

WOLLONGONG CITY COUNCIL

WOLLONGONG 2022

QUARTERLY REVIEW STATEMENT

December 2015

Adopted 22nd February 2016



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MESSAGE FROM THE GENERAL MANAGER

WOLLONGONG CITY COUNCIL

This draft Quarterly Review Statement reports the period from October to December 2015 and reports on progress towards achieving the five Councillor Strategic Programs from the Delivery Program 2012-17 and the Annual Deliverables from the Annual Plan 2016-16. Highlights and significant progress with key projects from the Annual Plan 2015-2016 are reported by the six Community Goals from the Wollongong 2022 Community Strategic Plan.

Highlights from this quarter include:

- 1 City Centre hosted a number of key events. These included Viva la Gong, Christmas and New Year's Eve Music Concerts in Globe Lane, New Year's Event at Wollongong Harbour, and the Blender Festival.
- 2 Hosting a climate change Forum.
- 3 Opening of the latest Blue Mile works at Endeavour Drive, Wollongong.
- 4 Council won a major award for Beach Safety initiatives in the Westpool Risk Management Excellence Awards.

The organisational performance is also reported by the inclusion of the performance indicators which monitor the status and progress our Council programs, activities, projects, finances, people and process.

This report also includes an overview of how Council is tracking against its budgets. It is a concise visual summary of Council's financial situation for the quarter including budget, capital budget and expenditure. The Budget Review Statement is also included in this report.

I would like to thank all staff and the community for their contributions to the achievements identified in this draft Quarterly Review and Budget Review Statement. This review will inform the Annual Report due in November 2016.

David Farmer
General Manager

STRATEGIC PROGRAMS PROGRESS REPORT

WOLLONGONG CITY COUNCIL

Our Councillors have made a commitment to support our organisation and the 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 Programs. These are outlined in the Delivery Program 2012-17. Progress made in the December 2015 quarter is outlined below:

1 Financial Sustainability

Our Council is committed to improving the standards of community assets over the five-year Council term. This will be achieved by directing 85% of all capital investment into asset renewal, and a strong emphasis on cost effectiveness in service provision.

Project Sponsor: General Manager

Project Manager: Manager Community Cultural + Economic Development

Strategic Program Progress



On Track



Moderate risk in achieving the Strategic Program and/or impact on delivery timeframe



Significant risk in achieving the Strategic Program

Program Achievements

Council at its meeting 23 June 2014 adopted a revised budget and annual plan that included a special rate variation, efficiency target, minor service adjustments and planned increases in fees and charges. This three year strategy commenced in July and increased income is reflected in the expansion of the capital works program to address asset renewal across the city.

Annual efficiency targets were built into the budget and across Council's service portfolio with the intent that specific improvement opportunities and initiatives would be identified through the year. Specific programs to achieve these savings were confirmed through the September Quarter with \$1.1M being achieved leaving a remaining target of \$195K for 2015-2016.

Program Risks

With the approval of a special rate variation by the Independent Pricing and Regulatory Tribunal (IPART) in June 2014, and the adoption of a multi-faceted strategy, the risk rating for the Financial Sustainability Program has decreased. The focus is now to ensure ongoing business improvements resulting in efficiencies and the delivery of a significant capital works program focusing on renewal.

2 West Dapto Urban Release

Council will work in collaboration with key agencies to provide the infrastructure needed to support growth within the West Dapto Urban Release Area. This will include improving access, infrastructure and local services which are needed to support the additional 17,000 future housing lots within the release area

Project Sponsor: Director Planning +Environment | *Future City and Neighbourhoods*

Project Manager: Manager Project Delivery

Strategic Program Progress



On Track



Moderate risk in achieving the Strategic Program and/or impact on delivery timeframe



Significant risk in achieving the Strategic Program

Program Achievements

Fowlers Road to Fairwater Drive - Community exhibition was held in October and comments have been received from the community. These have been considered and incorporated where relevant into the 100% concept design.

Wongawilli Road/West Dapto Road - The design of road upgrade works along Wongawilli Road and part of West Dapto Road has been continuing. The design of Stage 1 works between Smiths Lane and Shone Avenue intersection has progressed to detailed design and negotiations are also continuing with affected property owners where property acquisitions are required.

Program Risks

Both access projects (Fowlers Road to Fairwater Drive and Wongawilli Road/West Dapto Road) have risk registers which identify a number of significant risks. Reviews of the project risk assessments are being undertaken at regular milestones to manage these risks.

3 Waste Management

During Council's term we will work to reduce the environmental impact of waste by improving waste management across the city. We will finalise and deploy Council's Waste Strategy, assess the impacts of the carbon tax, and work toward the development of a new landfill cell at Whytes Gully to increase landfill capacity for the region.

Project Sponsor: Director Infrastructure + Work | *Connectivity Assets + Liveable City*
Project Manager: Manager City Works and Services

Strategic Program Progress



On Track



Moderate risk in achieving the Strategic Program and/or impact on delivery timeframe



Significant risk in achieving the Strategic Program

Program Achievements

The following progress has been made in key waste management strategic programs:

Helensburgh Waste Landfill Rehabilitation Project:

- Detailed design has been completed.
- Finalising contract details in preparation of tender.
- Development modification to incorporate a landfill gas flaring unit has been approved.

Whytes Gully New Landfill Cell:

- Stage 1A waste filling continues.
- Stage 1B is in place and ready to receive waste.
- Landfill gas infrastructure is in place and Council is currently investigating the quality and quantity of landfill gas presenting at Whytes Gully.
- Haul road 80% detailed design completed

Community Recycling Centre:

- Site identification and conceptual design completed.
- EPA approval of concept design achieved.
- Detailed design of Small Vehicle Transfer Station (SVTS) is about to start in early 2016.

Program Risks

There are a number of risks associated with Helensburgh Waste Landfill Rehabilitation Project and the Whytes Gully New Landfill Cell. The major risks are:

- New landfill cell does not function as designed.
- Excessive delay to obtain operational approval from EPA for Whytes Gully new landfill cells, thereby impacting on Council's continued ability to landfill Wollongong's waste materials.
- Future landfill cells not being constructed in time for Council to continue with the uninterrupted disposal of Wollongong's waste materials at Whytes Gully.
- The landfill liner at Whytes Gully installed incorrectly.
- Capital cost of either or both projects exceeding initial expectations.
- The supply of fill material required for the Helensburgh Rehabilitation project is relatively large, with the potential to cause delays and disruption to the local community if not managed correctly.
- The Helensburgh site has been non-operational for an extended period of time. Returning to the site for rehabilitation construction may adversely affect the local residents relative to the quiet conditions that they have been experiencing since the sites closure as a landfill.

4 City Centre Revitalisation

Council's fourth aspiration in the Delivery Program is to improve the attractiveness of the Wollongong City Centre to work and visit, reinforcing its role as the region's major hub for investment and jobs growth.

Project Sponsor: Director Corporate + Community | *Creative, Engaged and Innovative City*
Project Manager: Manager Project Delivery

Strategic Program Progress



On Track



Moderate risk in achieving the Strategic Program and/or impact on delivery timeframe



Significant risk in achieving the Strategic Program

Program Achievements

During this quarter the City Centre hosted a number of key events. These included Viva la Gong, Christmas and New Year's Eve Music Concerts in Globe Lane, New Year's Event at Wollongong Harbour, and the Blender Festival. The Friday Markets and Thursday night Eat Street Market continued to attract significant patrons. A survey undertaken as part of the City Centre Market Review shows that on Thursday 15 October 2015 between 5-8pm, people counts in the top half of the Mall reached 19,152. Destination Wollongong continued to deliver on the marketing and promotion of the Crown St Mall with a strong focus on Christmas celebrations.

A pop-up Botanic Garden was introduced into the top half of the Mall as a trial activation activity. The area offers the opportunity to participate in programmed events, or to just sit and enjoy the green environment which has been created.

New Zealand artist Mike Hewson has been selected as the successful artist to design, fabricate and install the public art project in the Crown Street Mall which is due to be installed in the first half of 2017. The draft "A City for People" which has been informed by the findings of the Public Spaces, Public Life Study was placed on public exhibition inviting stakeholders to provide their feedback on the draft vision and strategies for our City Centre. The public exhibition period will close in early February 2016.

Community engagement on improvements to the amenity of Western Crown Street commenced. The works which will improve footpaths, replace service pit lids and provide kerb and gutter replacements along western Crown Street, from the western corner of Atchison and Crown Streets, and on the southern side through to the Jubilee Bridget at the train station, are scheduled to commence in 2016.

Council has completed work on both the construction of the footpath in Endeavour Drive overlooking Wollongong Harbour and the Market Street northern footpath between Keira Lane and Young Street.

Council has completed the designs for Stage 1 of the Crown Street West precinct which will reconstruct the southern footpath between Atchison Street and the railway overbridge.

Program Risks

Management of utilities and service pits, and of wet weather during construction, will continue to be a risk potentially impacting on the delivery program.

5 Connectivity / Walkability

Council's fifth aspiration is to improve the connectivity of the Local Government Area (LGA) through the upgrade of our network of footpaths and cycleways. This focus on our path and cycle network will ensure that necessary works are carried out to achieve an accessible and connected city.

Project Sponsor: Director Infrastructure + Work | *Connectivity Assets + Liveable City*
Project Manager: Manager Infrastructure Strategy and Planning

Strategic Program Progress



On Track



Moderate risk in achieving the Strategic Program and/or impact on delivery timeframe



Significant risk in achieving the Strategic Program

Program Achievements

The Wollongong Bike Plan was adopted in May 2014. Actions identified within the bike plan will and are being incorporated into the capital works and operational programs for progressive implementation. The Wollongong Pedestrian Plan has commenced and is being scoped and is expected to be completed in 2016.

The RMS has announced that they will be changing the configuration of the Windang Bridge and will be widening the existing footpaths to make provision for cyclists in a shareway arrangement.

Scoping and design work is continuing on the Smith and Kembla Streets on road cycleway which will provide access for cyclists into the city centre.

The following designs have commenced:

- Mulda Street; Byamee Street to Barellan Avenue, Dapto
- Chellow Dene Avenue; Sheridan Crescent to end, Stanwell Park
- Northcliffe Drive Shared Path - King to Parkes Streets, Warrawong
- Kanahooka Road: Princes Highway to Brownsville Road, Shared Path, Dapto
- Grey Street footpath - Memorial Drive to Liddle Street, Woonona
- Smith Street footpath - from Corrimal to Church Streets, Wollongong
- Market Street; Corrimal to Queens Streets, Wollongong.

The following designs have been completed:

- Raymond Road; Station Street to existing, Thirroul
- Lilyvale Street; Stuart to Walker Streets, Helensburgh
- Greta Street; Monie to Alice Streets, Woonona
- Jerematta Street; Mulda Street to No 17, Dapto
- Monie Street; John to Chenhalls Streets, Woonona
- Princes Highway; Highway Avenue to Abercrombie Laneway, West Wollongong
- Berkeley East footpath renewal program, Berkeley
- Bourke Street footpath - Corrimal to Flinders Streets (south side), North Wollongong
- Byamee Street footpath (north side), Dapto
- Cliff Road to Continental Pools staircase renewal, Wollongong
- Princes Highway footpath - Hopetoun Street to Farrell Road (east side), Woonona
- Slade Park Slope Stability, Austinmer.

The following construction projects have commenced:

- Kembla Street; Balmoral Street to New Mt Pleasant Road, Balgownie
- Grey Street; Rose Street to Gipps Road, Gwynneville
- Grace Street; Princes Highway to dead end, Unanderra
- Flagstaff Road; Whimbrel Street to Bubb Place footpath, Berkeley
- Rowland Avenue; corner of Gladstone Avenue, Wollongong
- Church Street footpath - from Smith to Market Streets, Wollongong
- Smith Street footpath - from Harbour to Corrimal Streets, Wollongong
- Cringila Community Park, Lockwood Street, replace paths, Cringila.

The following construction projects have been completed:

- Northcliffe Drive; Nottingham to Nolan Streets, Berkeley
- Wollongong Harbour Heritage Walk Stage 2B, Wollongong
- George Street footpath - Northcliffe Drive to Flagstaff Road, Berkeley.

Program Risks

There are a number of sites on the network expansion program with significant geographical, technical, agency approval and community concerns that may impact on the design phase and hence construction time frames. To minimise the impact from this risk, designs for projects further down the delivery program are also being progressed such that construction programs can be re-phased to ensure continued delivery of the improvement program.

ANNUAL PLAN 2015-16

PROGRESS SUMMARY

WOLLONGONG CITY COUNCIL

The following section provides an overview of Council's progress with delivering Wollongong 2022. It provides a summary of progress for 2015-16 annual deliverables [Council's programs, projects and activities] and highlights significant progress with annual projects as outlined in the Wollongong 2022 community goals. This exception based reporting provides an overview of achievements for the December 2015 quarter. The organisation's performance is also reported by the key performance indicators, budget summary information and Budget Review Statement.

The Annual Plan 2015-16 contains 311 annual deliverables across the 6 community goals. Table 1 below outlines how Council is tracking in the September quarter to achieve the annual deliverables for each community goal.

Table 1: Annual Deliverable Progress by Community Goal

Goal	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects Only)
1 We value and protect our natural environment	93.85%	1.54%	3.08%	0%	1.54%
2 We have an innovative and sustainable economy	95.65%	0%	2.17%	2.17%	0%
3 Wollongong is a creative, vibrant city	96.55%	0%	0%	0%	3.45%
4 We are a connected and engaged community	90.91%	0%	4.55%	3.03%	1.52%
5 We are a healthy community in a liveable city	95%	0%	5%	0%	0%
6 We have sustainable, affordable and accessible transport	90.48%	0%	9.52%	0%	0%
Total Annual Deliverable Progress	93.81%	0.32%	3.91%	0.98%	0.98%

*Note: Each Goal does not have equal number of Annual Deliverables; therefore, the Annual Deliverable progress totals do not necessarily add together.

ANNUAL PLAN 2015-16 PROGRESS SUMMARY

Overall 3.91% of annual deliverables were reported to be delayed, while 0.98% were deferred. Table 2 below outlines all annual deliverables reported as delayed or deferred at the end of December 2015.

Community Goal	Annual Deliverable	Delayed	Deferred	Comment
1 We value and protect our natural environment	Continue to pursue biodiversity certification of the West Dapto Urban Release Area including offsetting provisions	Y		A letter has been sent to NSW Planning and Environment seeking their support for the proposed levy to provide the additional funding that will be required for the Biocertification process to proceed.
	Deliver community lectures and workshops on the implications of climate change	Y		A community forum on Climate Change was held on 22 October 2015 at the Wollongong Town Hall. The event provided information from local, regional and national climate change experts on climate change predictions and impacts. The event attracted approximately 130 attendees. A new web page on climate change has also been developed. Initial discussion have been undertaken with insurance agencies to provide speakers for a further forum.
2 We have an innovative and sustainable economy	Resolve options for key services including power and water supply to the Mt Keira summit	Y		Council has been working closely with National Parks & Wildlife and Endeavour Energy to address outstanding issues such that approval can be obtained.
	Participate in the Regional Development Australia: Illawarra (RDA-I) Arts, Culture and Tourism Sub Committee.		Y	This subcommittee of RDA-I does not currently meet and this item will be re-assessed within the 2016-17 planning cycle.
3 Wollongong is a creative, vibrant city	NO DELAYED OR DEFERRED ITEMS			

ANNUAL PLAN 2015-16 PROGRESS SUMMARY

Community Goal	Annual Deliverable	Delayed	Deferred	Comment
3 We are a connected and engaged community	Continue the "Council Connect" project to enhance Councils on-line services and increase opportunities to conduct business with Council online	Y		Council has completed the first phase on the development of the new customer service system which has provided additional means of contact for customers such as an enhanced online experience, web chat and a smart phone app for the lodgement of service requests to Council. Work on 10 of the most utilised processes is now complete. The "Report it App" is now available for (free) download.
	Progressively implement the Asset Management Improvement Program	Y		<p>Led by Council's Asset Management Steering Committee - Strategic priorities within the Asset Management Improvement Program are being progressively delivered as resources allow.</p> <p>Actions underway include refinement to infrastructure roles and responsibilities matrices and capital and maintenance program planning and delivery processes.</p> <p>Development of Service Specifications and supporting Internal Service Level Agreements for major asset groupings has commenced and will progress during 2015-16.</p> <p>This quarter Infrastructure Strategy and Planning have increased workforce available to promote the implementation of the Improvement Program. Positions recruited include: Infrastructure Strategy Engineer, Civil Assets Team Leader and Senior Civil Assets Engineer</p>
	Facilitate an integrated business improvement approach to work practices and spread of hours			Y

ANNUAL PLAN 2015-16 PROGRESS SUMMARY

Community Goal	Annual Deliverable	Delayed	Deferred	Comment
4 We are a healthy community in a liveable city	Develop and implement the Sports Grounds and Sporting Facilities Strategy 2015-25	Y		The draft strategy has been further reviewed and refined and currently being reviewed by internal Divisional staff to prepare for its exhibition and presentation to Council.
	Manage the west Dapto Home Deposit Assitance Program	Y		Since the launch on 24 October 2014, there have been eleven applications under the Program with ten of these approved. The first property purchase was completed during this quarter. While many people are interested in the program, there is currently a mismatch between income limits, purchase limits and the entry level of new housing stock in the area. The housing market is changing rapidly and moderately priced housing stock in the urban release area is limited due to the strong market and the type of product being developed. Currently the only product being developed within the greenfield areas of West Dapto are medium to large lots with detached housing. We are now seeing an entry price of around \$460,000 for these properties. However, this is the first phase of a major greenfield development that will roll out over the next 30 to 50 years. West Dapto is in the early stages and as the development matures it is anticipated that enterprise will offer different housing stock which will attract people who will be able to participate in the Program.
	Investigate a suitable location for the West Dapto aquatic facility	Y		The proposed scope for consulting services has been reviewed and changes were recommended noting that the changes were necessary to be consistent with the exhibited draft West Dapto Section 94 Plan.
	Reinstate Waterfall (Garrawarra) Cemetery	Y		Currently Council has no legal access to this site. The owner (State Government) has been requested to provide an easement to make the site accessible however a response has yet to be received. A review of environmental factors will be completed in the coming quarter.

ANNUAL PLAN 2015-16 PROGRESS SUMMARY

Community Goal	Annual Deliverable	Delayed	Deferred	Comment
5 We have sustainable, affordable and accessible transport	Continue to construct Stage 1 of the Grand Pacific Walk	Y		Detailed design of the shared path has continued between Coalcliff and Stanwell Park and is in the final phase prior to handover for construction. Tender documentation is being prepared concurrently.
	Finalise investigations into potential additional Gong Shuttle route	Y		Council is finalising the feasibility assessment of an additional service for the southern city area to determine the preferred route and infrastructure needs. The feasibility assessment is due to be completed in June 2016. A new service rather than an expanded existing service is being assessed as the State Government have previously advised that they will not consider extending the Gong Shuttle. Logistically it is not possible to extend the exiting service as service frequencies would be increased and possibly decrease utilisation of the service.

GOAL 1: WE VALUE AND PROTECT OUR NATURAL ENVIRONMENT

WOLLONGONG CITY COUNCIL

Undertake Surf Sense and Water Safety Education

Council's Lifeguard Service conducted Surf Education sessions to approximately 70 University of Wollongong and 30 targeted Cultural groups. A further 85 school student water orientation sessions were delivered as part of Surf Life Saving Australia Black spot funding program.

Wollongong City Council won a major award for Beach Safety initiatives in the Westpool Risk Management Excellence Awards. The award is recognition for the beach safety program and initiatives which have contributed to the overall safety for beachgoers on Council's 17 patrolled beaches



IMAGE: Wollongong City Council won a major award for Beach Safety initiatives in the Westpool Risk Management Excellence awards

Implement Council's Floodplain Risk Management Plans

Implementation of the Floodplain Risk Management Plans continues through the capital works and maintenance programs. The preparation of various Flood Studies/Floodplain Risk Management Plans is ongoing, and designs for flood mitigation/stormwater either in progress or completed.

Recently completed studies and plans are:

- Collins Creek Floodplain Risk Management Study and Plan
- Towradgi Creek Flood Study
- Hewitts Creek Flood Study (adopted on 30 November 2015)
- Wollongong City (CBD) Floodplain Risk Management Study and Plan (adopted on 30 November 2015).

GOAL 1: WE VALUE AND PROTECT OUR NATURAL ENVIRONMENT

Ongoing Studies and plans:

- Review of Brooks Creek Flood Study and Floodplain Risk Management Study and Plan Voluntary Purchase Scheme.
- Two properties (at 17 & 19 Burringbar Street Dapto) have been acquired and demolished under the Voluntary Purchase Scheme.

Continue to deploy Council's Waste and Resource Recovery Strategy

The Wollongong Waste and Resource Recovery Strategy 2022 was endorsed by Council in July 2014. The Strategy represents a pathway for Council and the community to work towards sustainable waste management. Actions contained within the Strategy are now being implemented. The current priority actions in progress include:

- New community recycling centre development.
- New leachate management system at Whytes Gully.
- Environmental rehabilitation of Helensburgh landfill.
- New and ongoing arrangement for landfill gas extraction at Whytes Gully.
- Construction of new landfill cell stages at Whytes Gully.

Council has also successfully secured grant funding that has employed a Waste Projects Coordinator to help implement strategic action priorities out of the Waste and Resource Recovery Strategy.

Deliver community lectures and workshops on the implications of climate change

A community forum on Climate Change was held on 22 October 2015 at the Wollongong Town Hall. The event provided information from local, regional and national climate change experts on climate change predictions and impacts. The event attracted approximately 130 attendees. A new web page on climate change has also been developed.



IMAGE: PhD student / researcher Nat Harris, Lord Mayor, Cr David Brown and Rory Anderson from Law Media at the community forum on Climate Change

GOAL 1: WE VALUE AND PROTECT OUR NATURAL ENVIRONMENT

PERFORMANCE MEASURES

- Number of volunteers worked at Bushcare and FIReady sites | 235 (Q1 = 326)
- Tonnes of Rubbish collected from clean-up activities | 14 (Q1 = 16)
- Plants Distributed | 18,247 (Q1 = 21,918)
- Plants Propogated | 10,000 (Q1 =32,022)
- Number of volunteers for Environmental Programs - Greenhouse Park | 95 (Q1 = 95)
- Participation rate in environmental programs | 7,286 (Q1 = 13,760)

GOAL 2: WE HAVE AN INNOVATIVE AND SUSTAINABLE ECONOMY

WOLLONGONG CITY COUNCIL

Promote Wollongong City Council as an employer of choice for women in Local Government

Council adopted a new Workplace Diversity Policy and Plan on the 14 December 2015. Work is now under way to develop a specific management plan to attract, retain and embed strategies to employ women within our organisation at all levels and within non-traditional roles. Council has applied for silver accreditation with the Australian Local Government Women's Association, towards 50:50 gender equity and this is currently in the evaluation process. Further, a Women at Wollongong professional network has been established and will meet quarterly and MyMentor, a program specifically aimed at women who wish to drive their career, has been established with eight women participating in the pilot.

Deliver City Centre Evening Economy Strategy

During this quarter the focus continued on building an activated City Centre in the evening through the attraction of new evening events. During December 2015, a Xmas Music Concert and New Year's Eve Music Concert were held in Globe Lane. Each event attracted between 1000 - 2000 patrons. Both concerts featured performances by key national and international artists establishing Globe Lane's reputation as a music lovers destination and delivering economic benefits to our City Centre. The New Year's Eve Concert featured Jamie XX, an English producer, remix artist and DJ.



IMAGE: Music lovers at the Xmas Music concert in Globe lane

Implement the Bald Hill Masterplan

Construction works are progressing well to achieve the masterplan. Council has recently completed the roundabout and road shoulder reconstruction, and is currently undertaking site landscaping works. The amenities building has been designed and tenders called for construction, which is likely to commence following the summer season.

Provide database sessions to Year 11 and 12 students, and information sessions for customers, across a range of Library sites

In response to increased demand, the libraries are offering more "Tech Savvy" training sessions for customers lacking the skills to use PCs, tablets, smart phones, and social media platforms. To assist in delivering additional training sessions, the Library has taken on volunteers to assist delivering more training sessions.

Wollongong City Libraries continue to provide database training sessions for senior high school students to assist in developing research skills to support preparation for HSC. During the last quarter, special sessions for HSC students, included guest speakers on particular areas of curriculum, yoga and stress management and HSC lock-in workshops were run across library branches, along with outreach activities delivered at a number of local high schools.

Manage activation activities in the City Centre

Destination Wollongong continues to deliver on the promotion and marketing of the Crown Street Mall as identified in their 2015-16 City Centre Marketing Plan. Key events during the quarter centred around Christmas and included the Christmas Schools Competition, the Christmas Tree in the lower half of the Mall, Christmas movies for children, and Santa's Hut. This was supplemented with the Pop-up Botanic Garden activation in the top half of the Mall, smaller community events, busker and charity events which are managed directly by Council.



IMAGE: Council staff at the Pop-up Botanic Garden in the top half of the Mall

GOAL 2: WE HAVE AN INNOVATIVE AND SUSTAINABLE ECONOMY

PERFORMANCE MEASURES

- Occupancy rates of paid on street parking | 60 % (Q1 = 72%)
- Tourist parks occupancy rate of unpowered sites | 25 % (Q1 = 6%)
- Tourist parks occupancy rate of powered sites | 51 % (Q1 = 33%)
- Tourist Park occupancy rate of cabins | 55 % (Q1 = 50%)
- Number of visitations to the tourism information centres | 16,020 (Q1 = 15,999)

GOAL 3: WOLLONGONG IS A CREATIVE, VIBRANT CITY

WOLLONGONG CITY COUNCIL

Pursue projects that will advance the delivery of the cultural plan

The Mountains, the Sea and Me Exhibition was held at Project Contemporary Art Space from 11-22 November as part of Viva la Gong, with 430 people visiting the exhibition. The exhibition was the culmination of a partnership program with Vision Australia and Multicultural Community Council of the Illawarra with support from Navitas English Centre and Illawarra Multicultural Services. The exhibition featured tactile works by individuals living with low vision or blindness and recently arrived young people from Syria. These works were developed through a number of artist run workshops.

Viva la Gong was held on 14 November with over 15,000 people in attendance. Viva la Gong Festival provides employment for over 71 groups of performers and performance artists as well as over 20 auxiliary staff involved in creative events.



IMAGE: Celebrations at the Viva La Gong Festival

Deliver a range of community development programs

A range of community development projects were undertaken during the quarter including:

The Paint the Gong REaD reading tent included as part of Viva, the Transition to School Picnic, Lord Mayors Giving Tree launch and the 2518 Collective Forum Action Plan Check In.

Community organisations have also included the reading mascot "Bright Spark" in a range of events. The Paint the Gong REaD steering group met to establish direction and priorities for 2016 with a focus on communities experiencing disadvantage.

Council partnered with Big Fat Smile to deliver the 2015 Transition to School Picnic in November. More than 160 school starters for 2016, and their families, joined the celebrations.

Support was provided to Ready Action Work educational/vocational pathways program for Year 10 English as a Second Language (ESL) students. Council also worked to place 4 ESL students at Council for work experience. Council is currently developing a coordinated work placement plan for 2016.



IMAGE: Council partnered with Big Fat Smile to deliver the 2015 Transition to School picnic

Deliver Council's Annual Community Event Program

Twilight Markets were held in October, November and December. The October Market included a celebration of our Indigenous culture (as part of Illawarra 200 activities) with Aboriginal performers and arts and crafts on sale. This event was one of our most successful with well over 3,000 people attending across the course of the evening.

Moonlight Movies were held screening Indigenous movies as part of our Illawarra 200 activities at Port Kembla and Corrimal. The Port Kembla event was postponed due to rain - this impacted community awareness of the event and as a result attendance was lower than hoped. The Corrimal event was well received locally.

The New Year's Eve event was very successful with well over 15,000 in attendance and no reports of anti-social behaviour.



IMAGE: Santa greeting children at the December Twilight Markets

GOAL 4: WE ARE A CONNECTED AND ENGAGED COMMUNITY

WOLLONGONG CITY COUNCIL

Continue the "Council Connect" project to enhance Council's online services and increase opportunities to conduct business with Council online

Council has completed the first phase on the development of the new customer service system which has provided additional means of contact for customers such as an enhanced online experience, web chat and a smart phone app for the lodgement of service requests to Council. Work on 10 of the most utilised processes is now complete. The "Report it App" is now available for (free) download.

Continue to seek external funding to support delivery of core community infrastructure projects

This quarter Council received advice of successful grant applications for four projects under the State Government's Community Building Partnerships Program and for \$900,000 towards The Tramway Shared Path project under the Federal Government's National Stronger Regions Fund (NSRF). Our application for \$10M funding for Fowlers Road under the NSRF was unsuccessful and we are seeking feedback on this application.

We are waiting for the outcomes of the Bridges Renewal Program application for Wongawilli Road.

Continue to implement the "Creating a Customer Service Culture" Strategy

Core to Council's values and strategies is to develop an organisation that has a customer-centric culture. To support strategies in the Community Strategic Plan and place a focus on Council's values, particularly "treat customers as we want to be treated", Council has engaged with their management teams to work on at least one process in each team to improve the experience for the customer. A Customer survey has been utilised to assist in identifying any areas requiring improvement.

GOAL 4: WE ARE A CONNECTED AND ENGAGED COMMUNITY

Delivery of civic activities

A range of civic events were held during this period including a successful Recognition Reception in October recognising local recipients of Queens Birthday honours as well as a number of other individuals who have contributed to the local community, Council hosted the Asao Choir from our sister city in Kawasaki, Japan.

The Lord Mayor travelled to China to visit our friendship city in Lonyan and carried out a range of economic development meetings and talks.



IMAGE: The Lord Mayor being welcomed in Council's friendship city Lonyan

PERFORMANCE MEASURES

- Number of media releases issued | 50 (Q1 = 48)
- Number of Council Facebook page 'likes' 11269 (Q1 = 9,722)
- Workers compensation costs as a percentage of payroll | 1.20 % (Q1 = 1.20%)
- Telephone calls are answered within 30 seconds | 69 % (Q1 = 70%)
- Enquiries made in person are welcomed and attended to within 5 minutes | 93 % (Q1 = 91%)
- Lost Time Injury Frequency Rate | 22.74 (Q1 = 18.68)
- Carers Leave | 0.59 Days (Q1 = 0.61 Days)
- Number of Twitter followers for Council 3,733 (Q1 = 3,530)
- Sick Leave | 7.87 Days (Q1 = 7.38 Days)

GOAL 5: HEALTHY COMMUNITY IN A LIVEABLE CITY

WOLLONGONG CITY COUNCIL

Implement key strategies from the Community Safety Plan

A number of key projects/actions are being progressed during the quarter including:

- The Berkeley Safer By Design project has signed agreements between Council and non-Council asset owners to develop a series of graffiti prevention murals in the main shopping area.
- Council received a total of 815 graffiti reports via its webpage and customer service centre; 431 were on Council assets, 384 were on non-Council assets.

A community safety audit day was conducted in Bellambi during November with local residents and NSW Police, to identify strategies to improve community safety. As a result of this day, an outline of possible actions to be taken by a variety of stakeholders has been identified which attempts to address the issues of concern.

On the 15 December "The Collective 2518 Forum" conducted the Bellambi Action Plan 2015-2018 day with over 80 people in attendance. Council staff facilitated the session focused on: Safety and Physical Environment, which discussed community safety issues and actions for the area.

Council was an active member of the respective community committees to plan for and conduct the White Ribbon Walk against Domestic Violence with over 800 people participating and the Reclaim the Night to protest against men's sexual violence against women with over 1000 people attending.

Deliver 85% of Council's capital investment into our asset renewal program

Delivery of the 2015-16 Capital Works Program is forecast to expend \$60M of renewal expenditure.

This significant investment in asset renewal and replacement reflects the outcomes from Council's Securing Our Future program, utilising additional funds sourced from operational savings, efficiency gains, relevant grant funding and the Special Rate Variation on asset renewal. Council's Fit For The Future review project highlighted a continuing distribution of increasing capital funds to renewal into the future.

Implement regulatory and educational programs to facilitate compliance with the Companion Animals Act and Council's Dogs on Beaches and Parks Policy

The Office of Local Government (OLG) Responsible Pet Ownership Program was completed this quarter. This involved education with the production and distribution of flyers and posters delivered to libraries, vets and neighbourhood and centres concerning microchipping, registration and responsible pet ownership generally. Dogs on beaches brochures were also distributed as part of this program.
Council

GOAL 5: HEALTHY COMMUNITY IN A LIVEABLE CITY

also worked with Department of Family and Community Services and the RSPCA to deliver a total of six microchipping days for lower socio economic groups throughout the city. During these days 109 pets were microchipped with approximately 320 residents receiving advice or assistance in upgrading pet details into the Office of Local Government register.



IMAGE: Council officers and other organisations participating in the Office of Local Government Responsible Pet Ownership Program

Continue community capacity building in partnership with community organisations who support vulnerable communities

Council continues to work in collaboration with NSW Family & Community Services, NSW Housing, NSW Police, local schools and the community around the Collective 2518 which includes Bellambi. During November/December Community Safety Audits were conducted in the Bellambi area in conjunction with NSW Police and the local Community. This process has identified safety issues at a community level and outlined possible actions that can be taken by a variety of stakeholders to address them.

On the 15 December "The Collective 2518 Forum" conducted the Bellambi Action Plan 2015-18 day with over 80 people in attendance. Council was involved as a member of the planning working group for the day as well as contributing to and facilitating sessions that were held. Four "Agreed to Priorities" by the community have been established for Bellambi, these are:

- Safety and Physical Environment
- Connections, Support and Inclusive Communities
- Learning, Education and Employment
- Community –Focused Services.

Work has also continued on the Berkeley Safer Spaces Project:

The community were notified of the planned mural project via schools, community visits, newsletters and advertising and an Expression of Interest process to select an artist is underway. The project team are currently negotiating removal and re-do of a sensitive mural in the Winnima Way precinct.

A stakeholder meeting was held to progress the continued activation of the Holborn Park skate park – Berkeley Neighbourhood Centre, Youth Off the Streets, Care South and local skate organisations.

Implement key principles outlined in the Play Wollongong Strategy

During the quarter planning for key installations are being pursued at:

- Kundle Street Reserve
- Sheargold Reserve
- Roy Johanson Park
- Chinnock Park
- Pinecourt Park and
- O'Brien Street Reserve.

Austinmer Beach Reserve Playground was renewed during December. Some of the key principles incorporated in the design of these playgrounds include:

- 1 All play spaces located in open space that is accessible and support play.
- 2 All children will have access to a play space within a reasonable walking distance of their residence.
- 3 Play spaces are designed for a range of ages.
- 4 Play spaces will be designed to be inclusive to enable children of all abilities to participate.
- 5 Play spaces will provide children with an appropriate level of risk and challenge.

PERFORMANCE MEASURES

- Social Support hours of service | 14,980 Hours (Q1 = 12,750 Hours)
- Total Visits commercial heated pools: Corrimal | 12,460 (Q1 = 6,579)
- Total Visits commercial heated pools: Dapto | 7,201 (Q1 = 3,290)
- Utilisation/visitation at pools | 168,232 (Q1 = 27,601)
- Utilisation/visitation at beaches | 231,146 (Q1 = 35,351)
- Utilisation of Direct-Run District Level Community Facilities | 8,617 Hours (Q1 = 10,185 Hours)
- Direct-Run District Level Community Facilities visitation | 54,379 (Q1 = 59,479)
- Community Transport trips | 33,834 (Q1 = 40,365)

GOAL 6:

WE HAVE SUSTAINABLE, AFFORDABLE AND ACCESSIBLE TRANSPORT

WOLLONGONG CITY COUNCIL

Accelerate capital program for footpath renewal

During the second quarter of 2015-2016 three (3) footpaths have been upgraded or reconstructed:

- Church Street footpath - from Smith to Market Streets, Wollongong
- Smith Street footpath - from Harbour to Corrimal Streets, Wollongong
- Cringila Community Park, Lockwood Street, replace paths, Cringila

A further eight (8) renewal footpath projects are at various stages of design as follows:

- Grey Street footpath - Memorial Drive to Liddle Street, Woonona
- Smith Street footpath - Corrimal to Church Streets, Wollongong
- Market Street; Corrimal to Queens Streets, Wollongong
- Berkeley East footpath renewal program, Berkeley
- Bourke Street footpath - Corrimal to Flinders Streets (south side), North Wollongong
- Byamee Street footpath (north side), Dapto
- Cliff Road to Continental Pools staircase renewal, Wollongong
- Princes Highway footpath - Hopetoun Street to Farrell Road (east side), Woonona

Deliver the road resurfacing & reconstruction program

Delivery of Council's road resurfacing and reconstruction continues to be progressed ahead of schedule. A summary of road renewal works according to project stage is outlined below.

Road reconstruction program:

Ten (10) roads are at various stages of upgrade or reconstruction at the following locations:

- Suffolk Street - from Nolan Street to end, Berkeley
- Avonlea Street pavement - Princes Highway to Brook Street, Dapto
- Dalton Street pavement - from Towradgi Road to end, Towradgi
- Frost Parade pavement - Tucker Avenue to Brokers Road, Balgownie
- Jenkins Street pavement - Robert Street to Farmborough Road, Unanderra
- McPhail Street pavement - Central Road to Cook Street, Unanderra
- Spring Street pavement - Mt Keira Road to Ambleside Avenue, Mount Keira
- Ziems Avenue pavement - Towradgi Road to end, Towradgi
- The Drive - from Park Parade to Seaview Crescent, Stanwell Park
- Adams Avenue - from Cummins Street to Blackman Parade, Unanderra.

In addition, a further seven (7) road upgrade/reconstruction projects are at various stages of design as follows:

- Town Hall Place, Wollongong
- Colemans Lane pavement - from Franklin Avenue to Fowler Street, Bulli
- Parkside Avenue - Crown Street to end, Wollongong
- Church Street - Edward to Campbell Streets, Wollongong
- Rowland Avenue - Gladstone to Rawlinson Avenues, Wollongong
- Brian Street pavement - from Balfour to Meadow Streets, Fairy Meadow
- Culgoa Crescent pavement - Caloola Avenue to Wallabah Way, Koonawarra.

GOAL 6: WE HAVE SUSTAINABLE, AFFORDABLE AND ACCESSIBLE TRANSPORT

Road resurfacing program:

Five (5) roads are at various stages of upgrade or reconstruction at the following locations:

- Princes Highway - Baan Baan Street to Bong Bong Road, Dapto
- Foleys Lane - University Avenue to end, North Wollongong
- The Avenue - from Ocean to Taronga Streets, Mount Saint Thomas
- Mount Keira Road – No 189 to Demonstration School, Mount Keira
- Northcliffe Drive - King Street to First Avenue.

A further nine (9) road resurfacing projects are at various stages of design as follows:

- Karbo Street; Wallawa Street to Millbrook Road, Figtree
- Gladstone Avenue; Marceau Street to Moran Parade, Mount Saint Thomas
- Exeter Avenue pavement - Flinders to Achilles Streets, North Wollongong
- Queens Parade pavement - from Crown to Market Streets, Wollongong
- Harbour Street - Burelli to Crown Streets, Wollongong
- Parkside Avenue - Crown Street to end, Wollongong
- Church Street - Edward to Campbell Streets, Wollongong
- Rowland Avenue - Gladstone to Rawlinson Avenues, Wollongong
- Northcliffe Drive - Wilkinson Street to Wollamia Crescent, Berkeley.

Deliver the asset renewal program for active transport

Council has invested in the following renewal projects for cycleways and shareways:

- completion of the shared path along Cordeaux Road,
- the increase in width will improve amenity for the range of users who use this busy section of path,
- the shareway at Diamond Bros, and
- Park cycleway, Dapto, was renewed.

Continue construction of the Heritage Walk Stage 2

This footpath construction, alongside the northern side of Endeavour Drive overlooking Wollongong Harbour, has been completed and was reopened to the public on the October 2015. The completed work provides another link in Council's overall Blue Mile Masterplan. Works include a viewing platform, a three metre wide promenade and new lighting, seating and handrail.



IMAGE: Completed footpath construction at Endeavour Drive, Wollongong

PERFORMANCE MEASURES

- Delivery of Council's Capital Program | 34.8% (Q1= 14%)

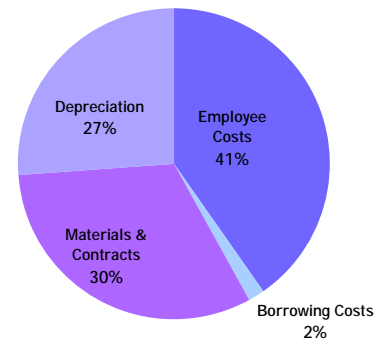
HOW WE PERFORMED AGAINST OUR BUDGETS

WOLLONGONG CITY COUNCIL

Budget 2015-16

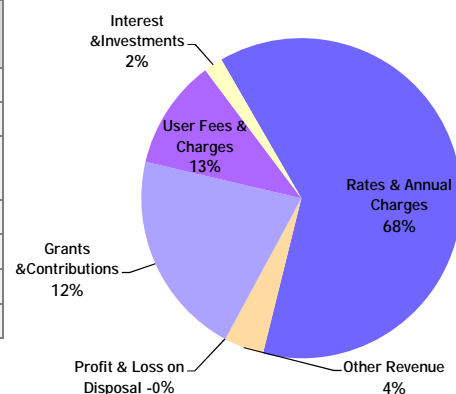
The graph below shows Council's expenses from ordinary activities by expense type for the quarter

Expense Type (\$'M)	YTD Actual	Proposed budget
Employee Costs less Internal Charges	49.7	102.3
Borrowing Costs	2.1	4.2
Materials & Contracts	39.3	84.7
Depreciation	32.3	62.1
Loss on Disposal of Assets	0.1	0.0
Total	123.5	253.2



The graph below shows Council's revenue from ordinary activities by revenue type for the quarter

Income Type (\$M)	YTD Actual	Proposed budget
Rates & Annual Charges	84.9	174.1
Other Revenue	5.5	11.2
Profit on disposal of Assets	0.0	0.0
Grants & Contributions	28.3	49.6
User Fees & Charges	15.1	30.1
Interest & Investments	2.6	5.1
Total	136.4	270.2



REPORT OF MANAGER FINANCE

WOLLONGONG CITY COUNCIL

The following table provides a summary view of the organisation's overall financial forecast and proposed variations for the full year 2015-16 based on year to date and anticipated performance to December 2015.

FORECAST POSITION	Original Budget	Current Budget	Proposed Budget	YTD Actual	Variation
KEY MOVEMENTS	1-Jul	25-Sep	25-Dec	25-Dec	Q2
Operating Revenue	\$M 249.5	253.1	250.5	123.6	(2.5)
Operating Costs Exc Efficiency Targets	\$M (257.2)	(256.7)	(253.3)	(123.4)	3.4
Efficiency Targets	\$M 1.2	0.1	0.1	-	-
Operating Result [Pre Capital]	\$M (6.4)	(3.6)	(2.7)	1.2	0.9
Capital Grants & Contributions	\$M 14.5	14.6	19.7	12.7	5.1
Operating Result	\$M 8.1	11.0	17.0	13.9	6.0
Funds Available from Operations	\$M 48.2	48.2	48.2	22.5	(0.0)
Capital Works	86.3	88.0	90.5	31.6	2.6
Transfer to Restricted Cash	-	7.1	7.1	7.1	-
Contributed Assets	-	-	-	-	-
Funded from:					
- Operational Funds	\$M 48.2	48.2	48.2	22.5	(0.0)
- Other Funding	\$M 34.9	36.6	39.2	13.0	2.6
Total Funds Surplus/(Deficit)	\$M (3.1)	(10.2)	(10.2)	(3.2)	0.0

The revised projections at the December Quarterly Review for the year ending 30 June 2016 indicate an improvement of \$0.9M in the projected Operating Result [pre capital]. This net improvement has not created additional discretionary operating or capital expenditure capacity (Operational Funds Available for Capital Variation \$0), as the net improvements are almost entirely related to restricted Domestic Waste funds and restricted Interest on Investments that must be used for prescribed purposes.

This Quarterly Review does include the recognition of a number of adverse operational results, considered to be mostly non-recurrent, that have been offset by a combination of improved income estimates and contingency. The most significant adjustments and offsets are outlined below and are discussed in more detail through this report:

- Waste Facility income & expenditure. The review recognises a decrease in income from tipping fees of \$3.7M that is partially offset by decreased Waste levy of \$2.8M.
- Parking infringement revenue. Revenue has been reduced by \$0.35M based on current trends with an offsetting reduction of \$45K in external processing costs.
- Domestic Waste Charges & associated pensioner rebates. Net improvement of \$0.6M has been recognised. This does not impact on the Fund result as improvements in this area are transferred to restricted cash.
- Elimination of contingency funds. The remaining balance of \$0.6M has been allocated to offset negative adjustments recognised in the quarter. It is considered unlikely that further funds will be required for the remainder of this year.
- Other operational income & expense changes. These are generally of a relative low individual value but together have a significant impact (\$0.7M) on the projected result. These include additional income in a range of areas such as Tourist Parks, contributions and reimbursements, and decreases in costs such as Street lighting, and Legal expenses, as well as some deferral of studies.
- Interest on investments. The estimated interest on investments has increased by \$0.22M. All of this improvement is restricted as the improvement relates to the higher levels of Restricted Cash held.

The Operating Result, which includes adjustments to capital grants and contributions, shows a net improvement of \$6.0M. This has been impacted by additional grants and developer contributions of \$5.1M.

The Funds Result forecast remains unchanged as the increase in capital contributions and the operational improvements in Domestic Waste and Interest on Investment income are offset by corresponding transfers to restricted cash.

The primary variations and issues are discussed below with favourable changes identified as (F) and unfavourable (U). A more comprehensive list is provided in Table 6.

1 Income & Expense

- ÿ Rates Income - \$0.6M (F). This adjustment relates mainly to Domestic Waste adjustments that are offset by a transfer to restricted cash. The adjustment includes an increase in income of \$382K that is partly due pro rata charges for new properties and changes in classifications, as well as adjustment to the number of services that were included in the original budget. There has also been a reduction in value of pensioner rebate applicable to waste component of rates and charges (\$171K).
- ÿ User Charges and Fees - \$3.6M (U). This income category has been impacted by a reduction in commercial tipping fees \$4.35M that is attributed to the pricing differential between the Whytes Gully and the Dunmore waste facilities. This is partially offset by improvements in household drop off income (\$650K) and Tourist Park income (\$92K). The reduction in commercial tipping fees is partially offset by the decreased Waste Levy due to a lower quantity of waste.
- ÿ Interest and Investment Income - \$0.2M (F). The increase in projected income is due to increased cash holdings that are impacted by the level of restricted assets held.

REPORT OF MANAGER FINANCE

- Y Other Revenue - \$0.1M (F). The increased income is due to a number of one off payments including payments associated with accumulated long service leave for staff employed from other councils (\$152K), reimbursement of costs relating to civil works (\$120K), legal claims income (\$109K) and other more minor items. These have been offset by a reduction in expected parking infringement revenue (\$350K).
- Y Grants & Contributions Operating – \$0.2M (F). The improvement from additional grant income for projects (\$256K) has been offset by a reduction in the pensioner subsidy applicable to waste component of pensioner rebate (\$83K).
- Y Grants & Contributions - Capital - \$5.1M (F). This variation includes an increase in the forecast for Developer Contributions (\$2.7M) and net capital grants (\$2.4M). The additional income does not impact on the Fund result as this is transferred to restricted cash until required.
- Y Employee Costs - \$0.6M (U). The increase in employee costs is largely offset by reduction in other expenditure categories. The type of resources required to deliver projects may vary from the original budget as the projects are better defined and work commences.
- Y Materials, Contracts & Other Expenses - \$4.1M (F). The proposed reduction in this expense category is mainly due to a reduction in Waste levy (\$2.8M), use of other resource categories to deliver projects (\$830K) and low demand for West Dapto Home Deposit scheme requiring lower levels of financial support in the current year (\$323K). These improvements have been partially offset by increased emergency service contribution (\$259K), public liability below excess payments (\$139K) and other more minor variations. The reduction in the EPA levy is due to a decrease in landfill tonnages (\$1.5M) and cover materials (\$1.3M) that is partly due to the decrease in commercial waste and increased site sourcing of cover materials.
- Y Internal Charges \$0.2M - (U). This variation is due to reallocation from other resource types.

2 Capital Budget

Revised capital projections include an increase from \$88.0M to \$90.5M during the December Quarter. The increase of \$2.6M is fully funded from restricted cash and has been approved through the monthly reporting process. The revised projections include \$2.8M for the purchase of a number of properties in Montgomery Street, Warrawong, that are intended to be used for the construction of an integrated district level Community Centre and Library. The purchase is planned to be funded from the Strategic Projects restricted cash and was approved by Council in November 2015.

3 Merger Proposal Period Considerations

The following projects have been included in the revised projections for the December Quarterly Review and are funded from within the existing budget and forecasts. These proposals are considered to be in compliance with Section 23A of the Act in the context of the merger proposal.

Projects included in December Quarterly Review			2015/16	2016/17	2017/18	2018/19	2019/20
Project	Duration	Funding	\$000's	\$000's	\$000's	\$000's	\$000's
City Centre Activation	Recurrent	Additional rates growth budget	170	507	520	533	228
Volunteer Management	Fixed duration	Operational contingency	44	44	44		
Major Events Support	Recurrent	Offset other improvements	19	47	48	49	50

4 Cash & Investments

The increase in projected cash and investments of \$6.7M at December is due to additional capital grant and contributions held as restricted assets, progress of the capital works program and operational income and expenditure trends.

Available Funds excludes movement in externally and internally restricted cash such as timing of special purpose grants and progress of funded projects. There is a projected decrease in Available Funds at December of \$7.7M that is due to the approved transfer of \$10.4M to Strategic Projects restricted cash at the September Quarterly Review comprised of the improvement in the 2014-15 end of year result (\$7.1M) and first quarter 2015-16 projected result (\$3.3M). The impact of this increase has been partially reduced by the application of \$2.8M from Strategic Projects restricted cash for the purchase of the properties in Montgomery Street, Warrawong.

REPORT OF MANAGER FINANCE

TABLE 2

CASH, INVESTMENTS & AVAILABLE FUNDS					
	Actual 2014/15	Original Budget 2015/16	September QR 2015/16	December QR 2015/16	Actual Ytd 25 December 2015
	\$M	\$M	\$M	\$M	\$M
Total Cash and Investments	144.7	109.6	123.1	129.8	167.2
Attributed to:					
External Restrictions					
Developer Contributions	15.1	8.2	10.4	12.9	15.8
Specific Purpose Unexpended Grants	5.0	3.5	(1)	2.6	7.3
Special Rates Levy City Centre	0.2	0.2	0.2	0.1	0.2
Unexpended Loans	31.3	27.0	24.6	24.6	27.5
Domestic Waste Management	10.7	8.2	9.2	10.1	10.8
Private Subsidies	4.8	3.7	4.6	3.7	4.9
West Dapto Home Assistance	5.8	9.7	9.7	9.7	9.7
Stormwater Management Charge	0.4	0.5	0.6	0.6	0.8
Carbon Pricing	4.4	4.6	4.4	4.4	4.4
Total External Restrictions	77.7	60.9	62.8	68.6	81.3
Internal Restrictions					
Property Investment Fund	7.8	7.8	7.8	8.1	8.0
Future Programs	6.9	4.8	4.9	5.0	6.7
Property	4.1	4.2	4.1	4.1	4.1
Strategic Projects	11.2	11.1	11.2	18.8	21.6
Sports Priority program	0.5	0.5	0.6	0.6	0.6
Car Parking strategy	0.3	0.2	0.2	0.3	0.6
MacCabe Park Development	0.7	0.8	0.8	0.8	0.8
Darcy Wentworth Park	0.2	0.2	0.2	0.2	0.2
Garbage Disposal Facility	9.5	11.5	10.1	10.1	9.9
Telecommunications Revenue	0.1	0.1	0.2	0.2	0.1
West Dapto additional rates	0.1	0.1	0.1	0.1	0.4
Natural Areas	0.5	0.5	0.5	0.5	0.4
Lake Illawarra Management Fund				0.1	
Total Internal Restrictions	42.0	41.9	40.8	48.9	53.5
Available Cash	25.0	6.9	19.5	12.3	32.4
Net Payable & Receivables	(3.4)	4.7	2.2	1.7	(14.0)
Current payables	(29.9)	(23.0)	(23.1)	(25.5)	(40.9)
Receivables	22.1	26.0	20.9	22.8	21.2
Other	4.3	1.7	4.4	4.4	5.7
Available Funds	21.6	11.5	21.7	14.0	18.4

5 Securing Our Future Outcomes

An efficiency target was developed as part of the 'Securing Our Future' program that was endorsed by Council through the adoption of the 2014-15 Annual Plan along with the special rate variation, revenue increases and service adjustment targets.

Securing Our Future Adopted Outcomes	EFFICIENCY		SERVICES	REVENUE		TOTAL
	Lower Impact	High Impact		Rates *	Other	
	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000
2014/15	1,000		1,000	4,950	120	7,070
2015/16	1,000		200	4,560	250	6,010
2016/17	1,500	500	200	4,990	130	7,320
2017/18		500	100			600
2018/19						-
TOTAL	3,500	1,000	1,500	14,500	500	21,000

The long term financial projections include efficiency targets of \$1.0M for 2014-15, \$1.0M for 2015-16, \$2M for 2016-17 and \$0.5M for 2017-18 that are indexed thereafter. The lower impact targets for improvements have been proportionally allocated to individual services based on the level of discretionary expenditure in each. Progress is reported through the Quarterly Review. Where improvements in income or non-discretionary cost are achieved ahead of schedule, it is intended that the additional funds may be used to initiate further actions required to achieve future improvement targets, offset against individual targets that may not be achieved in the planned timeframe, or flow through to improvements in the bottom line.

As at the December Review, \$1.9M or 95% of the cumulative 2015-16 planned efficiency target improvements have been identified. In line with the strategic intent, the efficiency targets are not intended to impact on service delivery. The following table shows where efficiency improvements have been identified to date. It should be noted that the planned revenue improvements of \$370K for 2015-16 and Service Adjustments of \$1.0M (that were achieved through an extension of footpath useful lives), in the above table were identified prior to the final adoption of the 2014-15 Annual Plan and are included in the following table for information purposes.

Where improvements have exceeded the Efficiency Targets in a particular year, these have been applied to offset unexpected adverse impacts or have been used to improve the financial projections. At the September Quarterly Review net improvements of \$3.3M were identified in excess of the Efficiency Targets for 2015-16. This improvement along with the positive 2014-15 result compared to budget of \$7.1M provided Council with the opportunity to transfer \$10.4M to restricted cash for Strategic Projects. During the December Quarterly Review, improved performance at the Tourist Parks has contributed \$91K towards the early achievement of the 2016-17 High Impact Efficiency Targets that are held at an organisational level.

REPORT OF MANAGER FINANCE

Securing Our Future Improvement Targets											
Service	2014-15			2015-16				2016-17			
	Adopted Budget	Achieved	Balance	Adopted Budget	Achieved 2014/15	Achieved 2015/16	Balance	Adopted Budget	Achieved 2014/15	Achieved 2015/16	Balance
	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
Allocated Efficiency Targets - Lower Impact											
Aquatic Services	(65)	65	0	(129)	68	62	0	(233)	75	158	0
Botanic Garden and Nursery	(23)	23	0	(46)	23	0	(22)	(82)	24	0	(58)
Community Facilities	(20)	20	0	(39)	39	0	0	(71)	71	0	0
Community Programs	(11)	11	0	(22)	22	1	0	(40)	39	1	0
Corporate Strategy	(8)	8	0	(17)	10	7	0	(30)	18	12	0
Crematorium and Cemeteries	(18)	18	0	(36)	18	17	0	(64)	17	47	0
City Centre Management	(6)	6	0	(12)	10	2	0	(22)	17	5	0
Cultural Services	(19)	19	0	(39)	31	8	0	(70)	14	56	0
Integrated Customer Service	(33)	33	0	(66)	0	66	0	(119)	0	119	0
Development Assessment/Certification	(49)	49	0	(98)	0	98	0	(177)	0	129	(48)
Stormwater Services	(20)	20	0	(39)	17	22	0	(71)	31	40	0
Economic Development	(6)	6	(0)	(13)	4	8	0	(23)	0	23	0
Emergency Management	(7)	7	0	(14)	8	6	0	(25)	9	16	0
Environmental Services	(16)	16	0	(32)	16	0	(15)	(57)	17	0	(40)
Financial Services	(40)	40	0	(79)	79	0	0	(143)	143	0	0
Governance and Administration	(42)	39	(3)	(84)	28	53	(3)	(151)	42	101	(8)
Public Health	(7)	7	0	(15)	0	15	0	(27)	0	27	0
Human Resources	(42)	0	(42)	(84)	(0)	55	(29)	(151)	0	57	(94)
Information/Communications Technolo	(19)	19	0	(38)	0	38	0	(69)	0	69	0
Infrastructure Planning & Support	(94)	43	(51)	(189)	53	136	0	(340)	76	96	(168)
Internal Charges Service	(2)	2	0	(4)	2	2	0	(8)	2	6	0
Leisure Services	(29)	29	0	(57)	33	24	0	(103)	36	67	0
Libraries	(58)	57	(1)	(115)	114	1	(0)	(208)	206	2	0
Natural Area Management	(13)	10	(3)	(26)	16	1	(9)	(47)	21	1	(25)
Land Use Planning	(17)	17	0	(33)	17	0	(16)	(60)	18	0	(42)
Property Services	(10)	10	0	(21)	11	10	(0)	(37)	11	26	0
Public Relations	(20)	20	0	(41)	2	38	0	(73)	4	69	0
Parks and Sportsfields	(87)	30	(57)	(174)	21	153	0	(314)	22	292	0
Regulatory Control	(22)	22	0	(44)	0	44	0	(80)	0	80	0
Tourist Parks	(30)	30	0	(61)	31	29	0	(109)	32	77	0
Transport Services	(98)	87	(11)	(195)	40	156	0	(352)	36	316	0
Waste Management	(61)	61	0	(122)	53	69	0	(219)	19	200	0
Youth Services	(7)	7	0	(15)	0	15	0	(27)	0	27	0
	(1,000)	832	(168)	(2,000)	769	1,137	(95)	(3,602)	999	2,119	(484)
High Impact Efficiency Target, Income & Service Adjustments											
Efficiency Improvements				0	0	0	0	(500)	215	91	(194)
Service Adjustments	(1,000)	1,000	0	(1,200)	1,000	100	(100)	(1,400)	1,000	0	(400)
Additional Revenues	(120)	170	50	(370)	370	0	0	(500)	470	30	0
	(1,120)	1,170	50	(1,570)	1,370	100	(100)	(2,400)	1,685	121	(594)
	(2,120)	2,002	(118)	(3,570)	2,139	1,237	(195)	(6,002)	2,684	2,240	(1,078)

6 Long Term Financial Projections

Key Performance Information shown below is based on the financial forecasts that are contained in the Revised Delivery Program 2012-17 and Resourcing Strategy 2012-22 that were adopted by Council on 17 February 2014 and updated through the Adoption of the 2015-16 Annual Plan. 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 underlying indices supporting the long term forecasts were revised at the commencement of the 2016-17 Annual Planning process to reflect most recent economic indicators. Long term projections have also been revised to reflect the impact of adjustments made during the September 2015 Quarterly Review that had a recurrent impact.

The revised long term projections are indicative at this stage and will continue to be reviewed through the annual planning process and to reflect more recent information from both external sources and internal analysis and as programs develop or become more defined.

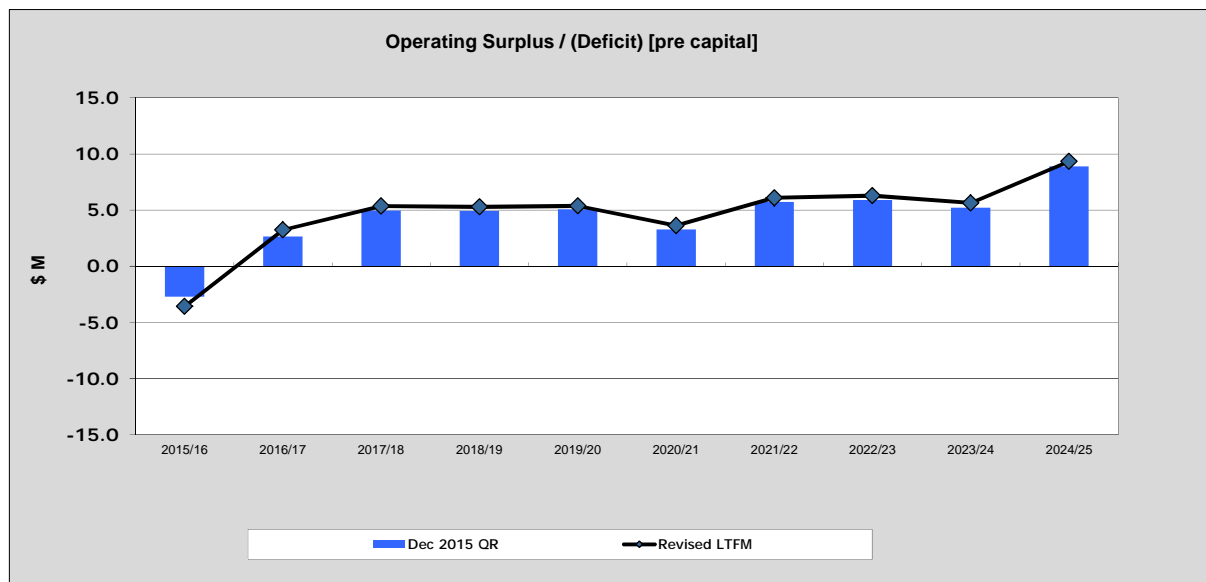
Long Term Operating Surplus/(Deficit) [pre capital]

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.

Proposed changes identified during this review were generally considered to be of a non-recurrent nature as reflected in the graph below. A number of new operational projects were introduced during the Quarter that was considered to be consistent with the potential merger requirements. These projects have recurrent elements that have been offset against existing budgets.

These projections are preliminary and are subject to review through the 2016-17 planning process.

Table 3

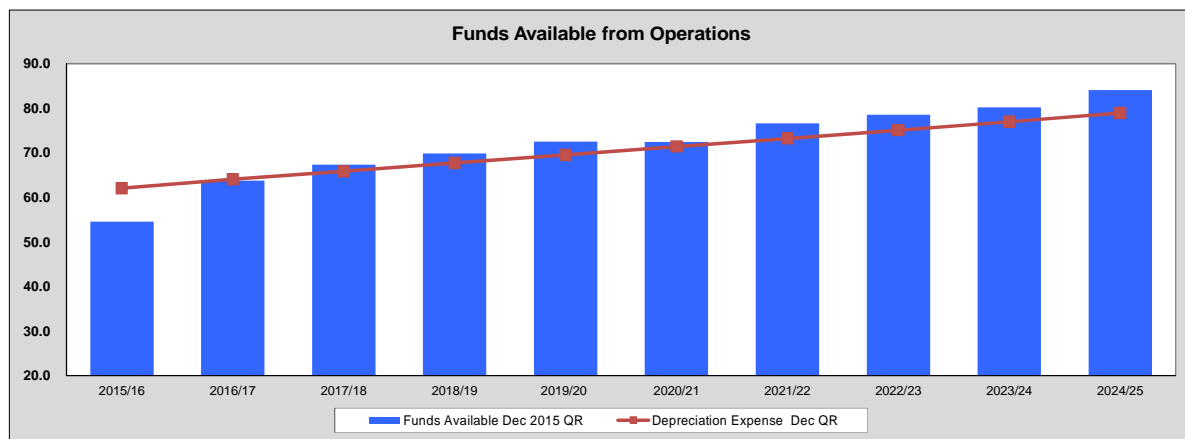


Funds Available from Operations

Previously Council has reported the Operational Funds Available for Capital as a key indicator. This indicator is very similar to the Funds Available from Operations except that it reflected the result after the annual repayment of loans was deducted. In accordance with Council's Financial Strategy, Council will only use debt to fund capital expenditure. This means that loans are part of the funding for capital, and they are repaid from operational funds generated. These repayments reflect the changed timing of capital expenditure over a period. The Funds Available from Operations is a primary objective of Council over time to provide for effective renewal of assets and growth in assets.

The following graph also shows forecast depreciation expenses compared to Funds available from Operations. This is an important indicator as it demonstrates the capacity to generate sufficient funds from operations to meet asset renewal requirements.

Table 4

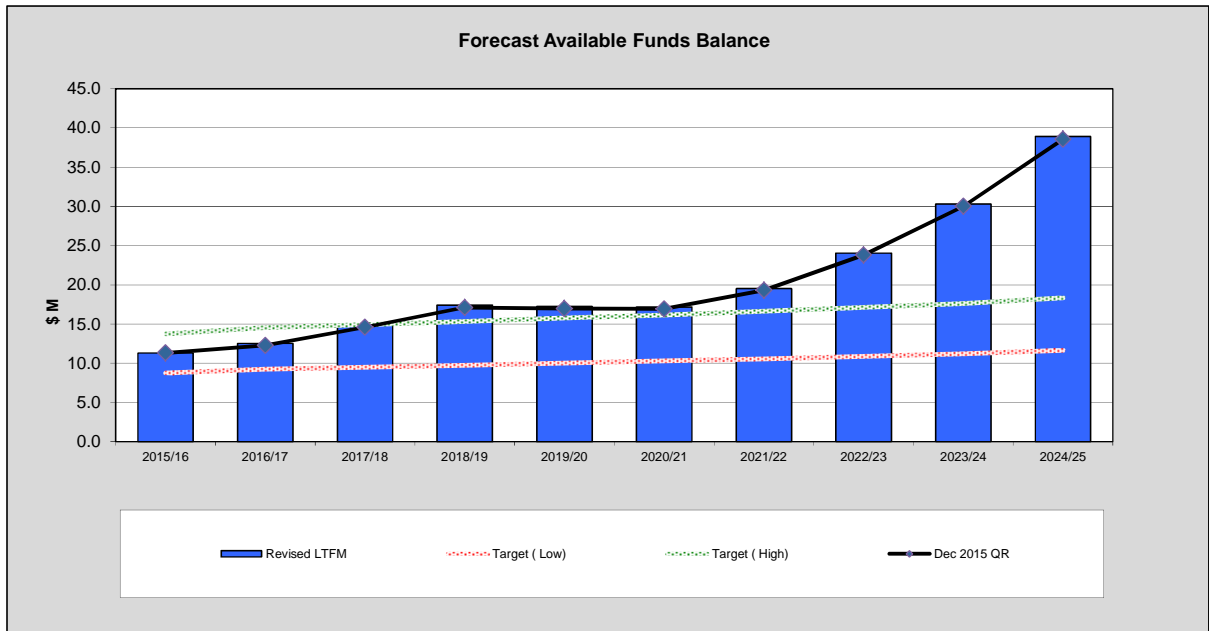


Available Funds

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 to 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 Available Funds remain above Council's Financial Strategy target of 3.5% to 5.5% of operational revenue [pre capital]. Based on the 2015-16 Adopted Annual Plan (revised for September Quarterly Review and indices) the target range for Available Funds is between \$8.8M and \$11.7M (lower range) and between \$13.8M and \$18.4M (upper range) over the life of the Long Term Financial Plan. The revised projections that include the updated indices and proposed December Quarterly Review adjustments indicate that Council is within the above parameters for the first three years. The projected growth in Available Funds in the latter years is largely due to the application of revised indices and in particular, the reduction in forecast CPI and impact of this of forecast labour costs.

Table 5



REPORT OF MANAGER FINANCE

WOLLONGONG CITY COUNCIL					
December 2015 Quarterly Review					
	Original Budget \$'000	Current Budget \$'000	YTD Actual YTD \$'000	Proposed Variation \$'000	Proposed Budget \$'000
Income Statement					
Income From Continuing Operations					
Revenue:					
Rates and Annual Charges	173,253	173,503	84,857	583	174,086
User Charges and Fees	33,194	33,727	15,136	(3,612)	30,115
Interest and Investment Revenues	4,772	4,926	2,608	221	5,147
Other Revenues	9,454	11,146	5,487	93	11,239
Grants & Contributions provided for Operating Purposes	28,846	29,755	15,594	173	29,928
Grants & Contributions provided for Capital Purposes	14,520	14,585	12,707	5,112	19,696
Other Income:					
Profit/Loss on Disposal of Assets	0	0	(109)	0	0
Total Income from Continuing Operations	264,040	267,642	136,281	2,570	270,212
Expenses From Continuing Operations					
Employee Costs	113,797	113,558	55,284	565	114,122
Borrowing Costs	4,206	4,206	2,098	0	4,206
Materials, Contracts & Other Expenses	89,130	90,318	39,926	(4,119)	86,199
Depreciation, Amortisation + Impairment	62,074	62,074	32,274	0	62,074
Internal Charges (labour)	(11,876)	(11,951)	(5,599)	124	(11,828)
Internal Charges (not labour)	(1,400)	(1,577)	(611)	37	(1,540)
Total Expenses From Continuing Operations	255,932	256,628	123,372	(3,394)	253,235
Operating Results From Continuing Operations	8,108	11,014	12,909	5,964	16,977
Net Operating Result for the Year	8,108	11,014	12,909	5,964	16,977
Net Operating Result for the Year before Grants & Contributions provided for Capital Purposes	(6,412)	(3,571)	202	852	(2,719)
NET SURPLUS (DEFICIT) [Pre capital] %	(2.4%)	(1.3%)	0.1%	33.2%	(1.0%)
Funding Statement					
Net Operating Result for the Year	8,108	11,014	12,909	5,964	16,977
Add back :					
- Non-cash Operating Transactions	77,378	77,339	40,255	107	77,446
- Restricted cash used for operations	15,464	16,458	8,690	74	16,532
- Income transferred to Restricted Cash	(34,812)	(38,730)	(29,439)	(6,145)	(44,875)
- Payment of Accrued Leave Entitlements	(11,550)	(11,512)	(5,368)	(0)	(11,512)
- Payment of Carbon Contributions	0	0	0	0	0
Funds Available from Operations	54,588	54,568	27,047	0	54,569
Advances (made by) / repaid to Council	0	0	0	0	0
Borrowings repaid	(6,371)	(6,371)	(4,538)	0	(6,371)
Operational Funds Available for Capital Budget	48,217	48,198	22,509	0	48,197
CAPITAL BUDGET					
Assets Acquired	(86,256)	(87,972)	(31,550)	(2,556)	(90,528)
Contributed Assets	0	0	0	0	0
Transfers to Restricted Cash	0	(7,100)	(7,100)	0	(7,100)
Funded From :-					
- Operational Funds	48,217	48,198	22,509	0	48,197
- Sale of Assets	2,008	1,626	246	0	1,626
- Internally Restricted Cash	5,136	4,798	839	2,645	7,443
- Borrowings	0	0	0	0	0
- Capital Grants	9,439	14,169	5,431	(210)	13,959
- Developer Contributions (Section 94)	6,510	6,276	1,254	121	6,397
- Other Externally Restricted Cash	9,460	7,614	4,155	0	7,614
- Other Capital Contributions	2,365	2,150	1,054	0	2,150
TOTAL FUNDS SURPLUS / (DEFICIT)	(3,122)	(10,241)	(3,162)	(0)	(10,241)

REPORT OF MANAGER FINANCE

MAJOR VARIATIONS

Compared to Budget \$'000s	Offsetting Items for		Net by type
	Fund	Surplus Deficit	
REVENUES FROM ORDINARY ACTIVITIES			
Rates & Annual Charges			
Domestic Waste charges & pensioners rebates	553		
City Centre rates	5		
Stormwater Management Service Charge	25		583
User Charges & Fees			
Commercial tipping & resident drop off income	(2,785)	(915)	
Tourist Parks	19	73	
Other		(4)	(3,612)
Interest and Investment Income			
Increased cash holdings offset by transfer to reserve	239	(47)	
Southern Phones dividend	29		221
Other Revenue			
Legal penalty & claims recoveries	109		
Parking infringement revenue	(45)	(305)	
Leave provisions for staff transferring from other Councils		152	
Reimbursement of civil works		120	
Other	18	44	93
EXPENSES FROM ORDINARY ACTIVITIES			
Employee Costs			
Reallocation to/from Other Categories	(695)		
Introduction of project expenditure funded from restricted cash	(60)		
Introduction of Business Proposals			
City Centre Activation	(100)		
Major Event Support	(19)		
Workers compensation		90	
Beaches & Pools wages	28	46	
Operational Contingency applied to new business proposals	100		
Other	26	19	(565)
Materials, Contracts & Other Expenses			
EPA Levy on commercial waste & cover materials	2,785		
Whytes Gully leachate treatment & other operations		(101)	
Emergency Services Contributions		(259)	
Reallocation to/from Other Categories	830		
Introduction of project expenditure funded from restricted cash			
Community Transport	(297)		
Other	(169)		
Introduction of Business Proposals			
City Centre Activation	(70)		
Volunteering Illawarra - volunteer management	(44)		
Allocations from Operational Contingency			
Remove residual balance		590	
Offset for Business Proposals introduced	114		
West Dapto Home Deposit Assistance support to participants	323		
Supporting documents & studies to be completed in 2016/17		140	
Street lighting		121	
Legal expenses	30	120	
Fuel		93	
Postage			(105)
Infringements processing	45		
Public Liability payments	(139)		
Lake Illawarra expenditure associated with MOU	165		
Community survey			(10)
Various other adjustments	(27)	(16)	4,119
Internal Charges			
Introduction of project expenditure funded from restricted cash	(26)		
Reallocation to/from Other Categories	(135)		(161)

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REPORT OF MANAGER FINANCE

TABLE 6 (CONT)

MAJOR VARIATIONS				
Compared to Budget \$'000s	Offsetting Items for Fund			Net by type
	Surplus	Deficit		
Grants & contribution - Operating				
Additional grants advised transferred to reserve	248	8		
Pensioner Rates Subsidy	(83)			173
Operating Variation [pre capital]	997	1,616	(1,762)	852
Capital Grants & Contributions				
Developer Contributions	2,670			
Grants & contributions				
Cordeaux Rd Pavement	2,000			
Bald Hill Roundabout	1,000			
Roads to Recovery	237			
RMS Grants Received	205			
Mine Contribution to Cordeaux Rd	(1,000)			5,112
Operating Variation [post capital]	6,109	1,616	(1,762)	5,964
FUNDING STATEMENT				
Non Cash Expenses				
Leave Liability		107		107
Restricted Cash Used for Operations				
Restricted cash applied to projects	498			
Transfer to Domestic Waste restricted cash for improved income	(461)	37		74
Income Transferred to Restricted Cash				
Developer Contributions	(2,670)			
Grants & contributions - capital	(2,442)			
Grants & contributions - operational	(248)			
Interest applicable to restricted assets	(562)			
Lake Illawarra Works	(165)			
Other	(59)			(6,145)
OPERATIONAL FUNDS AVAILABLE FOR CAPITAL	-	1,761	(1,762)	(0)
CAPITAL BUDGET				
Increase in capital program	(2,556)			
Increase in associated funding	2,556			
TOTAL FUNDS SURPLUS/(DEFICIT)	-	1,761	(1,762)	(0)

REPORT OF MANAGER FINANCE

CAPITAL PROJECT REPORT

as at the period ended 25th December 2015

Program	\$'000		\$'000		YTD Expenditure	\$'000	
	Current Budget		Proposed Budget			variation	
	Expenditure	Other Funding	Expenditure	Other Funding		Expenditure	Other Funding
Asset Class:Roads And Related Assets							
Traffic Facilities	3,574	(2,354)	3,682	(2,262)	1,389	108	92
Public Transport Facilities	441	(172)	441	(172)	113	0	0
Roadworks	12,567	(3,651)	13,369	(3,452)	1,744	802	198
Bridges, Boardwalks and Jetties	1,750	(350)	1,850	(350)	237	100	0
Total Roads And Related Assets	18,332	(6,527)	19,342	(6,237)	3,483	1,010	290
Asset Class:West Dapto							
West Dapto Infrastructure Expansion	5,954	(4,865)	5,954	(4,865)	310	(0)	(0)
Total West Dapto	5,954	(4,865)	5,954	(4,865)	310	(0)	(0)
Asset Class:Footpaths And Cycleways							
Footpaths	7,017	(4,527)	8,588	(4,648)	2,324	1,571	(121)
Cycle/Shared Paths	8,040	(5,560)	8,090	(5,560)	1,431	50	(0)
Commercial Centre Upgrades - Footpa	4,140	(435)	3,040	(435)	123	(1,100)	(0)
Total Footpaths And Cycleways	19,197	(10,522)	19,718	(10,643)	3,878	521	(121)
Asset Class:Carparks							
Carpark Construction/Formalising	710	(500)	775	(500)	170	65	0
Carpark Reconstruction or Upgrading	1,040	0	1,001	0	59	(39)	0
Total Carparks	1,750	(500)	1,776	(500)	229	26	0
Asset Class:Stormwater And Floodplain Management							
Floodplain Management	2,210	(680)	1,660	(667)	61	(550)	13
Stormwater Management	1,740	(430)	2,290	(443)	208	550	(13)
Stormwater Treatment Devices	250	(150)	250	(150)	0	(0)	(0)
Total Stormwater And Floodplain Ma	4,200	(1,260)	4,200	(1,260)	269	(0)	(0)
Asset Class:Buildings							
Cultural Centres (IPAC, Gallery, Town	1,100	0	1,131	0	22	31	0
Administration Buildings	1,280	0	1,280	0	29	(0)	0
Community Buildings	13,309	(3,375)	12,840	(3,375)	2,240	(469)	0
Public Facilities (Shelters, Toilets etc.)	615	0	617	0	138	2	0
Total Buildings	16,304	(3,375)	15,868	(3,375)	2,428	(436)	0
Asset Class:Commercial Operations							
Tourist Park - Upgrades and Renewal	750	0	750	0	28	(0)	0
Crematorium/Cemetery - Upgrades and	190	0	190	0	28	0	0
Leisure Centres & RVGC	195	0	195	0	1	0	0
Total Commercial Operations	1,135	0	1,135	0	57	(0)	0
Asset Class:Parks Gardens And Sportfields							
Play Facilities	1,145	(50)	1,145	(50)	36	(0)	(0)
Recreation Facilities	3,340	(1,992)	3,440	(1,892)	63	100	100
Sporting Facilities	804	(151)	834	(151)	62	30	0
Lake Illawarra Foreshore	200	0	0	0	12	(200)	0
Total Parks Gardens And Sportfields	5,489	(2,193)	5,419	(2,093)	173	(70)	100
Asset Class:Beaches And Pools							
Beach Facilities	555	0	449	0	45	(106)	0
Rock/Tidal Pools	1,180	0	1,186	0	335	6	0
Treated Water Pools	650	0	956	0	243	306	0
Total Beaches And Pools	2,385	0	2,591	0	622	206	0

REPORT OF MANAGER FINANCE

CAPITAL PROJECT REPORT

as at the period ended 25th December 2015

Program	\$'000		\$'000		YTD Expenditure	\$'000	
	Current Budget		Proposed Budget			variation	
	Expenditure	Other Funding	Expenditure	Other Funding		Expenditure	Other Funding
Asset Class:Natural Areas							
Environmental Management Program	0	0	0	0	0	0	0
Natural Area Management and Rehabil	175	(25)	175	(25)	23	(0)	0
Total Natural Areas	175	(25)	175	(25)	23	(0)	0
Asset Class:Waste Facilities							
Whytes Gully New Cells	1,061	(1,061)	2,112	(2,112)	99	1,051	(1,051)
Whytes Gully Renewal Works	300	(300)	300	(300)	1	(0)	(0)
Helensburgh Rehabilitation	1,598	(1,598)	547	(547)	22	(1,051)	1,051
Total Waste Facilities	2,959	(2,959)	2,959	(2,959)	122	0	(0)
Asset Class:Fleet							
Motor Vehicles	1,748	(1,130)	1,748	(1,130)	70	(0)	(0)
Total Fleet	1,748	(1,130)	1,748	(1,130)	70	(0)	(0)
Asset Class:Plant And Equipment							
Portable Equipment (Mowers etc.)	480	(296)	480	(296)	11	0	(0)
Mobile Plant (trucks, backhoes etc.)	2,021	(221)	2,021	(221)	91	(0)	0
Fixed Equipment	300	0	300	0	(0)	0	0
Total Plant And Equipment	2,801	(517)	2,801	(517)	102	0	(0)
Asset Class:Information Technology							
Information Technology	895	0	895	0	(139)	(0)	0
Total Information Technology	895	0	895	0	(139)	(0)	0
Asset Class:Library Books							
Library Books	1,150	0	1,150	0	505	(0)	0
Total Library Books	1,150	0	1,150	0	505	(0)	0
Asset Class:Public Art							
Public Art Works	200	0	200	0	31	(0)	0
Art Gallery Acquisitions	110	0	110	0	34	(0)	0
Total Public Art	310	0	310	0	65	(0)	0
Asset Class:Emergency Services							
Emergency Services Plant and Equipme	635	0	635	0	31	(0)	0
Total Emergency Services	635	0	635	0	31	(0)	0
Asset Class:Land Acquisitions							
Land Acquisitions	130	0	3,270	(2,825)	157	3,140	(2,825)
Total Land Acquisitions	130	0	3,270	(2,825)	157	3,140	(2,825)
Asset Class:Non-Project Allocations							
Capital Project Contingency	1,892	0	51	0	0	(1,841)	0
Capital Project Plan	530	0	530	0	94	(0)	0
Total Non-Project Allocations	2,422	0	581	0	94	(1,841)	0
Asset Class:Loans							
West Dapto Loan	0	(2,760)	0	(2,760)	0	0	0
Total Loans	0	(2,760)	0	(2,760)	0	0	0
GRAND TOTAL	87,972	(36,633)	90,528	(39,189)	12,481	2,556	(2,556)

WOLLONGONG CITY COUNCIL

	Actual 2015/16 \$'000	Actual 2014/15 \$'000
BALANCE SHEET		
	as at 25/12/15	as at 30/06/15
CURRENT ASSETS		
Cash Assets	140,606	124,611
Investment Securities	17,555	11,046
Receivables	21,228	22,108
Inventories	6,037	6,040
Total Current Assets	191,105	168,118
NON-CURRENT ASSETS		
Non Current Cash Assets	9,000	9,000
Property, Plant and Equipment	2,253,313	2,251,345
Investment Properties	2,750	2,750
Westpool Equity Contribution	1,159	1,159
Intangible Assets	951	1,219
Total Non-Current Assets	2,267,173	2,265,474
TOTAL ASSETS	2,458,279	2,433,592
CURRENT LIABILITIES		
Current Payables	40,910	29,868
Current Provisions payable < 12 months	17,956	16,790
Current Provisions payable > 12 months	34,871	34,871
Current Interest Bearing Liabilities	6,369	6,369
Total Current Liabilities	100,106	87,899
NON-CURRENT LIABILITIES		
Non Current Interest Bearing Liabilities	38,417	39,758
Non Current Provisions	43,456	42,554
Total Non-Current Liabilities	81,872	82,312
TOTAL LIABILITIES	181,979	170,210
NET ASSETS	2,276,300	2,263,381
EQUITY		
Accumulated Surplus	1,130,471	1,132,670
Asset Revaluation Reserve	1,011,065	1,011,064
Restricted Assets	134,763	119,648
TOTAL EQUITY	2,276,300	2,263,381

WOLLONGONG CITY COUNCIL		
CASH FLOW STATEMENT as at 25 December 2015		
	YTD Actual 2015/16 \$ '000	Actual 2014/15 \$ '000
CASH FLOWS FROM OPERATING ACTIVITIES		
Receipts:		
Rates & Annual Charges	83,541	166,562
User Charges & Fees	36,537	33,505
Interest & Interest Received	2,791	5,789
Grants & Contributions	29,108	54,189
Other	5,677	23,908
Payments:		
Employee Benefits & On-costs	(44,268)	(92,705)
Materials & Contracts	(22,679)	(58,052)
Borrowing Costs	(736)	(1,311)
Other	(25,065)	(42,795)
Net Cash provided (or used in) Operating Activities	64,906	89,090
CASH FLOWS FROM INVESTING ACTIVITIES		
Receipts:		
Sale of Infrastructure, Property, Plant & Equipment	246	12,570
Deferred Debtors Receipts	-	10
Payments:		
Purchase of Investments	-	-
Purchase of Investment Property	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(38,040)	(85,072)
Purchase of Interests in Joint Ventures & Associates	-	-
Net Cash provided (or used in) Investing Activities	(37,794)	(72,492)
CASH FLOWS FROM FINANCING ACTIVITIES		
Receipts:		
Proceeds from Borrowings & Advances	-	15,000
Payments:		
Repayment of Borrowings & Advances	(4,606)	(5,244)
Repayment of Finance Lease Liabilities	-	-
Net Cash Flow provided (used in) Financing Activities	(4,606)	9,756
Net Increase/(Decrease) in Cash & Cash Equivalents	22,506	281
plus: Cash & Cash Equivalents and Investments - beginning of year	144,656	144,375
Cash & Cash Equivalents and Investments - year to date	167,162	144,656

WOLLONGONG CITY COUNCIL		
CASH FLOW STATEMENT as at 25 December 2015		
	YTD Actual 2015/16 \$ '000	Actual 2014/15 \$ '000
Total Cash & Cash Equivalents and Investments - year to date	167,162	144,656
Attributable to:		
External Restrictions (refer below)	81,310	66,137
Internal Restrictions (refer below)	53,454	22,208
Unrestricted	32,398	56,311
	167,162	144,656
External Restrictions		
Developer Contributions	15,763	11,758
RMS Contributions	254	238
Specific Purpose Unexpended Grants	7,063	10,910
Special Rates Levy Wollongong Centre Improvement Fund	-	-
Special Rates Levy Wollongong Mall	151	251
Special Rates Levy Wollongong City Centre	4	11
Local Infrastructure Renewal Scheme	20,424	18,791
Unexpended Loans	7,115	12,877
Domestic Waste Management	10,802	6,408
Private Subsidies	4,851	1,883
West Dapto Home Deposit Assistance Program	9,642	-
Stormwater Management Service Charge	777	834
West Dapto Home Deposits Issued	85	-
Carbon Price	4,379	2,176
Total External Restrictions	81,310	66,137
Internal Restrictions		
Property Development	4,122	(252)
Property Investment Fund	8,012	-
Strategic Projects	21,608	-
Future Projects	6,720	-
Sports Priority Program	600	850
Car Parking Strategy	641	489
MacCabe Park Development	765	391
Darcy Wentworth Park	182	99
Garbage Disposal Facility	9,935	20,281
Telecommunications Revenue	135	279
West Dapto Development Additional Rates	377	71
Southern Phone Natural Areas	357	-
Total Internal Restrictions	53,454	22,208

REPORT OF MANAGER FINANCE

The Quarterly Budget Review Statement (QBRs) requirements issued by the Department 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 2015					
Contractor	Contract Detail & Purpose	Contract Value \$000's	Commencement Date	Duration of Contract	Budgeted Y/N
Chris Buchanan	Competitive Swimming Coaching at Beaton Park Leisure Centre	198	1/10/2015	FY 2015/2021	YES
Mentor Services	EAP Services	174	1/10/2015	FY 2015/2019	YES
SAS Water Solutions Pty Ltd	Sublime Point Water Treatment Facility - Permanent Works	990	20/10/2015	FY 2015/2016	YES
Z&M Popovic Architects & Heritage Consultants PTY LTD.	In-House Heritage Advisory Services	58	22/10/2015	FY 2015/2016	YES
Hannah & Ryan Edwards	Agistment of Livestock at Streamhill, Sheaffes Road, West Dapto	157	1/11/2015	FY 2015/2026	YES
Affective Services	Demolition of Mt Keira Summit Park Kiosk & Caretakers Residence	87	4/11/2015	FY 2015/2016	YES
Malsave Pty Ltd	Bulli Tourist Park Bridge	73	4/11/2015	FY 2015/2016	YES
Brefni Excavation & Earthmoving Pty Ltd	Debris Control Structure for College Place	163	9/11/2015	FY 2015/2016	YES
Batmac Constructions Pty Ltd	Brighton Lawn Upgrade	104	11/11/2015	FY 2015/2016	YES
Uniplan Group	Camp Kitchen for Corrimal Beach Tourist Park	150	16/11/2015	FY 2015/2016	YES
Encat Pty Ltd	Beaton Park Athletics Fencing	35	23/11/2016	FY 2015/2016	YES
Batmac Constructions	Scheduled Maintenance Building Works	49	14/12/2015	FY 2015/2016	YES

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 2015		
Expense	Expenditure YTD \$000's	Budgeted (Y/N)
Consultancies	728	YES
Legal Fees	924	YES

STATEMENT OF RESPONSIBLE ACCOUNTING OFFICER

All investments held at the 31 December 2015 were invested in accordance with Council's Investment Policy.

Bank reconciliations have been completed as at 31 December 2015.

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

BUDGET REVIEW STATEMENT - REVISION TO FULL YEAR ESTIMATES

The following statement is made in accordance with Clause 203(2) of the Local Government (General) Regulation 2005.

It is my opinion that the financial statements and schedules contained within the Quarterly Review Statement for Wollongong City Council for the quarter ended 31 December 2015 indicate that Council's projected financial position at 30 June 2016 will be satisfactory having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

The overall year to date position is within expectations of the adopted budget across the broad range of indicators and on a budget outcome basis is acceptable.

BRIAN JENKINS
RESPONSIBLE ACCOUNTING OFFICER

APPENDIX 1: ANNUAL DELIVERABLE PROGRESS BY 5 YEAR ACTION – DELIVERY PROGRAM 2012-17

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects Only)
1.1.1.1 Implement programs and events which facilitate community participation	100%	0%	0%	0%	0%
1.1.2.1 Impacts from development on the environment are assessed, monitored and mitigated	100%	0%	0%	0%	0%
1.1.2.2 Establish effective urban stormwater management programs	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 Implement a coordinated approach to floodplain and stormwater management	80%	20%	0%	0%	0%
1.1.4.1 Implement priority actions from the Illawarra Biodiversity Strategy	33%	0%	33%	0%	33%
1.1.4.2 Implement priority actions from the Illawarra Escarpment Strategic Management Plan	100%	0%	0%	0%	0%
1.2.1.1 Finalise and implement the Coastal Zone Management Plan	100%	0%	0%	0%	0%
1.2.2.1 Assess the impact of day visitors on service levels	100%	0%	0%	0%	0%
1.2.2.2 Coordinate a range of Water Safety Education programs to enhance safe community access to our beaches	100%	0%	0%	0%	0%

APPENDIX 1: ANNUAL DELIVERABLE PROGRESS BY 5 YEAR ACTION – DELIVERY PROGRAM 2012-17

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects Only)
1.3.1.1 Develop and implement programs that encourage community participation in reducing Wollongong's ecological footprint	67%	0%	33%	0%	0%
1.3.2.1 Finalise and deploy Council's Waste & Resource Recovery Strategy in consultation with industry leaders	100%	0%	0%	0%	0%
1.3.2.2 Implement water and energy saving strategies	100%	0%	0%	0%	0%
1.3.2.3 Emissions are monitored and reduction methods are investigated and utilised	100%	0%	0%	0%	0%
1.3.2.4 Investigate a landfill gas management system for Whytes Gully	100%	0%	0%	0%	0%
1.3.3.1 Develop and implement an Environmental Sustainability Policy and Strategy	100%	0%	0%	0%	0%
1.3.3.2 Seek external funds to support programs for Lake Illawarra, following the closure of the Lake Illawarra Authority	100%	0%	0%	0%	0%
1.3.3.3 Establish and maintain an Estuary Management Committee to protect the health of Lake Illawarra	100%	0%	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%
1.4.1.2 Implement priority actions of the Heritage Strategy	100%	0%	0%	0%	0%

APPENDIX 1: ANNUAL DELIVERABLE PROGRESS BY 5 YEAR ACTION – DELIVERY PROGRAM 2012-17

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects Only)
1.4.1.3 Implement community and cultural promotions program	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 Facilitate a range of programs and activities which improve food security and local food production	100%	0%	0%	0%	0%
1.6.1.1 Review planning controls for environmentally sensitive locations	100%	0%	0%	0%	0%
1.6.2.1 Implement the West Dapto Release Area Masterplan	100%	0%	0%	0%	0%
1.6.3.1 Provide high quality development assessment and certification based on QBL principles (note: QBL or the Quadruple Bottom Line takes consideration of environmental, economic, social and governance factors)	100%	0%	0%	0%	0%
1.6.3.2 Maximise sustainability principles in the design and construction of Wollongong's built form	100%	0%	0%	0%	0%
1.6.3.3 Prepare for the introduction and implementation of the NSW State Government Planning Reforms	100%	0%	0%	0%	0%
2.1.1.1 Support regional activities and partnerships that result in increased business investment and jobs growth	100%	0%	0%	0%	0%
2.1.2.1 Ensure that Wollongong is attractive to diverse companies for business expansion, establishment and relocation	100%	0%	0%	0%	0%

APPENDIX 1: ANNUAL DELIVERABLE PROGRESS BY 5 YEAR ACTION – DELIVERY PROGRAM 2012-17

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects Only)
2.1.2.2 Progress implementation of the CBD Action Plan	100%	0%	0%	0%	0%
2.1.3.1 Build on partnerships which enable the retention of local talent	100%	0%	0%	0%	0%
2.1.3.2 Establish Wollongong City Council as a employer of choice	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 Work with community, government and business partners to support development of local employment opportunity for people who are disadvantaged within the labour market	100%	0%	0%	0%	0%
2.1.6.1 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 Facilitate the delivery of business and tourism information services	100%	0%	0%	0%	0%
2.2.2.1 Support projects that investigate opportunities for the provision of tourism infrastructure	50%	0%	25%	25%	0%
2.2.2.2 Use funds obtained from Restart NSW Illawarra to commence concept designs and planning for the Bald Hill Improvement Program	100%	0%	0%	0%	0%
2.2.3.1 Review the current investment to deliver a more efficient and targeted destination marketing program	100%	0%	0%	0%	0%

APPENDIX 1: ANNUAL DELIVERABLE PROGRESS BY 5 YEAR ACTION – DELIVERY PROGRAM 2012-17

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects Only)
2.3.1.1 Undertake major refurbishment works in the City Centre	100%	0%	0%	0%	0%
2.3.1.2 Manage and deliver improved marketing and promotion of the City Centre	100%	0%	0%	0%	0%
2.3.1.3 Provide a diverse range of activities in the City Centre that target and engage a broad community	100%	0%	0%	0%	0%
2.3.1.4 Improve policies and systems to support the revitalisation of the City Centre	100%	0%	0%	0%	0%
2.3.1.5 Deliver the Access and Movement Strategy for the City Centre	100%	0%	0%	0%	0%
2.3.2.1 Review the current investment to deliver a more efficient and targeted destination marketing program	100%	0%	0%	0%	0%
2.3.2.2 Deliver Visitor Information Services to the city and our visitors	100%	0%	0%	0%	0%
2.3.2.3 Pursue initiatives that promote the region as place to holiday to both the domestic and international markets	100%	0%	0%	0%	0%
2.4.2.1 Ensure that Wollongong is attractive to research & development based companies & organisations	100%	0%	0%	0%	0%
2.5.1.1 Implement a range of programs that incorporates learning and development	100%	0%	0%	0%	0%

APPENDIX 1: ANNUAL DELIVERABLE PROGRESS BY 5 YEAR ACTION – DELIVERY PROGRAM 2012-17

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects Only)
3.1.1.1 Promote Made in Wollongong through a variety of locally produced events, productions and programs	100%	0%	0%	0%	0%
3.1.2.1 Provide support to existing and emerging arts workers & their networks	100%	0%	0%	0%	0%
3.1.2.2 Provide opportunities for local artists and performers to exhibit, promote and perform at Council venues and events	100%	0%	0%	0%	0%
3.1.3.1 Successful collaborations with other organisations and agencies are established	100%	0%	0%	0%	0%
3.2.1.1 Seek funding for the promotion of heritage sites and museums to the community and visitors	100%	0%	0%	0%	0%
3.2.2.1 Encourage the integration of urban design & public art	100%	0%	0%	0%	0%
3.2.3.1 Deliver and support a range of projects and programs which build harmony and understanding	100%	0%	0%	0%	0%
3.3.1.1 Implement a coordinated approach to event acquisition & provision in Wollongong via the delivery of the Events Strategy	100%	0%	0%	0%	0%
3.3.1.2 Encourage Sports Associations to conduct regional, state and national events in the city	100%	0%	0%	0%	0%
3.3.1.3 Implement a sustainable program of local events via the Events Strategy	100%	0%	0%	0%	0%

APPENDIX 1: ANNUAL DELIVERABLE PROGRESS BY 5 YEAR ACTION – DELIVERY PROGRAM 2012-17

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects Only)
3.3.1.4 Plan for, and host, culturally sensitive events and programs celebrating the Bi-Centenary of European Settlement in Wollongong across 2015-2016	100%	0%	0%	0%	0%
3.3.1.5 Coordinate Council's support and investment in events and festivals	100%	0%	0%	0%	0%
3.3.2.1 Coordinate an integrated approach to infrastructure improvement and service delivery in the Civic Plaza and through the re-establishment of an Arts Precinct in the city	100%	0%	0%	0%	0%
3.4.1.1 Support the coordination of an externally funded delivered calendar of activities across the City	100%	0%	0%	0%	0%
3.4.2.1 Develop a new Cultural Plan	100%	0%	0%	0%	0%
3.4.3.1 Deliver a program of activities in local communities	75%	0%	0%	0%	25%
4.1.1.1 Ensure an effective community engagement framework connects the community to Council decision making	100%	0%	0%	0%	0%
4.1.2.1 Expand Council's use of social media and online options for communication and engagement	67%	0%	33%	0%	0%
4.1.3.1 A coordinated approach to communication is developed and implemented	100%	0%	0%	0%	0%
4.1.3.2 Re-establish Council's commitment to partnering with our local Aboriginal community	100%	0%	0%	0%	0%

APPENDIX 1: ANNUAL DELIVERABLE PROGRESS BY 5 YEAR ACTION – DELIVERY PROGRAM 2012-17

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects Only)
4.1.3.4 Continue to provide regular information updates to the community about Council's Financial Sustainability Review	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 non-profit activities	100%	0%	0%	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 Support a range of projects and programs in the city	100%	0%	0%	0%	0%
4.2.3.1 Contribute to activities and programs that enhance civic pride in Wollongong	100%	0%	0%	0%	0%
4.3.1.1 Lobby for the expansion of NBN to all suburbs within the LGA within the next five years	100%	0%	0%	0%	0%
4.3.2.1 Review 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%
4.3.2.2 Investigate the provision of a district level community and library centre for the southern suburbs	100%	0%	0%	0%	0%
4.3.2.3 Review and implement a revised library service model for Unanderra and surrounding suburbs	100%	0%	0%	0%	0%

APPENDIX 1: ANNUAL DELIVERABLE PROGRESS BY 5 YEAR ACTION – DELIVERY PROGRAM 2012-17

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects Only)
4.3.3.1 Continue to participate and contribute to an integrated community service network	100%	0%	0%	0%	0%
4.4.1.1 Improve community understanding and awareness of Council decisions	100%	0%	0%	0%	0%
4.4.1.2 Ensure appropriate strategies and systems are in place, monitored and reviewed	80%	0%	0%	20%	0%
4.4.1.3 Continue to build a professional, customer focussed quality organisation	67%	0%	33%	0%	0%
4.4.1.4 Lead continuous improvement in Council's health and safety culture and behaviour	100%	0%	0%	0%	0%
4.4.2.1 Coordinate a service review program with a focus on business development and improvement	100%	0%	0%	0%	0%
4.4.2.2 Deliver the Asset Management Strategy and Improvement Plan 2012-17	0%	0%	100%	0%	0%
4.4.2.3 Investigate provision of cremation services across the region and determine Council's role in the market	100%	0%	0%	0%	0%
4.4.3.1 Improve systems for recording community & staff ideas	100%	0%	0%	0%	0%
4.4.4.1 Ensure policies and procedures are regularly reviewed, updated and promoted	100%	0%	0%	0%	0%

APPENDIX 1: ANNUAL DELIVERABLE PROGRESS BY 5 YEAR ACTION – DELIVERY PROGRAM 2012-17

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects Only)
4.4.4.2 Streamline reporting across the organisation and provide user friendly, plain English reports	100%	0%	0%	0%	0%
4.4.5.1 Effective and transparent financial management systems are in place	100%	0%	0%	0%	0%
4.4.5.10 Explore innovative options to increase revenue at Council facilities	100%	0%	0%	0%	0%
4.4.5.11 Improve the efficiency of supply management in order to achieve operational efficiencies	100%	0%	0%	0%	0%
4.4.5.12 Pursue alternative funding options to deliver Council services and facilities	0%	0%	0%	0%	100%
4.4.5.2 Achieve an operational savings as a part of Council's financial sustainability Review with savings to be directed to asset renewal	100%	0%	0%	0%	0%
4.4.5.3 Reduce Council's discretionary spend (excluding assets) by 2.75% with savings to be directed to asset renewal	100%	0%	0%	0%	0%
4.4.5.4 Undertake a review of Council's employment conditions including the consideration of more flexible employment conditions and Enterprise Agreement	0%	0%	0%	100%	0%
4.4.5.5 Continue to pursue alternative funding option to deliver financially sustainable services and facilities	100%	0%	0%	0%	0%
4.4.5.6 Apply for a special rate variation of 6.13% in 2014-15, 6.23% in 2015-16 and 6.24% in 2016-17 with additional funds to be directed to asset renewal	100%	0%	0%	0%	0%

APPENDIX 1: ANNUAL DELIVERABLE PROGRESS BY 5 YEAR ACTION – DELIVERY PROGRAM 2012-17

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects Only)
4.4.5.7 Review and increase fees and charges to achieve a minimum of \$500,000 to ensure the financial sustainability of service provision	100%	0%	0%	0%	0%
4.4.5.8 Investigate removing the pensioner and charitable waste exemptions	100%	0%	0%	0%	0%
4.4.5.9 Continue to actively seek grants and contributions to deliver core community infrastructure and services	100%	0%	0%	0%	0%
4.4.6.1 Deliver a consistent and effective integrated frontline customer service centre	100%	0%	0%	0%	0%
5.1.1.1 Partner with community based organisations in the provision of services	100%	0%	0%	0%	0%
5.1.2.1 Actively engage children and young people in planning and design processes	100%	0%	0%	0%	0%
5.1.3.1 Partner with agencies and health authorities to support improvements to the region's medical services	100%	0%	0%	0%	0%
5.1.4.1 Assess the changing profile of the community and reprioritise services appropriately	100%	0%	0%	0%	0%
5.1.4.2 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	50%	0%	50%	0%	0%
5.1.4.3 Investigate the future provision of Aquatic Services across the local government area and implement improvements	100%	0%	0%	0%	0%

APPENDIX 1: ANNUAL DELIVERABLE PROGRESS BY 5 YEAR ACTION – DELIVERY PROGRAM 2012-17

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects Only)
5.1.5.1 Continue to undertake social, land use and environmental planning activities that assists in service planning	100%	0%	0%	0%	0%
5.1.5.2 Carry out commercial business management of Council's operational lands	75%	0%	25%	0%	0%
5.1.5.3 Develop a sustainable financial model and strategy for the maintenance and management in perpetuity for Council cemeteries, in response to the Cemeteries Act and establishment of 'Cemeteries NSW'	100%	0%	0%	0%	0%
5.1.6.1 Review planning controls for priority locations	100%	0%	0%	0%	0%
5.1.6.2 Provide an appropriate and sustainable range of quality passive and active open spaces and facilities	100%	0%	0%	0%	0%
5.1.6.3 Policies and plans are developed, reviewed and implemented to encourage physical activity	100%	0%	0%	0%	0%
5.2.1.1 Prepare a Housing Study and Strategy incorporating Affordable Housing Issues	50%	0%	50%	0%	0%
5.2.2.1 Integrated services are provided to residents in need of urgent shelter	100%	0%	0%	0%	0%
5.3.1.1 Promote and enforce compliance with litter reduction	100%	0%	0%	0%	0%

APPENDIX 1: ANNUAL DELIVERABLE PROGRESS BY 5 YEAR ACTION – DELIVERY PROGRAM 2012-17

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects Only)
5.3.2.1 Manage and maintain public facilities	100%	0%	0%	0%	0%
5.3.2.3 Use additional funds achieved through the financial sustainability review for renewal of major building projects as per capital program	100%	0%	0%	0%	0%
5.3.3.1 Manage and maintain community infrastructure portfolio with a focus on asset renewal	100%	0%	0%	0%	0%
5.4.1.1 Facilitate a range of partnerships and networks to develop community safety initiatives	100%	0%	0%	0%	0%
5.4.1.2 Provide lifeguarding services at beaches (in partnership with Surf Life Saving Illawarra) and Council pools	100%	0%	0%	0%	0%
5.4.2.1 Continue to liaise with Local Area Commands on key initiatives and crime reduction strategies.	100%	0%	0%	0%	0%
5.4.2.2 Deliver projects and programs to reduce crime in the Wollongong Local Government Area	100%	0%	0%	0%	0%
5.4.3.1 Safety is considered in the planning and design of any development	100%	0%	0%	0%	0%
5.5.1.1 Maintain and establish corridors and parks that strengthen open space connections and people movement.	100%	0%	0%	0%	0%
5.5.1.2 Coordinate an access improvement program through pre-planning and renewal activities	100%	0%	0%	0%	0%

APPENDIX 1: ANNUAL DELIVERABLE PROGRESS BY 5 YEAR ACTION – DELIVERY PROGRAM 2012-17

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects Only)
5.5.2.1 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 hanging community needs	100%	0%	0%	0%	0%
5.5.2.2 Implement Council's Planning, People, Places Strategy	75%	0%	25%	0%	0%
5.5.2.3 Develop a Regional Botanic Garden of Excellence	100%	0%	0%	0%	0%
5.5.2.4 Provide statutory services to appropriately manage and maintain our public spaces	100%	0%	0%	0%	0%
5.5.2.5 Develop a play strategy to support the planning of high quality centralised and integrated park facilities	100%	0%	0%	0%	0%
5.5.2.6 Use additional achieved through the Financial Sustainability Review to replace below standard playground facilities informed by the Play Strategy	100%	0%	0%	0%	0%
5.5.3.1 Deliver a range of programs for older people	100%	0%	0%	0%	0%
5.5.3.2 Deliver a range of recreational pursuits for older people	100%	0%	0%	0%	0%
5.6.1.1 Deliver a diverse suite of projects to the community that foster and enhance community strengths	100%	0%	0%	0%	0%

APPENDIX 1: ANNUAL DELIVERABLE PROGRESS BY 5 YEAR ACTION – DELIVERY PROGRAM 2012-17

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects Only)
6.1.1.1 Establish a strategic framework and a plan for cycleways and bicycle facilities within Wollongong	100%	0%	0%	0%	0%
6.1.2.1 Assess the feasibility to expand the Gong Shuttle service to outer suburbs	50%	0%	50%	0%	0%
6.1.3.1 Improve the connectivity of the local government area through the upgrade in our network of footpaths and cycleways	100%	0%	0%	0%	0%
6.1.3.2 Use additional funds achieved through the Financial Sustainability Review to accelerate the footpath renewal program by about \$4M	100%	0%	0%	0%	0%
6.1.3.3 Extend the average lives of footpaths to 80 years to create about \$1M saving in depreciation annually	100%	0%	0%	0%	0%
6.1.3.4 Use funds obtained from Restart NSW Illawarra to design and construct the Grand Pacific Walk - Stage one	0%	0%	100%	0%	0%
6.1.4.1 Work in partnership with key stakeholders to consider the establishment of a 'Park n Ride' commuter bus network	100%	0%	0%	0%	0%
6.2.1.1 Develop an integrated Transport Strategy	100%	0%	0%	0%	0%
6.2.1.2 Deliver sustainable transport asset renewal programs	100%	0%	0%	0%	0%
6.2.1.3 Allocate approximately \$6M of additional funds achieved through the Financial Sustainability Review to road resurfacing and reconstruction	100%	0%	0%	0%	0%

APPENDIX 1: ANNUAL DELIVERABLE PROGRESS BY 5 YEAR ACTION – DELIVERY PROGRAM 2012-17

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects Only)
6.2.2.1 In collaboration with agencies deliver the infrastructure required to support the first stage of the West Dapto Release Area	100%	0%	0%	0%	0%
6.2.2.2 Use funds obtained from Restart NSW Illawarra and funds contributed by Council to construct the road link between Fowlers Road Dapto to Fairwater Drive Horsley	100%	0%	0%	0%	0%
6.2.3.1 Work with State and Government agencies and lobby improve rail services and stations across the LGA.	100%	0%	0%	0%	0%
6.2.4.1 Work with State and Government agencies to lobby and promote opportunities for transport to reduce travel time between Sydney and Wollongong	100%	0%	0%	0%	0%
6.2.5.1 Work with key agencies and partners to continue and improve late night transport options	100%	0%	0%	0%	0%
Total Annual Deliverable Progress	94%	0%	4%	1%	1%