enhance library multimedia and online services	100%	0%	0%	0%	0%
5.1.5.2 Renew community facilities and consider rationalisation, replacement or refurbishment to achieve facilities that are strategically located, good quality and meet identified community need	100%	0%	0%	0%	0%
5.2.1.1 Investigate provision of Leisure Services in the greater Dapto area, taking into account expansion of West Dapto, and determine Council's role in the market	100%	0%	0%	0%	0%
5.2.1.2 Investigate the future provision of Aquatic Services across the local government area and implement improvements	100%	0%	0%	0%	0%
5.2.1.3 Use data to assess the current community infrastructure available, community demand and develop a strategic framework and policies to either rationalise, enhance or expand to meet community needs	100%	0%	0%	0%	0%
5.2.1.4 Develop a Regional Botanic Garden of Excellence	80%	0%	0%	20%	0%
5.2.1.5 Provide statutory services to appropriately manage and maintain our public spaces	100%	0%	0%	0%	0%

APPENDIX 1: Annual Deliverables Progress By 4 Year Action – Delivery Program 2018 – 2022

<i>Goal</i>	<i>On track</i>	<i>Not Scheduled to Commence</i>	<i>Delayed</i>	<i>Deferred</i>	<i>Ongoing / Complete</i>
5.2.1.6 Implement Council's Planning, People, Places Strategy	100%	0%	0%	0%	0%
5.2.2.1 Deliver a range of programs and recreational pursuits for older people	50%	0%	50%	0%	0%
5.3.1.1 Prepare a Housing Study and Strategy incorporating Affordable Housing Issues	100%	0%	0%	0%	0%
5.3.2.1 In partnership with relevant agencies and networks lobby and advocate for improved service levels and quality enhanced access to services	100%	0%	0%	0%	0%
5.4.1.1 Provide lifeguarding services at beaches (in partnership with Surf Life Saving Illawarra) and Council pools	100%	0%	0%	0%	0%
5.4.1.2 Facilitate a range of partnerships and networks to develop community safety initiatives	100%	0%	0%	0%	0%
5.4.2.1 Delivery projects and programs to reduce crime in the Wollongong Local Government Area	100%	0%	0%	0%	0%
5.5.1.1 Well maintained assets are provided that meet the needs of the current and future communities	100%	0%	0%	0%	0%
5.5.1.2 Manage and maintain community infrastructure portfolio with a focus on asset renewal	100%	0%	0%	0%	0%

APPENDIX 1: Annual Deliverables Progress By 4 Year Action – Delivery Program 2018 – 2022

<i>Goal</i>	<i>On track</i>	<i>Not Scheduled to Commence</i>	<i>Delayed</i>	<i>Deferred</i>	<i>Ongoing / Complete</i>
5.5.1.3 Coordinate an access improvement program through pre-planning and renewal activities	100%	0%	0%	0%	0%
6.1.1.1 Support the delivery of the Gong Shuttle Bus as an affordable transport option	100%	0%	0%	0%	0%
6.1.2.1 Implement a variety of projects and programs to encourage sustainable transport throughout the LGA	100%	0%	0%	0%	0%
6.1.3.1 Plan and implement an integrated and sustainable transport network	100%	0%	0%	0%	0%
6.1.4.1 Facilitate the integration of public amenities and transport with local communities	100%	0%	0%	0%	0%
6.2.1.1 Work with partners to reduce travel time between Sydney and Western Sydney with Wollongong	100%	0%	0%	0%	0%
6.3.1.1 Plan and implement projects to improve connectivity	100%	0%	0%	0%	0%
6.3.2.1 Deliver sustainable transport asset renewal programs and projects	100%	0%	0%	0%	0%
6.3.3.1 Investigate the option for disruptive transport technologies and the impact on the future transport network	100%	0%	0%	0%	0%

APPENDIX 1: Annual Deliverables Progress By 4 Year Action – Delivery Program 2018 – 2022

<i>Goal</i>	<i>On track</i>	<i>Not Scheduled to Commence</i>	<i>Delayed</i>	<i>Deferred</i>	<i>Ongoing / Complete</i>
6.3.4.1 Work with key agencies and partners to continue and improve late night transport options	100%	0%	0%	0%	0%
6.3.5.1 Develop an alternative service delivery, governance model and auspice for Community Transport in response to the Federal Government's Aged Care reform legislation	50%	0%	50%	0%	0%
Establish and maintain research programs to reduce environmental risks	100%	0%	0%	0%	0%
Total Annual Deliverable Progress	92%	1%	4%	2%	1%