

From the mountains to the sea

WOLLONGONG CITY COUNCIL

WOLLONGONG 2022

QUARTERLY REVIEW STATEMENT

September 2015

(Adopted 30th November 2015)

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MESSAGE FROM THE GENERAL MANAGER

WOLLONGONG CITY COUNCIL

This draft Quarterly Review Statement reports the period from July – September 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 2015-16. Highlights and significant progress with key projects from the Annual Plan 2015-16 are reported by the six Community Goals which form part of the Wollongong 2022 Community Strategic Plan.

Highlights from this quarter include:

- 1 Establishment of the joint Lake Illawarra Estuary Management Committee
- 2 The Illawarra Refugee Challenge event held
- 3 Stuart Park Play Space was officially opened
- 4 Corrimal Coles wall Mural was completed as part of the public art program

The organisational performance is also reported by the inclusion on 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 and expenditure. 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.

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 September 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 operational funds available for capital into asset renewal, and a strong emphasis of cost effectiveness in service provision.

Project Sponsor: General Manager
Project Manager: Executive Strategy Manager

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 the remaining quarters.

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

Council has progressed both the concept designs for the Fairwater Drive to Fowlers Road link over the railway and the improvements to West Dapto Road and Wongawilli Road, Wongawilli which are components of the overall West Dapto Access Strategy.

Council has completed the concept designs for the Section 94 access road network for the Yallah Marshall Mount area to provide information regarding the developer contributions for these access roads.

Developers have continued to implement access road improvements in accordance with the Section 94 plan at various sites within Horsley release area.

Program Risks

The cost of local infrastructure to support the future community of West Dapto continues to be a significant challenge for Council. Council resolved in June to exhibit the Draft West Dapto Section 94 Development Contributions Plan (2015), following an interim review.

The review highlights a \$210M gap between the ultimate costs of providing local infrastructure in West Dapto and the estimated income from development contributions.

To address this revenue shortfall, Council will be undertaking a more detailed review of the West Dapto local infrastructure plans and making an application to IPART for additional funding sources to deliver the required local infrastructure.

A key project is the design and construction of the new access road between Fowlers Road and Fairwater Drive. Funding of \$22.5M has been allocated by the NSW Government under the Restart NSW Illawarra Infrastructure Fund. A detailed risk assessment for this project identified the following major risks:

- Insufficient funds available for the agreed scope of work.
- Insufficient funds approved to enable commencement of work.
- Large number of site constraints which impact on the cost of the project, the approval process and the duration of the project.
- Delays in delivery of program adversely impact on future development and the servicing of the Release Area.

Council has adopted appropriate risk management strategies to minimise the impact of these program risks and is continuing to move forward with the access strategy.

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 Whyte's 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.
- Development modification to incorporate a landfill gas flaring unit has been approved.
- Tender documentation is currently being finalised.

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 is currently investigating the quality and quantity of landfill gas presenting at Whytes Gully.

Community Recycling Centre

- Site identification and conceptual design completed
- EPA approval of concept design achieved.

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 Crown Street and Inner City Facade Project was completed resulting in 38 facades being upgraded and a total investment of \$1.5M which includes Council's contribution of \$600,000. Spring edition of the City Centre News was developed and distributed to retailers in the city centre. The Public Spaces, Public Life Study gained momentum with the development of the draft "A City for People" which will be presented to Council during the next quarter. Destination Wollongong continued to deliver on the marketing and promotion of the Crown St Mall with highlights including the Monster Truck Appearance and Putt Putt on Crown. In addition planning continued for the October long-weekend City Centre Blender Festival.

Council has commenced design work on the Crown Street West precinct which will build on the recent improvements to the Crown Street Mall. Council in parallel with the precinct planning is preparing detailed designs for the upgrade of the southern footpath between the railway overbridge and Kenny Street.

Works are also continuing with the upgrade of the Market Street footpath between Young Street and Keira Lane while works have been completed on the installation of two traffic signals along Burelli Street at Auburn and Atchison Streets.

Program Risks

Management of utilities and service pits and of wet weather during construction will continue to be 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 2015-16 lists 30 new Capital projects supporting the Strategic Program that include:

- Robert Street; Byamee Street to Joan Street, Dapto
- Wallabah Way pedestrian ramps, Koonawarra
- Cleverdon Crescent; The Avenuenue to dead end, Figtree
- Keira Street, Meadow Street to driveway of no. 5-9
- John Street, Murphys Avenue to Gipps Road, Gwynneville
- Kembla Street; Balmoral Street to New Mt Pleasant Road, Balgownie
- Grey Street; Rose Street to Gipps Road, Gwynneville
- Murphys Avenue; Robsons Road to Eastern Street, Keiraville
- Rowland Avenue; corner of Gladstone Avenue, Wollongong
- Mulda Street; Byamee Street to Barellan Avenue, Dapto
- George Street; school crossing to pre-school (west side), Berkeley Northcliffe Dr; Nottingham Street to Nolan Street, Berkeley
- Maidstone Street; The Ridge to The Crescent, Helensburgh
- Halls Road; Parkes Street to Gardiner PI, Helensburgh
- Raymond Road; Station Street to existing, Thirroul
- Brownsville Road to Street Lukes Road – path connection, Brownsville
- Lilyvale Street; Stuart Street to Walker Street, Helensburgh
- Grace Street; Princes Hwy to Albert Street, south side, Unanderra
- Flagstaff Road; Whimbrel Street to Bubb Place crossing, Berkeley

- Greta Street; Monie Street to Stanhope Street, west side, Woonona
- Flagstaff Road; Lake Avenue to pedestrian signals, north side, Lake Heights
- Heining Street; existing to Fowlers Road, west side, Dapto
- Jerematta Street; extend No17 to Mulda Street, south side, Dapto
- Belmore Street; Victoria Street to Governors Ln east side, Wollongong
- Young Street; Victoria Street to Smith Street, east side, Wollongong
- Chellow Dene Avenue; Sheridan Cres to End, Stanwell Park
- Monie Street; John Street to Chenhalls Street, north side, Woonona
- Cherry Street; Forestview Way to Woodland Avenue eastside, Woonona
- Princes Highway; Highway Avenue to London Drive westside, West Wollongong.

During the first quarter of 2015-2016 the following nine (9) new footpaths were either constructed at the following locations or the designs completed in preparation for construction:

- Northcliffe Drive; Nottingham Street to Nolan Street, Berkeley
- Brownsville Road to St Lukes Road - path connection, Brownsville
- Belmore Street; Victoria Street to Governors Lane eastside, Wollongong
- Young Street; Victoria Street to Smith Street, east side, Wollongong
- Cherry Street; Forestview Way to Woodland Avenue eastside, Woonona
- Rothery Street; Princes Highway to Wilga Street, Corrimal
- Mackenzie Avenue; Hilltop Avenue to Mailer Avenue, Mangerton
- Robert Street; Byamee Street to Joan Street, Dapto
- Mt Keira Footpath: Yates Avenue to school west boundary, Mount Keira.

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

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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 September 2015 quarter. The organisations 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	94%	1%	2%	0%	3%
2 We have an innovative and sustainable economy	90%	4%	4%	0%	2%
3 Wollongong is a creative, vibrant city	93%	4%	0%	0%	3%
4 We are a connected and engaged community	86%	5%	7%	0%	2%
5 We are a healthy community in a liveable city	94%	4%	2%	0%	0%
6 We have sustainable, affordable and accessible transport	76%	5%	19%	0%	0%
Total Annual Deliverable Progress	90%	4%	4%	0%	2%

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

Overall 4 % of annual deliverables were reported to be delayed, while 0% were deferred. Table 2 below outlines all annual deliverables reported as delayed or deferred at the end of September 2015.

Table 2: Annual Deliverable Reported As Delayed or Deferred

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		Work has been completed to determine the proposed levy costings for a variety of scenarios. A letter to NSW Planning and Environment seeking their support for the proposed levy cost has been prepared.
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 is in the process of trying to obtain approval from National Parks & Wildlife for the provision of power infrastructure to Mt Keira summit.
	Continue to implement the Infrastructure delivery program to support the West Dapto Urban Release Area	Y		West Dapto Review team has been established and commenced work on critical tasks to undertake concept design work on road upgrades including West Dapto Road, Hayes Lane and Sheafes Road. The concept design for construction of the Fowlers Rd to Fairwater Dr bridge and road link has been completed and is currently out on public exhibition. Concept design for the road and bridge upgrade improvements along Wongawilli Rd and part of West Dapto Rd is also continuing.

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 continues to work on the development of the new customer service system which will provide additional means of contact for customers such as an enhanced online experience, including web chat and a smart phone app for the lodgement of service requests to Council. A staged implementation is under way. Work on 10 of the most utilised processes is almost complete. Following the release of Web Self Service last quarter the next highly anticipated 'channel' for lodging service requests is the "Report it App". This is nearing completion.
	In conjunction with Divisions, develop & implement Divisional Workforce Plans & Strategies	Y		A workforce Planning and Framework process has been established work is underway to develop divisional an organisational workforce plans.
	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 & 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>Planning for additional projects will commence regarding asset accounting and asset management data (e.g. Special Schedule 7 audit) following appointment of the new Infrastructure Strategy Engineer.</p>

ANNUAL PLAN 2015-16 PROGRESS SUMMARY

Community Goal	Annual Deliverable	Delayed	Deferred	Comment
<p>4 We are a healthy community in a liveable city</p>	<p>Manage the west Dapto Home Deposit Assistance Program</p>	<p>Y</p>		<p>Since the launch on 24 October 2014, there has been eleven applications under the Program with ten of these approved. The first property purchase was completed during this quarter which is pleasing. 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.</p>

ANNUAL PLAN 2015-16 PROGRESS SUMMARY

Community Goal	Annual Deliverable	Delayed	Deferred	Comment
5 We have sustainable, affordable and accessible transport	Finalise investigations into potential additional Gong Shuttle route	Y		<p>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 late 2015.</p> <p>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.</p>
	Continue construction of the Heritage Walk Stage 2	Y		The footpath construction along the northern side of Endeavour Dr has been progressing with 240m of new footpath and kerb & gutter completed. New lighting poles have been installed and balustrading is in the process of being manufactured and painted.
	Continue construction of the Cordeaux Road Shareway	Y		Bridge near William James Dr has been completed, as well as Stage 1A near Boorea Blvd involving the construction of retaining walls. Creek realignment works are currently in progress, as well as stormwater drainage and Stage 1B clearing and earthworks. Latent conditions have been discovered including the discovery of services very close to the surface which will require relocation. This has potential to delay the program.
	Conduct site investigations, prepare concept and detailed design documentation for the road link	Y		Development of the concept design has been continuing which includes the completion of a number of investigations/studies. A concept cost estimate is due to be completed shortly after which a value engineering process will follow. Community exhibition has been planned for October.

GOAL 1: WE VALUE AND PROTECT OUR NATURAL ENVIRONMENT

WOLLONGONG CITY COUNCIL

Coordinate natural area restoration works at priority sites

There are 110 natural area restoration sites in this year's works program, which cover an area of 183 Hectares. Staff have undertaken training in waste awareness and classification as well as participated in developing new WHS procedures for contractor and Volunteer management responsibilities. Finally, the Puckey's Biobanking year 1 works program commenced during the quarter following the establishment of the site as an agreed Office Environment Health Biobanking project.

Monitor gas wells for gas quality and quantity

The gas extraction wells installed at Whytes Gully that help determine gas quality and quantity have experienced a build-up of precipitate. Whilst the gas collection system and flare continues to operate, during the first quarter of 2015/16 investigations were completed into the cause of the precipitate that can reduce the volume of gas collected and beneficially treated. Expert analysis has identified the precipitate and provided Council with direction on how to reduce the build-up of the material and how to remove the material in order to continue gas quality and quantity assessment in view of a permanent solution.

Continue to deliver the Heritage Assistance Grant Program

The Wollongong Heritage Grants for the 2015/2016 financial year have been fully allocated. Seventeen applications for funding were received with a total combined works value of \$330,000. Following the assessment of applications against the financial assistance policy criteria by a sub-committee of the Wollongong Heritage Advisory Committee, the \$30,000 Wollongong Heritage Fund has been allocated to 8 conservation projects with a total works value of \$106,655. Payment of grant funding only occurs following the completion of projects to ensure that the quality of the works can be considered prior to payment.

Establish and coordinate the Lake Illawarra Estuary Management Committee

The joint Lake Illawarra Estuary Management Committee has been established with a membership of Wollongong and Shellharbour Councillors, community representatives from each LGA, the Illawarra Local Aboriginal Lands Council, various government agencies and two independent scientific advisors. The first meeting of the committee was held on 12 August. The initial main issue for the committee will be preparation of a Coastal Zone Management Plan for Lake Illawarra.

GOAL 1: WE VALUE AND PROTECT OUR NATURAL ENVIRONMENT

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

A Giant Car boot sale was held during the quarter and saw 50 sellers reaching 2,470 people. This resulted in 2,074 items being sold, 12,030 kilograms diverted from landfill and \$5,380 profit made by sellers. Rise & Shine saw 290 Volunteers Clean up 45 separate areas collecting 8.06 tonnes for the month of Sept. Enviro 15 had 800 school students from years 5 & 6 participate in 5 out of 26 hands-on environmental activities at the Wollongong Botanic Garden.



Image: Items on offer at the Giant Car Boot Sale

In accordance with the adopted Food Strategy, facilitate networks which support and promote the redistribution of donated food, to improve access to healthy food for those who are most vulnerable, and prevent good food from going to waste

Council co-founded the Food Waste and Recovery Working Group, with a focus on cross-sector regional collaboration for shared outcomes in food security and waste avoidance. This network recently undertook a feasibility study coordinated by Illawarra Pilot Joint Organisation to scope opportunities for shared infrastructure and logistics. The study revealed that over 25,835kg of food is rescued by local organisations every week, translating to 4,382 meals and hampers for people in need. Further to this, 90% of organisations believe there is both demand and capacity to collect or deliver more food with the right facilities and funding. Grant opportunities have been identified to progress recommendations.

GOAL 1: WE VALUE AND PROTECT OUR NATURAL ENVIRONMENT

PERFORMANCE MEASURES

- Number of volunteers worked at Bushcare and FIREady sites | 326 (Q4 = 452)
- Tonnes of Rubbish collected from clean-up activities | 16 (Q4 = 16)
- Plants Distributed | 21,918 (Q4 = 18,690)
- Plants Propogated | 32,022 (Q4 = 15,126)
- Number of volunteers for Environmental Programs - Greenhouse Park | 95* (Q4 = 574)
- Participation rate in environmental programs | 13,760 (Q4 = 6,159)

* Variance due to a change in how the volunteers are counted

GOAL 2: WE HAVE AN INNOVATIVE AND SUSTAINABLE ECONOMY

WOLLONGONG CITY COUNCIL

As a part of the Advantage Wollongong Program continue to work with University of Wollongong, NSW Trade & Investment and others to promote Wollongong's competitive advantage nationally and internationally

The Advantage Wollongong partnership continues to promote Wollongong as a place to invest and do business.

Advantage Wollongong exhibited at the Auscontact National Conference on 24-25 September 2015 in Sydney. Advantage Wollongong was the gold sponsor of the event, which provided an opportunity to showcase the Advantage Wollongong website to all delegates and a prime position to showcase the region. 164 delegates attended the event. Advantage Wollongong's participation at the Auscontact National Conference is part of our ongoing Business Attraction and Investment Policy and more specifically, our Shared Services Strategy.

The Advantage Wollongong partners are currently in the process of updating the Website and DVD, both of which are both more than 5 years old.

Advantage Wollongong will be hosting the annual Knowledge Services Forum at the UOW Business School in Sydney on 5 November 2015. As part of the event, the new Advantage Wollongong/DVD will be launched. Deloitte's has confirmed they will be presenting at the event and will launch their new publication: Wollongong Location Analysis: A case for Shared Services.

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

This item is closely linked with delivering Council's employment equity and diversity program. A number of initiatives are underway to promote WCC as an employer of choice for women. WCC has recently applied for silver accreditation with the Australian Local Government Women's Association, towards 50:50 gender equity. Following the Organisational Culture Inventory (OCI) survey, a women's workshop was conducted to provide feedback and insight into workplace culture. A Women at Wollongong network will be established and a mentoring program aimed toward women wishing to drive their career will commence in October 2015.

Support the ICTC Cluster and i3Net manufacturing clusters in Wollongong

Council continues to support these two important local industry clusters.

Council was the principal sponsor of i3net's 4th annual Illawarra Industry Showcase held on 16-17 September. This year's Showcase included a tour of the UOW Innovation Campus and i3net members, Thomas & Coffey, Ringway Control and Automation, WGE, R.Stahl and Fibre Optic Design & Construct. Approximately 140 people attended the event.

Delegates attended this year's Showcase from Lend Lease, Herron Resources, Navantia, ANSTO, The Bragg Institute, NSW Public Works and TQ Holdings, with a number of those delegates providing presentations about projects outside the region that could potential provide business opportunities for i3net members. ANSTO and Herron Resources have offered to conduct tours of their facilities in the near future.

Council also has new 3 year agreements with i3net and ICTI to continue to support the work of both these local industry clusters.

Implement capital works within the City Centre

During the September quarter works were completed on the installation of two traffic signals at the intersection of Burelli St with Atchison and Auburn Streets. These projects included the refurbishment of the footpaths adjoining the intersections to improve walkability from the railway station into the CBD.

Work also continued on the replacement of the Market St footpath north side between Young St and Keira Lane. The improvement works on the Heritage walk above the Wollongong Harbour also progressed well with work expected to be completed prior to the summer period.

Deliver a program of activities and provide services that facilitate learning by community members: Born to Read; History Week workshops; Book Clubs

All seven libraries program and deliver a number of services and events that facilitate learning by community members e.g. Storytime, Born to Read, History Week workshops, Book Clubs, bilingual Storytimes, STEAM events (Science, Technology, Engineering, Arts and Maths), Tech Savvy classes, and an online tutoring program six days/week from 3-10 p.m. Highlights in the last quarter included a number of HSC workshops, to support local students preparation for the HSC and a History Week Seminar presented by Fiona Reilly, from NIDA "Wearing Your Heart on Your Sleeve: Nationalism and propaganda in clothing". The number of programs offered and the number of participants in those programs continues to increase.

PERFORMANCE MEASURES

- Occupancy rates of paid on street parking | 72 % (Q4 = 71%)
- Tourist parks occupancy rate of unpowered sites | 6 % (Q4 = 7%)
- Tourist parks occupancy rate of powered sites | 33 % (Q4 = 27%)
- Tourist Park occupancy rate of cabins | 50 % (Q4 = 35%)
- Number of visitations to the tourism information centres | 15,999 (Q4 = 15,433)

GOAL 3: WOLLONGONG IS A CREATIVE, VIBRANT CITY

WOLLONGONG CITY COUNCIL

Manage the Merrigong funding agreement for IPAC and the Town Hall

During this quarter the Merrigong 2015 Season continued with *Sex With Strangers*, starring Samuel Johnson and Tottie Goldsmith, and *Dylan Thomas: Return Journey*, which toured to Nowra, Mittagong and 15 other venues around Australia. This quarter also featured Queensland Theatre Company's musical about Jimmy Little, *Country Song*, as well as Merrigong's own production, *A Sri Lankan Tamil Asylum Seeker's Story as Performed by Australian Actors Under the Guidance of a Sinhalese Director*.

Add-on shows in this quarter included Bangarra Dance Theatre's *Iore*, Australian Dance Company's *Be Your Self and But Wait...There's More* by Circus Oz, as well as the hugely popular *The Wharf Revue 2015 – Celebrating 15 Years*. Shows for children included *The Witches*, *The 26-Storey Treehouse* and *Senor Rabbit*.

As a venue for hire, IPAC hosted high-profile companies and shows, including The Australian Ballet's *The Dancers Company 2015*, the Sydney Comedy Festival Roadshow 2015, the Sydney Symphony Orchestra's *Mozart and the Violin*.

Deliver the Public Art Program

As part of the Public Art Program, Council commissioned two artists to design and paint a mural on the Corrimal Coles wall and was completed in July.

In addition, support was provided this quarter in the lead up to Wonderwalls Festival in October.

The launch of Berkeley Arts place making project was held in July with 60 people in attendance.

Work has commenced on the Bellambi Art Plan with 5 community consultations held.

The pop up Art Umbrella Installation launch was held on 20 August at Project Contemporary Art Space with 45 people in attendance



*Image: Council commissioned artists to design and paint a mural on the Corrimal Coles wall
Artists : Tim Phibs, Alejandro Martinez and Mitchell Gurerin*

Deliver a range of community development programs

The Community Development & Social Planning team undertook a range of community development projects in partnership with the community. These included:

- The Paint the Gong REaD community literacy program which held its 4th annual reading day at Westfield Warrawong on 20 August 2015. 140 children participated in a range of activities to promote the importance of reading.
- National Child Protection Week Family Fun Day on 17 September 2015 (also held at Westfield Warrawong) and provided a range of children's creative activities including the Paint the Gong REaD reading tent and an appearance by the programs mascot Bright Spark.
- Activities continued to be held around Holborn Park promoting safe skating. These include the development of a Skate Park Safety Brochure which gives tips on looking after yourself, other skaters and the park and the Presence in the Park sessions where local skaters were employed to run sessions modelling safe and positive skating behaviour and encouraged those new to skating to participate at the skate park. Sessions were held in July and September with approximately 100 children and young people attending each session. There has been very positive feedback from children and young people, families and the local police command on the value of this project. The sessions culminated in a Skate and Play day held on 29 September 2015 and delivered in partnership with a number of local community organisations and the skating community. Approximately 150 young people and families participated in the 4 hour event which received very positive feedback. 8 skaters safety sessions have been delivered during July and August to local schools and youth groups with around 630 young people participating. The sessions include a 30 minute interactive presentation were delivered by a community development worker and local skater and reinforced positive messages.
- Council's key harmony initiative, the Living Books Program continues to be delivered with events held during the quarter at Kanahooka High (90 year 9 students), Bellambi Links to Learning (10 young people) and Woonona High School (81 year 9 students).
- The Illawarra Refugee Challenge was an interactive exhibition which replicates a refugee journey and experience of a refugee camp, was held in partnership with Wollongong High School of Performing Arts and Keira High. This aimed to raise awareness of refugee experiences amongst school students and increase knowledge of refugee issues. 32 students from the Student Representative Councils were trained as peer facilitators and 528 students from the schools attended the exhibition. Feedback from the students included "I actually learnt the truth to what a refugee is", "they came from normal homes" What they go through is unimaginable." As part of the project a community night was held with 70 people attending the exhibition which provided a back drop for local refugees to share their stories and engage people in conversations.

Deliver key strategies from the Cultural Plan

As part of the Creative Spaces Program, two Secret Suburbs events were held in this quarter. The first event was in Port Kembla with 10 presentations by a diverse range of community members and organisations and over 40 people in attendance. The second event was in Dapto with 6 presentations and over 50 people in attendance. The series focuses on what people treasure about their community and its neighbouring suburbs.

Collaborate with Culturally and Linguistically Diverse (CALD) community to support community events and celebrations

Council provided support to the Spanish and Latin American Laneway Fiesta held in Mowbray Lane Warrawong on the 26 September 2015. Around 1000 people attended this event which aims to celebrate the

culture of Spanish speaking communities. The Laneway Fiesta which is in its 3rd year supports key planning objectives related to the activation of public spaces in the Warrawong Town Centre Master Plan. The 2015 event led by the Spanish and Latin American Community Organisation (SALCO) saw the development and strengthening of a range of community partnerships and strong volunteer involvement. A VIP event held on the day of the Fiesta included the Lord Mayor and a number of dignitaries from the Embassy of Cuba, the Embassy of Uruguay and the Consul General of Chile. This is the first time the embassies had visited the area. The Community Development & Social Planning team support for the event included the development of an Event Resource Kit for planning and management, committee support and event support on the day.



Image: Crowds and colour at the Spanish and Latin American Laneway Fiesta

GOAL 3: WOLLONGONG IS A CREATIVE, VIBRANT CITY

A Funky Felt Hat Making workshop was held in September with 20 participants from two different groups participating: older Aboriginal women, in partnership with Wollongong Women's Information Centre and the Wollongong Chinese Mothers Group. This 2 day workshop was run by a local professional felt maker,

Three Mad Hatter Madness Workshops were held in August for the Young Adults (YA) Book Club (Wollongong Central Library). There were 53 young people that participated in the hat making workshops. The series of workshops have been developed to connect with a diverse range of community groups in a quality creative art making experience which will enable new skills, as well as, foster and promote a sense of ownership and inclusiveness in the Viva la Gong festival. All participants will take part in Viva la Gong street parade wearing their creations.



Image: Hats made at the Mad Hatter workshops

PERFORMANCE MEASURES

- Library programs: number of participants | 10,071 (Q4 = 11,706)
- Library programs: number of programs | 464 (Q4 = 401)
- Library – total number of loans | 355,055 (Q4 = 351,831)
- Library visitations | 260,198 (Q4 = 252,903)

GOAL 4: WE ARE A CONNECTED AND ENGAGED COMMUNITY

WOLLONGONG CITY COUNCIL

Continue to work in collaboration with the local Aboriginal community on a range of projects

Council was a member of the regional organising committee for the Annual NAIDOC Week Awards Dinner, which was held on 18 July at Nowra Entertainment Centre, Over 280 people attended the night. Twenty local Aboriginal Elders attended the NAIDOC Week Luncheon on 9 July with the Lord Mayor at the Botanic Gardens "Towri" Building.

Council was represented at other NAIDOC Week celebrations including Bellambi Family Fun Day, The Land Family Fun Day, University of Wollongong Early Learning Centre NAIDOC Day and AIME NADIOC Day event.

Attendance at relevant Aboriginal meetings including, NAIDOC Week Family Fun Day 'the land' Committee, University of Wollongong Global Challenge Advisory Committee, and What's Happening In Your Space (WHIYS) Committee.



Image: Deputy Lord Mayor Chris Connor and Manger of the Bendigo Bank presenting award to Aboriginal Male Elder of the Year as part of NAIDOC week celebrations

Review and maintain Risk Registers and treatment plans

The 2015-16 annual review of Council's corporate risks and associated treatment plans commenced during the September quarter, including reviews by respective risk and control owners as well a workshop to review all corporate risks. The Enterprise-wide Risk Management (ERM) Committee met in August 2015 to monitor corporate risks consider emerging risks and significant risk events and initiatives. The Corporate Governance Committee received quarterly reporting of Council's Topmost Risks and other risk management initiatives and activities.

Support delivery of Community Transport services in line with reform of the Aged and Disability sector

From 1 July 2015, the Federal and State governments introduced significant changes to the aged and disability sector. A project team has been working with Community Transport staff over the past 12 months to adapt its service delivery model to comply with these changes. The immediate impacts of a new, national and centralised referral system, increased service demand and shorter timeframes for response to service requests have been managed by WCC. During this quarter planning for WCC to pick up on responsibility for services previously delivered by Shellharbour Council (to commence from 9 October 2015) also occurred.

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

This quarter Council submitted an application to the Federal Government's "Bridges Renewal Program" for \$2.9m, 50% contribution to Wongawilli Road culvert replacement. Also submissions were provided to the annual NSW electorate Community Building Partnership grants.

We are awaiting the result of the Federal Government National Stronger Regions Fund. Two applications were submitted; Fowlers Road extension for \$10m and The Tramway shared path for \$800,000.

PERFORMANCE MEASURES

- Lost Time Injury Frequency Rate | 18.68 (Q4 = 18.04)
- Number of Council Facebook page 'likes' | 9,722 (Q4 = 8,702)
- Workers compensation costs as a percentage of payroll | 1.20 % (Q4 = 1.40%)
- Telephone calls are answered within 30 seconds | 70 % (Q4 = 74%)
- Enquiries made in person are welcomed and attended to within 5 minutes | 91 % (Q4 = 92%)
- Carers Leave | 0.61 Days (Q4 = 0.64)
- Number of Twitter followers for Council | 3,530 (Q4 = 3240)
- Sick Leave | 7.38 Days (Q4 = 7.03)
- Number of media releases issued | 48 (Q4 = 40)

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

WOLLONGONG CITY COUNCIL

Implement key strategies from the Community Safety Plan

A number of key projects are underway.

The Berkeley Safer By Design project received funding from the Attorney Generals Department and has formally been accepted by Council. The project is proceeding with draft landscaping plans being developed and a project plan being finalised.

Council received a total of 920 graffiti reports via its webpage and customer service centre. 457 were on Council assets, 463 were on non Council assets.

Council is working in partnership with the NSW Family and Community Services Department (FACS), NSW Police and local schools to address community safety issues and build community capacity in the Bellambi area. This includes a community safety audit day with local residents in Bellambi to identify strategies to improve community safety in the next quarter.

Undertake social planning and research

During the quarter, a range of social research activities were undertaken to inform Council business. These included a review of demographic data in relation to a skate park and playground provision, a review of Social Impact Assessment considerations, a review of the Dropping off the Edge Report 2015 and a presentation on demographics for the Library Staff Development Day.

Implement regulatory & educational programs to facilitate compliance with the Companion Animals Act and Councils Dogs on Beaches & Parks Policy

The weekend Dogs on beaches enforcement has commenced for the summer period with Rangers working on Saturday and Sunday along our beaches. New signage for the Dogs On beaches and Parks Policy has commenced and the finalisation of a list of new signage including pole demarcation signage on the beaches. This signage is currently being installed and expected to be completed by mid October 2015.

The new RSPCA Deed of Agreement has been signed for a 5 year term continuing on the RSPCA shelter as being Council's Animal Pound. This agreement provides for Council's legislative responsibilities under the Companion Animals Act particularly concerning animal shelter administration responsibilities, animal handling and animal welfare.

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

Council also commenced the Office of Local Government (OLG) funded Responsible Pet Ownership Program which is focused at providing dog owner information and free microchipping to lower socio economic communities within our local government area. Two events were completed during this period one at Bellambi Neighbourhood Centre on 11 August 2015 and one at Thirroul beach on 8 September 2015.



Image: New signage for dogs off leash areas

Manage the west Dapto Home Deposit Assistance Program

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 which is pleasing. 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.

Identify and apply for funding under the "Waste Less Recycle More" Program.

The following ESP projects have received non-contestable Better Waste Recycling funding this year: Envirobank Reverse Vending Machine; Giant Car Boot Sale; Garage Sale Trail; Operation Nappy; \$37,000 Home Composting; Charity Bin Project; Asbestos Education Campaign; Ban the Bag promotion; Targeted Litter Campaigns; Waste Wise Events. Project plans have been prepared for all projects.

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

Engage Children in key projects

During the quarter, a number of consultations were undertaken with children including the Corrimal Town Centre Plan, Library Strategic Plan and Nicholson Park Play Space redevelopment.

On 16th July Stuart Park Play Space was officially opened with a community celebration that included children who participated in the consultation for the design of the space



Image: Lord Mayor officially opening the Stuart Park Play Space

PERFORMANCE MEASURES

- Total Visits commercial heated pools: Corrimal | 6,579 (Q4 = 7,752)
- Utilisation/visitation at pools | 27,601 (Q4 = 31,363)
- Utilisation/visitation at beaches | 35,351 (Q4 = 14,165)
- Total Visits commercial heated pools: Dapto | 3,290 (Q4 = 3,525)
- Social Support hours of service | 12,750 Hours (Q4 = 9,717 Hours)
- Utilisation of Direct-Run District Level Community Facilities | 10,185 Hours (Q4 = 9,687 Hours)
- Direct-Run District Level Community Facilities visitation | 59,479 (Q4 = 56,391)
- Community Transport trips | 40,365 (Q4 = 32,902)

GOAL 6: WE HAVE SUSTAINABLE, AFFORDABLE AND ACCESSIBLE TRANSPORT

WOLLONGONG CITY COUNCIL

Undertake a 'Park n Ride' feasibility study

The "Park and Ride" initiative is identified in the adopted Wollongong City Centre Access and Movement Strategy. The feasibility assessment of a southern city centre shuttle bus route and service to support park and ride is progressing with completion scheduled in June 2016.

Continue construction of the Heritage Walk Stage 2

The footpath construction along the northern side of Endeavour Dr has been progressing with 240m of new footpath and kerb & gutter completed. New lighting poles have been installed and balustrading is in the process of being manufactured and painted.



Image: Improvement works on the Heritage walk, Wollongong Harbour

Accelerate capital program for footpath renewal

During the first quarter of 2015-2016 nine (9) new footpaths were constructed at the following locations:

- Northcliffe Drive; Nottingham Street to Nolan Street, Berkeley
- Brownsville Road to St Lukes Road - path connection- Brownsville
- Belmore Street; Victoria Street to Governors Lane eastside, Wollongong
- Young Street; Victoria Street to Smith Street, east side, Wollongong
- Cherry Street; Forestview Way to Woodland Avenue eastside, Woonona
- Rothery Street; Princes Highway to Wilga Street, Corrimal
- Mackenzie Avenue; Hilltop Avenue to Mailer Avenue, Mangerton
- Robert Street; Byamee Street to Joan Street – Dapto
- Mt Keira Footpath: Yates Avenueto school west boundary, Mount Keira.

In addition, seven (7) footpaths have been upgraded or reconstructed to date this financial year.

A further six (6) renewal footpath projects are at various stages of design as follows:

- Smith Street footpath - from Harbour Street to Corrimal Street, Wollongong
- Bourke Street footpath - Corrimal Street to Flinders Street (South side), North Wollongong
- Byamee Street footpath (North side) - Wallabah Way to Bangaroo Avenue, Dapto
- Church Street footpath - from Smith Street to Market Street, Wollongong
- Princes Highway footpath - Hopetoun Street to Farrell Road (east side), Woonona
- Lower Tramway Sea Wall and sharepath, Wollongong (shared path)

Council to work with key agencies and partners to progress the provision of an effective and integrated regional transport network

Council is liaising with a number of key State Government Agencies on an ongoing basis in relation to significant transport projects. These include City Centre projects, Albion Park Rail Bypass and the upgrade of the Mount Ousley Road/Old Mount Ousley Road intersection.

We are also scoping prioritisation of actions for bus stop / bus zone to ensure compliance with the Disability Discrimination Act requirements for accessibility to public transport.

GOAL 6: WE HAVE SUSTAINABLE, AFFORDABLE AND ACCESSIBLE TRANSPORT

Deliver the asset renewal program for active transport

Council continues to invest strongly in the renewal of assets supporting active transport uses including bicycles and pedestrian facilities.

Major projects include:

- Completion of the shared path along Cordeaux Road by June 2016. The increase in width will improve amenity for the range of users who use this busy section of path.
- Further, the shared pathway at Dimond Bros. Park cycleway, Dapto, was renewed.
- Seven (7) footpaths were upgraded or reconstructed at the various locations.

PERFORMANCE MEASURES

- Delivery of Council's Capital Program | 14% (Q4 = 101.8%)

HOW WE PERFORMED AGAINST OUR BUDGETS

WOLLONGONG CITY COUNCIL

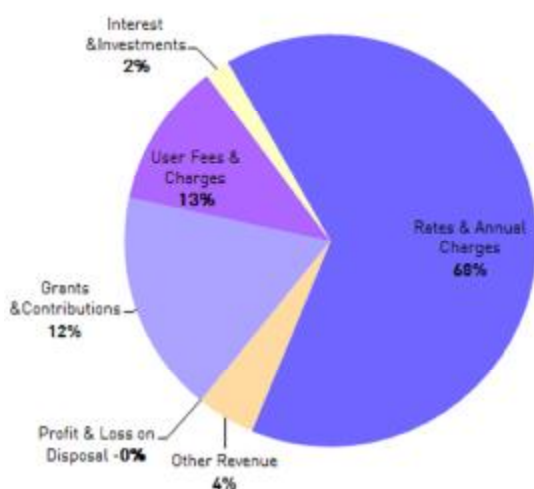
Budget 2015/16

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



Expense Type (\$'M)	Actual Sept 2015	Proposed Budget
Employee Costs less Internal Charges	23.80	101.61
Borrowing Costs	1.09	4.21
Materials & Contracts	19.85	88.74
Depreciation	16.32	62.07
Loss on Disposal of Assets	0.00	0.00
Total	61.06	256.63

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



Income Type (\$M)	Actual Sept 2015	Proposed Budget
Rates & Annual Charges	41.42	173.50
Other Revenue	2.93	11.15
Profit on disposal of Assets	0.03	0.00
Grants & Contributions	11.24	44.34
User Fees & Charges	7.30	33.73
Interest & Investments	1.22	4.93
Total	64.14	267.64

BUDGET REVIEW STATEMENT 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 September 2015.

Table 1

FORECAST POSITION		Original Budget	Proposed Budget	Variation
KEY MOVEMENTS		1-Jul	25-Sep	Q1
Operating Revenue	\$M	249.5	253.1	3.5
Operating Costs	\$M	(255.9)	(256.6)	(0.7)
Operating Result [Pre Capital]	\$M	(6.4)	(3.6)	2.8
Capital Grants & Contributions	\$M	14.5	14.6	0.1
Operating Result	\$M	8.1	11.0	2.9
Operational Funds Available for Capital	\$M	48.2	51.5	3.3
Capital Works		86.3	88.0	1.7
Transfer to Restricted Cash		-	-	-
Contributed Assets		-	-	-
Funded from:				
- Operational Funds	\$M	48.2	51.5	3.3
- Other Funding	\$M	34.9	36.6	1.7
Total Funds Surplus/(Deficit)	\$M	(3.1)	0.2	3.3

The revised projections at the September Quarterly Review for the year ending 30 June 2016 indicate an improvement of \$2.8M in the projected Operating Result [pre capital]. This result is a combination of a number of adjustments that relate to prior year activities and events that are non-recurrent as well as the continuation of incremental improvement across a broad range of Council operations.

Adjustments relating to prior years include the introduction of income from Sydney Water (\$0.8M) for work completed on their assets as part of the Mall refurbishment project, reimbursement from SES for storm related works during 2013-14 (\$0.5M, insurance recoveries (\$0.2M) and the introduction of an expenditure budget for the management of legacy construction material stock piles (\$1.6M).

Operational improvements are generally of a relative low individual value but together have a significant impact on the projected result. These include income increase in a range of area such as Tourist Parks, Crematorium, development assessments and interest on investments. Improvements

in operational expenditure have meant that Council has been able to identify specific programs for the achievement of efficiency targets that were included in the budget and held centrally as well as improvements beyond this that have impacted on the overall positive result. These are discussed in more detail further in this report.

The Operating Result, that includes adjustments to capital grants and contributions, shows a net improvement of \$2.9M. This has been impacted by additional grants this year amounting to \$0.1M.

The Funds Result shows a proposed improvement of \$3.3M compared to Original Budget. The \$0.4M Funds in addition to the Operating Result is due to lower levels of interest being transferred to Restricted Assets.

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

- Y Rates Income - \$0.3M (F). This adjustment relates to additional residential rates.
- Y User Charges and Fees - \$0.5M (F). The key improvements include Crematorium income (\$170K), Tourist Park income (\$140K), development assessment income (\$127K) and other more minor variations.
- Y Interest and Investment Income - \$0.2M (F). Proposed variance is due to increase interest associated with higher cash holdings from the favourable 2014-15 financial year result (\$320K) that is partially offset by a reduction in interest from overdue rates (\$166K).
- Y Other Revenue - \$1.7M (F). This increase is mainly due to reimbursements in relation to prior year activities and events that include a partial payment from Sydney Water for the replacement of a water main as part of the Mall refurbishment project (\$803K), a reimbursement from SES for clean-up costs relating to a 2013-14 storm event (\$516K), Workers Compensation insurance claims (\$218K) and other more minor income variations for the current year.
- Y Grants & Contributions Operating – \$0.9M (F). This increase is the result of the introduction of additional grant income to support funded projects that are planned to be delivered during the current year.
- Y Grants & Contributions – Capital \$0.1M (F). This variation is due to additional capital grants to be received and transferred to reserve.
- Y Employee Costs \$0.2M (F). Reduction in projected employee cost projections largely due to vacancies and other more minor adjustments. Enterprise Agreement was finalised during the first quarter which has resulted in a minor projected expense reduction of \$0.3M. This saving has been retained at this stage as an operational contingency.
- Y Materials, Contracts & Other Expenses - \$1.2M (U). This category of expenditure includes a wide range of adjustments that are not easily visible. Firstly, the current year budget had a targeted efficiency improvement of \$1.1M that was held centrally as a planned saving with the intent that as specific improvements were implemented the central target would be reduced with a corresponding reduction in expenditure elsewhere. During the September quarter \$1M of specific expenditure reductions have been achieved with only \$95K now outstanding for the current year. This category of expenditure also includes the introduction of \$0.9M of externally

funded projects that are offset by grant income and the allocation of \$1.6M for the management of legacy construction material stock piles (\$1.6M). This means an effective net reduction in this category of expenditure of approximately of \$1.3M across the organisation.

- Internal Charges - \$0.3M (F). This variation is due to lower marketing and printing work and increased net recovery from capital projects expected for the current year.

2 Capital Budget

Revised capital projections include an increase from \$86.3M to \$88.0M during the September Quarter. The increase of \$1.7M is fully funded from restricted cash and has been approved through the monthly reporting process.

3 Cash & Investments

The increase in projected cash and investments of \$13.5M at September is largely due to the impact of the prior year favourable result (\$7.1M), the positive September operating result (\$3.3M), lower receivables (\$2.4M) and use of restricted cash to fund projects.

Available Funds excludes movement in externally and internally restricted cash such as timing of special purpose grants, progress of funded projects and land sales and reflects only the impact of operational improvements. The Available Funds have increased by \$10.2M from the Adopted 2015-16 budget, due to the positive 2014-15 result (\$7.1M) and the adjustments affecting the available funds proposed at the September 2015 review. It is proposed that Council consider the transfer of \$10.4M, comprising the positive result for 2014-15 and the improvements identified during the current year to the Strategic Projects restricted asset. This would result in an increase of this restricted cash to \$21.6M.

BUDGET REVIEW STATEMENT – REPORT OF MANAGER FINANCE

Table 2

CASH, INVESTMENTS & AVAILABLE FUNDS				
	Actual 2014/15	Original Budget 2015/16	September QR 2015/16	Actual Ytd 25 September 2015
	\$M	\$M	\$M	\$M
Total Cash and Investments	144.7	109.6	123.1	161.5
Attributed to:				
External Restrictions				
Developer Contributions	15.1	8.2	10.4	11.6
Specific Purpose Unexpended Grants	5.0	3.5	(1)	6.0
Special Rates Levy City Centre	0.2	0.2	0.2	0.2
Unexpended Loans	31.3	27.0	24.6	29.1
Domestic Waste Management	10.7	8.2	9.2	10.8
Private Subsidies	4.8	3.7	4.6	4.8
West Dapto Home Assistance	5.8	9.7	9.7	9.7
Stormwater Management Charge	0.4	0.5	0.6	0.7
Carbon Pricing	4.4	4.6	4.4	4.4
Total External Restrictions	77.7	60.9	62.8	77.2
Internal Restrictions				
Property Investment Fund	7.8	7.8	7.8	8.0
Future Programs	6.9	4.8	4.9	6.9
Property	4.1	4.2	4.1	4.1
Strategic Projects	11.2	11.1	11.2	11.2
Sports Priority program	0.5	0.5	0.6	0.6
Car Parking strategy	0.3	0.2	0.2	0.5
MacCabe Park Development	0.7	0.8	0.8	0.7
Darcy Wentworth Park	0.2	0.2	0.2	0.2
Garbage Disposal Facility	9.5	11.5	10.1	10.0
Telecommunications Revenue	0.1	0.1	0.2	0.1
West Dapto additional rates	0.1	0.1	0.1	0.2
Natural Areas	0.5	0.5	0.5	0.5
Total Internal Restrictions	42.0	41.9	40.8	43.0
Available Cash	25.0	6.9	19.5	41.4
Net Payable & Receivables				
Current payables	(3.4)	4.7	2.2	(13.0)
Receivables	(29.9)	(23.0)	(23.1)	(43.0)
Other	22.1	26.0	20.9	22.7
Available Funds	4.3	1.7	4.4	7.3
Available Funds	21.6	11.5	21.7	28.4

4 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.

Table 3

Securing Our Future Adopted Outcomes	EFFICIENCY		SERVICES	REVENUE		TOTAL
	Lower Impact \$,000	High Impact \$,000	\$,000	Rates * \$,000	Other \$,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 \$1.0 million for 2014-15, \$1.0 million for 2015-16, \$2 million for 2016-17 and \$0.5 million 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. Managers are working towards the short and medium term targets. Progress is reported through the Quarterly Review. Where improvements in income or non-discretionary cost can be achieved ahead of schedule, it is intended that the additional funds may be used to initiate further actions required to achieve future improvement targets or offset individual targets that may not be achieved in the planned timeframe.

As at the September 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.

BUDGET REVIEW STATEMENT – REPORT OF MANAGER FINANCE

Table 4

Securing Our Future Improvement Targets								
	2015-16				2016-17			
Service	Adopted Budget	Achieved 2014/15	Achieved Sep 2015	Balance	Adopted Budget	Achieved 2014/15	Achieved Sep 2015	Balance
	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
Allocated Efficiency Targets - Lower Impact								
Aquatic Services	(129)	68	62	0	(233)	75	158	0
Botanic Garden and Nursery	(46)	23	0	(22)	(82)	24	0	(58)
Community Facilities	(39)	39	0	0	(71)	71	0	0
Community Programs	(22)	22	1	0	(40)	39	1	0
Corporate Strategy	(17)	10	7	0	(30)	18	12	0
Crematorium and Cemeteries	(36)	18	17	0	(64)	17	47	0
City Centre Management	(12)	10	2	0	(22)	17	5	0
Cultural Services	(39)	31	8	0	(70)	14	56	0
Integrated Customer Service	(66)	0	66	0	(119)	0	119	0
Development Assessment/Certification	(98)	0	98	0	(177)	0	129	(48)
Stormwater Services	(39)	17	22	0	(71)	31	40	0
Economic Development	(13)	4	8	0	(23)	0	23	0
Emergency Management	(14)	8	6	0	(25)	9	16	0
Environmental Services	(32)	16	0	(15)	(57)	17	0	(40)
Financial Services	(79)	79	0	0	(143)	143	0	0
Governance and Administration	(84)	28	53	(3)	(151)	42	101	(8)
Public Health	(15)	0	15	0	(27)	0	27	0
Human Resources	(84)	(0)	55	(29)	(151)	0	57	(94)
Information/Communications Technolo	(38)	0	38	0	(69)	0	69	0
Infrastructure Planning & Support	(189)	53	136	0	(340)	76	96	(168)
Internal Charges Service	(4)	2	2	0	(8)	2	6	0
Leisure Services	(57)	33	24	0	(103)	36	67	0
Libraries	(115)	114	1	(0)	(208)	206	2	0
Natural Area Management	(26)	16	1	(9)	(47)	21	1	(25)
Land Use Planning	(33)	17	0	(16)	(60)	18	0	(42)
Property Services	(21)	11	10	(0)	(37)	11	26	0
Public Relations	(41)	2	38	0	(73)	4	69	0
Parks and Sportsfields	(174)	21	153	0	(314)	22	292	0
Regulatory Control	(44)	0	44	0	(80)	0	80	0
Tourist Parks	(61)	31	29	0	(109)	32	77	0
Transport Services	(195)	40	156	0	(352)	36	316	0
Waste Management	(122)	53	69	0	(219)	19	200	0
Youth Services	(15)	0	15	0	(27)	0	27	0
	(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	0	(285)
Service Adjustments	(1,200)	1,000	100	(100)	(1,400)	1,000	0	(400)
Additional Revenues	(370)	370	0	0	(500)	470	30	0
	(1,570)	1,370	100	(100)	(2,400)	1,685		(685)
	(3,570)	2,139	1,237	(195)	(6,002)	2,684	2,149	(1,169)

5 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 revised long term projections are indicative at this stage and will be further 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.

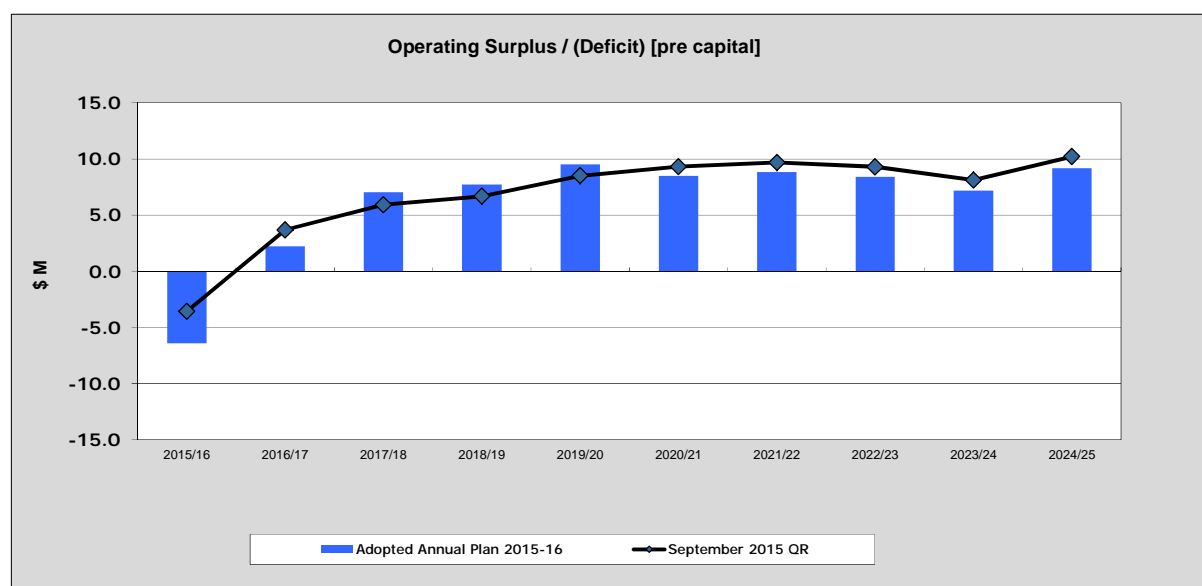
Long Term Operating Surplus/(Deficit) [pre capital]

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.

Improvements to the forecast for 2015-16 during this quarter have been discussed in detail earlier in this report. Improvements identified during this review have generally had a recurrent element that is reflected in the graph below. The slight deterioration in the three years commencing 2017-18 is due to recent advice that the annual top up payment of \$1.8M for the Local Government Defined Benefits Superannuation Scheme will now be extended for a further three years. The extension beyond 2016-17 is based on the implementation of a revised investment strategy that reduces risk. LG Superannuation has advised that the value and timeframe for the extended payment requirement will be reviewed on an ongoing basis.

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

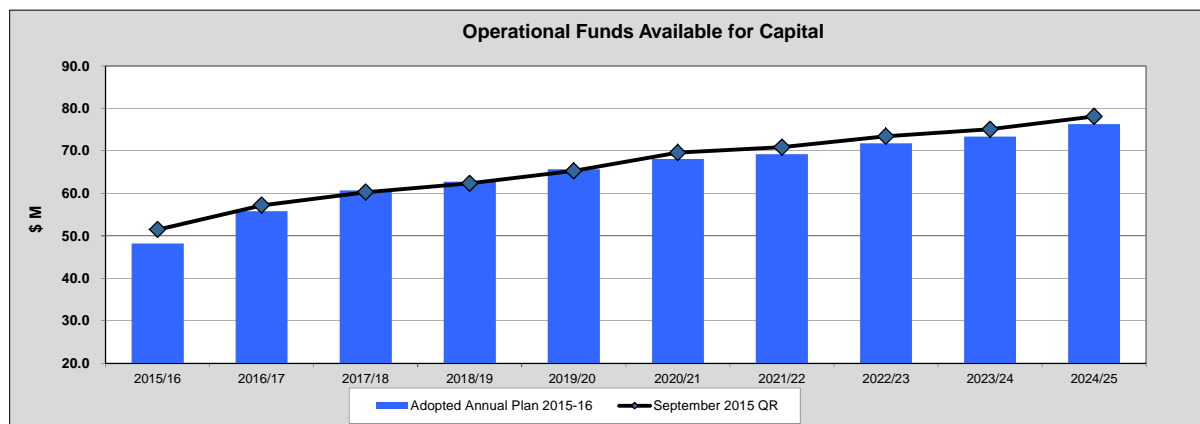
Table 5



LONG TERM OPERATIONAL FUNDS AVAILABLE FOR CAPITAL

An increase in Operational Funds available for capital remains the primary objective of Council to provide for effective renewal of assets. Timing issues such as early receipt of grant income or deferral of externally funded projects do not impact on Operational Funds available for Capital projections.

Table 6



AVAILABLE FUNDS

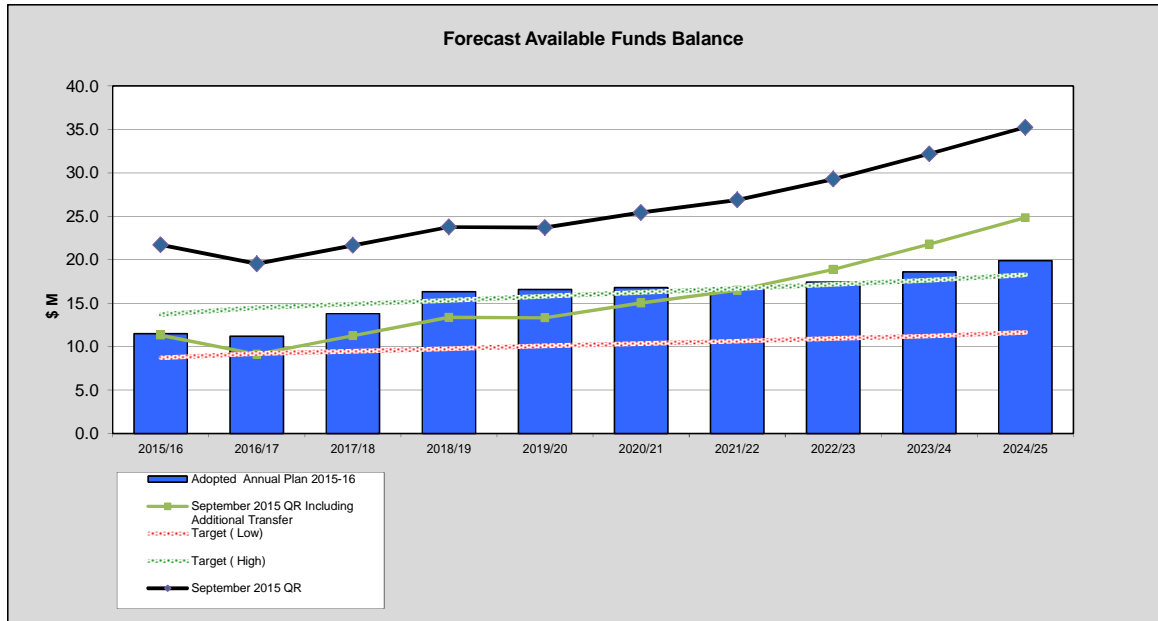
Available Funds are the uncommitted funds of an organisation that assist in meeting the short term cash requirements, provide contingency for unexpected costs or loss of revenue, and to provide flexibility to take advantage of opportunities that may arise from time to time. Council’s Financial Strategy 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 the target range for Available Funds is between \$8.7M and \$11.6M (lower range) and between \$13.7M and \$18.3M (upper range) over the life of the Long Term Financial Plan. The revised projections for the September Quarterly Review and the favourable result for year ending 30 June 2015 have contributed to an improvement in the projected Available Funds balance of \$3.3M and \$7.1M respectively.

The 2015-16 Annual Plan included the creation of an internal restriction to hold windfall or improvements in financial results beyond those planned in the Securing Our Future Program. The intent was that accumulated funds in this restriction could be directed by Council to support a range of future strategic projects, including West Dapto and Warrawong Community Centre and Library. Consistent with this approach it is proposed that the above improvements could be directed to the

internal restriction. Direction of these improvements to this restricted asset would increase this to \$21.6M and would provide Council with an opportunity to review future programs during the 2016-17 planning cycle. The table below shows the current forecast and impact of the additional transfer.

Table 7



BUDGET REVIEW STATEMENT – REPORT OF MANAGER FINANCE

Table 8

WOLLONGONG CITY COUNCIL				
September 2015 Quarterly Review				
	Original 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	41,419	250	173,503
User Charges and Fees	33,194	7,299	533	33,727
Interest and Investment Revenues	4,772	1,222	154	4,926
Other Revenues	9,454	2,931	1,691	11,146
Grants & Contributions provided for Operating Purposes	28,846	7,431	909	29,755
Grants & Contributions provided for Capital Purposes	14,520	3,813	64	14,585
Other Income:				
Profit/Loss on Disposal of Assets	0	25	0	0
Total Income from Continuing Operations	264,040	64,140	3,602	267,642
Expenses From Continuing Operations				
Employee Costs	113,797	26,436	(240)	113,558
Borrowing Costs	4,206	1,088	(0)	4,206
Materials, Contracts & Other Expenses	89,130	20,175	1,187	90,318
Depreciation, Amortisation + Impairment	62,074	16,317	0	62,074
Internal Charges (labour)	(11,876)	(2,633)	(75)	(11,951)
Internal Charges (not labour)	(1,400)	(321)	(177)	(1,577)
Total Expenses From Continuing Operations	255,932	61,062	696	256,628
Operating Results From Continuing Operations	8,108	3,078	2,906	11,014
Net Operating Result for the Year	8,108	3,078	2,906	11,014
Net Operating Result for the Year before Grants & Contributions provided for Capital Purposes	(6,412)	(734)	2,842	(3,571)
NET SURPLUS (DEFICIT) [Pre capital] %	(2.4%)	(1.1%)	78.9%	(1.3%)

Funding Statement				
Net Operating Result for the Year	8,108	3,078	2,906	11,014
Add back :				
- Non-cash Operating Transactions	77,378	20,150	(39)	77,339
- Restricted cash used for operations	15,464	5,805	994	16,458
- Income transferred to Restricted Cash	(34,812)	(12,327)	(617)	(35,430)
- Payment of Accrued Leave Entitlements	(11,550)	(2,696)	38	(11,512)
- Payment of Carbon Contributions	0	0	0	0
Funds Available from Operations	54,588	14,010	3,281	57,869
Advances (made by) / repaid to Council	0	0	0	0
Borrowings repaid	(6,371)	(885)	0	(6,371)
Operational Funds Available for Capital Budget	48,217	13,125	3,281	51,498
CAPITAL BUDGET				
Assets Acquired	(86,256)	(12,483)	(1,716)	(87,972)
Contributed Assets	0	0	0	0
Transfers to Restricted Cash	0	0	0	0
Funded From :-				
- Operational Funds	48,217	13,125	3,281	51,498
- Sale of Assets	2,008	253	(382)	1,626
- Internally Restricted Cash	5,136	127	(338)	4,798
- Borrowings	0	0	0	0
- Capital Grants	9,439	2,451	4,731	14,169
- Developer Contributions (Section 94)	6,510	681	(234)	6,276
- Other Externally Restricted Cash	9,460	2,368	(1,846)	7,614
- Other Capital Contributions	2,365	404	(215)	2,150
TOTAL FUNDS SURPLUS / (DEFICIT)	(3,122)	6,926	3,281	159

BUDGET REVIEW STATEMENT – REPORT OF MANAGER FINANCE

TABLE 9

MAJOR VARIATIONS					
Compared to Budget	\$'000s	Offsetting Items for			Net by type
		Fund	Surplus	Deficit	
REVENUES FROM ORDINARY ACTIVITIES					
Rates & Annual Charges					
Domestic Waste					
Residential Rates income		166	84	250	
User Charges & Fees					
Tourist Parks			140		
Crematorium Income			170		
Development Assessment Income			127		
Other			95	532	
Interest and Investment Income					
Increased cash holding due to prior year result			320		
Outstanding rates		(166)		154	
Other Revenue					
Water Main Replacement Reimbursement			803		
State Emergency Storm Reimbursement			516		
Workers Compensation Above Excess Claim			218		
Parking Infringement Income				(100)	
Development Assessment Application Income		67	78		
Legal Penalty & Claims Income			85		
Waste Disposal Centre Income		(77)			
Other			101	1,691	
EXPENSES FROM ORDINARY ACTIVITIES					
Employee Costs					
Vacancy and other savings			320		
Reallocation to/from Other Categories		(196)			
Introduction of externally funded projects		(81)			
Various other adjustments			197	240	
Materials, Contracts & Other Expenses					
Management of construction material stockpiles				(1,600)	
Waste facility operations		77	217		
Electricity & street lighting expenditure			377		
Introduction of externally funded projects					
Garrawarra Cemetery		(200)			
Natural Areas/Environmental Projects		(448)			
Stormwater Levy Funded		(105)			
Other		(160)			
Reallocation to/from Other Categories		129			
Various other adjustments			526	(1,187)	
Internal Charges					
Other Labour Recovery			112		
Marketing & Printing			139	251	
Grants & contribution - Operating					
Additional grants advised transferred to reserve		878			
Direct Grants			31	909	
Operating Variation [pre capital]		(116)	4,657	(1,700)	
Capital Grants & Contributions					
Additional grants advised transferred to reserve		64			
Other				64	
Operating Variation [post capital]		(52)	4,657	(1,700)	

BUDGET REVIEW STATEMENT – REPORT OF MANAGER FINANCE

Table 9 (cont)

MAJOR VARIATIONS					
Compared to Budget	\$'000s	Offsetting			Net by type
		Items for Fund	Surplus	Deficit	
FUNDING STATEMENT					
Non Cash Expenses					
Leave Liability				(1)	(1)
Restricted Cash Used for Operations					
Introduction of additional externally funded projects		994			994
Income Transferred to Restricted Cash					
Interest applicable to restricted assets			325		
Additional operational & capital grants received		(942)			(617)
OPERATIONAL FUNDS AVAILABLE FOR CAPITAL		-	4,982	(1,701)	3,281
CAPITAL BUDGET					
Increase in capital program		(1,716)			
Increase in associated funding		1,716			
TOTAL FUNDS SURPLUS/(DEFICIT)		-	4,982	(1,701)	3,281

BUDGET REVIEW STATEMENT – REPORT OF MANAGER FINANCE

Table 10

CAPITAL PROJECT REPORT							
September 2015 Quarterly Review							
Program Description	\$'000		\$'000		Expenditure	\$'000	
	Original Budget		Current Budget			variation	
	Expenditure	Other Funding	Expenditure	Other Funding		Expenditure Budget	Other Funding
Asset Class:Roads And Related Assets							
Traffic Facilities	1,300	(730)	3,574	(2,354)	1,389	2,274	(1,624)
Public Transport Facilities	441	(172)	441	(172)	113	(0)	0
Roadworks	10,892	(1,957)	12,567	(3,651)	1,744	1,675	(1,694)
Bridges, Boardwalks and Jetties	1,700	(300)	1,750	(350)	237	50	(50)
Total Roads And Related Assets	14,333	(3,159)	18,332	(6,527)	3,483	3,999	(3,368)
Asset Class:West Dapto							
West Dapto Infrastructure Expansion	7,794	(6,705)	5,954	(4,865)	310	(1,840)	1,840
Total West Dapto	7,794	(6,705)	5,954	(4,865)	310	(1,840)	1,840
Asset Class:Footpaths And Cycleways							
Footpaths	6,790	(3,710)	7,017	(4,527)	2,324	227	(817)
Cycle/Shared Paths	7,301	(5,940)	8,040	(5,560)	1,431	739	380
Commercial Centre Upgrades - Footpa	4,200	(435)	4,140	(435)	123	(60)	0
Total Footpaths And Cycleways	18,291	(10,085)	19,197	(10,522)	3,878	906	(437)
Asset Class:Carparks							
Carpark Construction/Formalising	700	(500)	710	(500)	170	10	0
Carpark Reconstruction or Upgrading	1,050	0	1,040	0	59	(10)	0
Total Carparks	1,750	(500)	1,750	(500)	229	(0)	0
Asset Class:Stormwater And Floodplain Management							
Floodplain Management	2,600	(800)	2,210	(680)	61	(390)	120
Stormwater Management	1,350	(310)	1,740	(430)	208	390	(120)
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, Gallerv, Townh	1,100	0	1,100	0	22	0	0
Administration Buildings	1,280	0	1,280	0	29	(0)	0
Community Buildings	12,784	(2,775)	13,309	(3,375)	2,240	525	(600)
Public Facilities (Shelters, Toilets etc.)	470	0	615	0	138	145	0
Total Buildings	15,634	(2,775)	16,304	(3,375)	2,428	670	(600)
Asset Class:Commercial Operations							
Tourist Park - Upgrades and Renewal	750	0	750	0	28	(0)	0
Crematorium/Cemetery - Upgrades and	390	(200)	190	0	28	(200)	200
Leisure Centres & RVGC	150	0	195	0	1	45	0
Total Commercial Operations	1,290	(200)	1,135	0	57	(155)	200
Asset Class:Parks Gardens And Sportfields							
Play Facilities	1,120	(25)	1,145	(50)	36	25	(25)
Recreation Facilities	2,998	(1,625)	3,340	(1,992)	63	342	(367)
Sporting Facilities	884	(256)	804	(151)	62	(80)	105
Lake Illawarra Foreshore	200	0	200	0	12	0	0
Total Parks Gardens And Sportfields	5,202	(1,906)	5,489	(2,193)	173	287	(287)
Asset Class:Beaches And Pools							
Beach Facilities	655	0	555	0	45	(100)	0
Rock/Tidal Pools	835	0	1,180	0	335	345	0
Treated Water Pools	865	0	650	0	243	(215)	0
Total Beaches And Pools	2,355	0	2,385	0	622	30	0

BUDGET REVIEW STATEMENT – REPORT OF MANAGER FINANCE

Table 10 cont

CAPITAL PROJECT REPORT							
September 2015 Quarterly Review							
Program Description	\$'000		\$'000		Expenditure	\$'000	
	Original Budget		Current Budget			variation	
	Expenditure	Other Funding	Expenditure	Other Funding		Expenditure Budget	Other Funding
Asset Class:Natural Areas							
Environmental Management Program	25	0	0	0	0	(25)	0
Natural Area Management and Rehabil	150	0	175	(25)	23	25	(25)
Total Natural Areas	175	0	175	(25)	23	0	(25)
Asset Class:Waste Facilities							
Whytes Gully New Cells	400	(400)	1,061	(1,061)	99	661	(661)
Whytes Gully Renewal Works	300	(300)	300	(300)	1	(0)	0
Helensburgh Rehabilitation	2,259	(2,259)	1,598	(1,598)	22	(661)	661
Total Waste Facilities	2,959	(2,959)	2,959	(2,959)	122	(0)	0
Asset Class:Fleet							
Motor Vehicles	2,448	(1,512)	1,748	(1,130)	70	(700)	382
Total Fleet	2,448	(1,512)	1,748	(1,130)	70	(700)	382
Asset Class:Plant And Equipment							
Portable Equipment (Mowers etc.)	480	(296)	480	(296)	11	(0)	0
Mobile Plant (trucks, backhoes etc.)	2,000	(200)	2,021	(221)	91	21	(21)
Fixed Equipment	300	0	300	0	(0)	0	0
Total Plant And Equipment	2,780	(496)	2,801	(517)	102	21	(21)
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 Equipm	635	0	635	0	31	(0)	0
Total Emergency Services	635	0	635	0	31	(0)	0
Asset Class:Land Acquisitions							
Land Acquisitions	100	0	130	0	157	30	0
Total Land Acquisitions	100	0	130	0	157	30	0
Asset Class:Non-Project Allocations							
Capital Project Contingency	3,424	(600)	1,892	0	0	(1,532)	600
Capital Project Plan	530	0	530	0	94	(0)	0
Total Non-Project Allocations	3,954	(600)	2,422	0	94	(1,532)	600
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	86,256	(34,917)	87,972	(36,633)	12,483	1,716	(1,716)

Table 11

WOLLONGONG CITY COUNCIL			
		Actual 2015/16 \$'000	Actual 2014/15 \$'000
BALANCE SHEET			
		as at 25/09/2015	as at 30/06/15
CURRENT ASSETS			
Cash Assets		138,520	124,611
Investment Securities		14,002	11,046
Receivables		22,681	22,108
Inventories		6,072	6,040
Other		7,314	4,313
Total Current Assets		188,589	168,118
NON-CURRENT ASSETS			
Non Current Cash Assets		9,000	9,000
Property, Plant and Equipment		2,247,312	2,251,345
Investment Properties		2,750	2,750
Westpool Equity Contribution		1,159	1,159
Intangible Assets		1,085	1,219
Total Non-Current Assets		2,261,307	2,265,474
TOTAL ASSETS		2,449,896	2,433,592
CURRENT LIABILITIES			
Current Payables		42,972	29,868
Current Provisions payable < 12 months		17,127	16,790
Current Provisions payable > 12 months		34,871	34,871
Current Interest Bearing Liabilities		6,369	6,369
Total Current Liabilities		101,340	87,899
NON-CURRENT LIABILITIES			
Non Current Interest Bearing Liabilities		39,091	39,758
Non Current Provisions		43,005	42,554
Total Non-Current Liabilities		82,096	82,312
TOTAL LIABILITIES		183,436	170,210
NET ASSETS		2,266,460	2,263,381
EQUITY			
Accumulated Surplus		1,135,260	1,132,670
Asset Revaluation Reserve		1,011,062	1,011,064
Restricted Assets		120,139	119,648
TOTAL EQUITY		2,266,460	2,263,381

BUDGET REVIEW STATEMENT – REPORT OF MANAGER FINANCE

Table 12

WOLLONGONG CITY COUNCIL		
CASH FLOW STATEMENT		
as at 25 September 2015		
	YTD Actual	Actual
	2015/16	2014/15
	\$ '000	\$ '000
CASH FLOWS FROM OPERATING ACTIVITIES		
Receipts:		
Rates & Annual Charges	40,184	166,562
User Charges & Fees	29,801	33,505
Interest & Interest Received	1,444	5,789
Grants & Contributions	13,280	54,189
Other	2,383	23,908
Payments:		
Employee Benefits & On-costs	(17,569)	(92,705)
Materials & Contracts	(13,917)	(58,052)
Borrowing Costs	(407)	(1,311)
Other	(16,210)	(42,795)
Net Cash provided (or used in) Operating Activities	38,989	89,090
CASH FLOWS FROM INVESTING ACTIVITIES		
Receipts:		
Sale of Infrastructure, Property, Plant & Equipment	253	12,570
Deferred Debtors Receipts	-	10
Payments:		
Purchase of Investments	-	-
Purchase of Investment Property	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(21,455)	(85,072)
Purchase of Interests in Joint Ventures & Associates	-	-
Net Cash provided (or used in) Investing Activities	(21,202)	(72,492)
CASH FLOWS FROM FINANCING ACTIVITIES		
Receipts:		
Proceeds from Borrowings & Advances	-	15,000
Payments:		
Repayment of Borrowings & Advances	(919)	(5,244)
Repayment of Finance Lease Liabilities	-	-
Net Cash Flow provided (used in) Financing Activities	(919)	9,756
Net Increase/(Decrease) in Cash & Cash Equivalents	16,868	281
plus: Cash & Cash Equivalents and Investments - beginning of year	144,656	144,375
Cash & Cash Equivalents and Investments - year to date	161,524	144,656

WOLLONGONG CITY COUNCIL		
CASH FLOW STATEMENT		
as at 25 September 2015		
	YTD Actual	Actual
	2015/16	2014/15
	\$ '000	\$ '000
Total Cash & Cash Equivalents and Investments - year to date	161,524	144,656
Attributable to:		
External Restrictions (refer below)	72,797	63,961
Internal Restrictions (refer below)	47,345	24,384
Unrestricted	41,382	56,311
	161,524	144,656
External Restrictions		
Developer Contributions	11,596	11,758
RMS Contributions	246	238
Specific Purpose Unexpended Grants	5,783	10,910
Special Rates Levy Wollongong Centre Improvement Fund	-	-
Special Rates Levy Wollongong Mall	209	251
Special Rates Levy Wollongong City Centre	-	11
Local Infrastructure Renewal Scheme	21,986	18,791
Unexpended Loans	7,070	12,877
Domestic Waste Management	10,782	6,408
Private Subsidies	4,777	1,883
West Dapto Home Deposit Assistance Program	9,665	-
Stormwater Management Service Charge	683	834
Total External Restrictions	72,797	63,961
Internal Restrictions		
Property Development	4,122	(252)
Property Investment Fund	7,961	-
Strategic Projects	11,208	-
Future Projects	6,877	-
Sports Priority Program	573	850
Car Parking Strategy	512	489
MacCabe Park Development	728	391
Darcy Wentworth Park	173	99
Garbage Disposal Facility	9,987	20,281
Telecommunications Revenue	127	279
West Dapto Development Additional Rates	226	71
Southern Phone Natural Areas	472	-
Carbon Price	4,379	2,176
Total Internal Restrictions	47,345	24,384

BUDGET REVIEW STATEMENT – 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.

Table 13

Contract Listing					
Budget Review for Quarter ended September 2015					
Contractor	Contract Detail & Purpose	Contract Value \$000's	Commencement Date	Duration of Contract	Budgeted Y/N
Origin Energy Electricity Ltd	Supply of Natural Gas for Small Tariff Sites	900	1/07/2015	FY 2015/2018	YES
KPMG	Internal Audit and Ancillary Services	670	1/07/2015	FY 2015/2019	YES
Edwards Constructions (NSW) Pty Ltd	Wollongong Youth Centre Roof and Air Conditioning Upgrade	724	6/07/2015	FY 2015/2016	YES
Picton Powerlines Pty Limited	Berkeley Community Centre Refurbishment Substation Works	116	20/07/2015	FY 2015/2016	YES
WMA Water	Review of Conduit Blockage Policy	140	21/07/2015	FY 2015/2016	YES
SKG Cleaning Pty Ltd	Cleaning Service Level Agreement	2,255	31/07/2015	FY 2015/2021	YES
Local Government Procurement Contracts					
Contract Number	Contract Detail & Purpose	Contract Value \$000's	Commencement Date	End Date	Budgeted Y/N
LGP2.13	Asphalt Supply and Services	28,198	10/09/2015	29/02/2016	YES
LGP908-2	Supply of Drainage Products	293	21/09/2015	31/08/2016	YES
LGP908-2	Plumbing Supplies	395	21/09/2015	31/08/2016	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.

Table 14

Consultancy and Legal Expenses		
Budget Review for Quarter ended September 2015		
Expense	Expenditure YTD \$000's	Budgeted (Y/N)
Consultancies	188	YES
Legal Fees	176	YES

BUDGET REVIEW STATEMENT – REPORT OF MANAGER FINANCE

STATEMENT OF RESPONSIBLE ACCOUNTING OFFICER

All investments held at the 30 September 2015 were invested in accordance with Council's Investment Policy.

Bank reconciliations have been completed as at 30 September 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 30 September 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 / Ongoing)
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%

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects / Ongoing)
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%
1.3.1.1 Develop and implement programs that encourage community participation in reducing Wollongong's ecological footprint	100%	0%	0%	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	75%	0%	0%	0%	25%
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%

DRAFT SEPTEMBER 2015 QUARTERLY REVIEW

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects / Ongoing)
1.4.1.2 Implement priority actions of the Heritage Strategy	100%	0%	0%	0%	0%
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%

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects / Ongoing)
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	50%	50%	0%	0%	0%
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	80%	0%	0%	0%	20%
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	67%	0%	33%	0%	0%
2.2.1.1 Facilitate the delivery of business and tourism information services	100%	0%	0%	0%	0%

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects / Ongoing)
2.2.2.1 Support projects that investigate opportunities for the provision of tourism infrastructure	33%	33%	33%	0%	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%
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%

DRAFT SEPTEMBER 2015 QUARTERLY REVIEW

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects / Ongoing)
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%
2.4.1.1 Support the creation & expansion of green industries	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%
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	67%	33%	0%	0%	0%

DRAFT SEPTEMBER 2015 QUARTERLY REVIEW

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects / Ongoing)
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%
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%
3.3.2.1 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%

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects / Ongoing)
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%
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	50%	50%	0%	0%	0%

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects / Ongoing)
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%
4.3.2.2 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%
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	100%	0%	0%	0%	0%
4.4.1.3 Continue to build a professional, customer focussed quality organisation	50%	0%	50%	0%	0%
4.4.1.4 Lead continuous improvement in Council's health and safety culture and behaviour	100%	0%	0%	0%	0%

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects / Ongoing)
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	50%	50%	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%
4.4.4.2 Streamline reporting across the organisation and provide user friendly, plain English reports	50%	0%	50%	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%

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects / Ongoing)
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%
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	0%	100%	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%
5.1.4.1 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	100%	0%	0%	0%	0%

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects / Ongoing)
5.1.4.3 Investigate the future provision of Aquatic Services across the local government area and implement improvements	100%	0%	0%	0%	0%
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%	25%	0%	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	0%	0%	100%	0%	0%
5.3.1.1 Promote and enforce compliance with litter reduction	100%	0%	0%	0%	0%

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects / Ongoing)
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%

DRAFT SEPTEMBER 2015 QUARTERLY REVIEW

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects / Ongoing)
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%	25%	0%	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	67%	33%	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%

DRAFT SEPTEMBER 2015 QUARTERLY REVIEW

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects / Ongoing)
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	0%	50%	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	60%	0%	40%	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	100%	0%	0%	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%

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects / Ongoing)
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%
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	0%	0%	100%	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	90%	4%	4%	0%	2%