



WOLLONGONG CITY COUNCIL

WOLLONGONG 2022
Quarterly Review
September 2016

Adopted 21 November 2016





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MESSAGE FROM THE GENERAL MANAGER

WOLLONGONG CITY COUNCIL

This draft Quarterly Review Statement reports the period from July – September 2016 and reports on progress towards achieving the five Councillor Strategic Programs from the Delivery Program 2012-17 and the Annual Deliverables from the Annual Plan 2016-2017. Highlights and significant progress with key projects from the Annual Plan 2016-2017 are reported by the six Community Goals from the Wollongong 2022 Community Strategic Plan.

Highlights from this quarter include:

- 1 Council received the 50:50 Vision for Gender Equity Award.
- 2 The Figtree Oval Masterplan was endorsed.
- 3 The Disability Inclusion Action Plan was endorsed.
- 4 Council hosted its first ever Trainee Expo.

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.

I would like to thank all staff and the community for their contributions to the achievements identified in this draft Quarterly Review and Budget Review Statement. This review will inform the Annual Report due in November 2017.

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 2016 quarter is outlined below:

1. Financial Sustainability

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

Project Sponsor: General Manager
Project Manager: Executive Strategy Manager

Strategic Program Progress



On Track

Program Achievements

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

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

Program Achievements

Fowlers Road to Fairwater Drive - Council has continued to undertake investigations into the preferred concept design with detailed documentation underway for the Stage 1 early earthworks component.

Wongawilli Road/West Dapto Road - The design of road upgrade works along Wongawilli Rd and part of West Dapto Road has been continuing. Council has commenced negotiations with affected property owners where property acquisitions are required.

Overall Access Strategy - Council has commenced investigations into the next stages of the overall access strategy with planning commencing on the future road network for the following segments:

- West Dapto Road, Darkes Road and Sheaffes Road
- Cleveland Road
- Jersey Farm Road through to Hayes Lane

A review of the vision, Masterplan and Development Control Plan (DCP) for West Dapto is underway. A new Draft Section 94 Local Infrastructure Plan has been prepared and exhibited. Council has provided technical advice and additional information in response to IPART requests and clarifications. Following this Council prepared a response to the draft IPART recommendations and awaits the final report to be published.

Program Risks

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

3. Waste Management

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

Project Sponsor: Director Infrastructure + Works | *Connectivity Assets + Liveable City*

Project Manager: Manager City Works and Services

Strategic Program Progress



On Track

Program Achievements

Helensburgh Waste Landfill Rehabilitation Project

Council has received formal approvals for landfill gas drainage infrastructure and the detailed design plans that have been prepared by a specialised consultant. Council staff are currently investigating sourcing capping material imported from a local site that will significantly reduce the volume of heavy vehicle movements through the township of Helensburgh and also save Council costs on capping construction material. Construction tender documentation has been finalised and will be advertised shortly pending a final approval to the design works package.

Whyte's Gully New Landfill Cell

- Stage 1A waste filling continues.
- Stage 1B is in place and ready to receive waste.
- Haul road construction 50% complete.
- Tender for Design and Construction of a Leachate Drainage System in Western Gully awarded, design has commenced.
- Design for new cell 95% complete.
- Design for new leachate pond complete.

Community Recycling Centre and Small vehicle transfer station

Development Application approval was received for the Community Recycling Centre and the tender for construction has recently been released, closing in late October 2016. Site works are expected to begin in December/January. Detailed site services investigations are ongoing to inform the Small Vehicle Transfer Station (SVTS) design and a consultant is to be procured to develop the SVTS design in the next 2 months.

Program Risks

Council needs to ensure delivery of the Community Recycling Centre by 30 June 2017 to guarantee grant funding requirements for the facility are met.

With the return of commercial waste tonnages and potential increases to general waste will see increased need for the delivery of stage 2 of the new cell to maintain the critical path for our capital expansion projects.

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 Services | *Creative, Engaged and Innovative City*

Project Manager: Manager Project Delivery

Strategic Program Progress



On Track

Program Achievements

During this quarter Council continued to build an activated evening economy in our City Centre. The 'Say It Sing It' event continued to take place monthly on a Friday night. This event which is being delivered in conjunction with a number of partners including the South Coast Writers' Event includes local featured artists and an open mic component. Adjoining cafe retailers in the Mall are being provided with the opportunity to participate by providing a prize to the winner of the open mic component and hosting artists in their venues post the completion of the formal event.

West Crown Precinct - Stage 1 upgrade works (Railway Bridge to Atchison Street south side) is complete. Work is underway on Stage 2 (north side of Stage 1 area). These works will improve the amenity of the western area including replacement of the damaged footpath paving, new kerb and guttering, new utility lids and the installation of planters to brighten up the area.

Street scape works on Kembla Street from Crown to Market Streets are being designed as the next major works location in the City Centre.

Program Risks

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

5. Connectivity / Walkability

Council's fifth aspiration is to improve the connectivity of the Local Government Area (LGA) through the upgrade of our network of footpaths and cycle ways. 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 + Works | *Connectivity Assets + Liveable City*
Project Manager: Manager Infrastructure Strategy and Planning

Strategic Program Progress



On Track

Program Achievements

The Wollongong Bike Plan was adopted in May 2014. Actions identified within the Bike Plan will and are being incorporated into the capital works and operational programs for progressive implementation. The Wollongong Pedestrian Plan has commenced and a draft will be presented to the Active Transport Reference Group in December 2016.

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

Option selection and design work is also progressing on the Smith Street shared path rail underpass. Funding submissions have been made to Transport for NSW for the rail underpass, and if funding is received, then construction can commence in 2017-18.

Detailed preconstruction investigations for the Tramway Seawall and share path are progressing, with construction due to commence in the second half of the financial year.

A significant proportion of the path design program has commenced.

The following designs have been completed:

- Galvin Park, North Wollongong, new footpath
- Hilltop Avenue at intersection with McKenzie Avenue, Mangerton, new footpath
- Kanahooka Cycleway; boat ramp to Lakeside Park, Kanahooka.

The following have commenced construction:

- Farmborough Road, Jenkins to Jemima Streets, south side, Unanderra, new footpath
- Bourke Street footpath, Corrimal to Flinders Streets (south side), North Wollongong, new footpath
- Cliff Road to Continental Pools staircase renewal, Wollongong.

The following have been completed:

- Mowbray Lane, Warrawong, new footpath
- Botanic Gardens, Keiraville, access way footpath
- Farmborough Road; shops #7 to #29, south side, Unanderra, footpath renewal
- Market Street; Corrimal Street to Queens Street, Wollongong, footpath renewal
- 4 - 4B Flinders Street, footpath, North Wollongong, footpath renewal
- Farmborough Road, Jenkins to Jemima Streets, south side, Unanderra, footpath renewal.

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 2016-17

PROGRESS SUMMARY

WOLLONGONG CITY COUNCIL

The following section provides an overview of Council's progress with delivering Wollongong 2022. It provides a summary of progress for 2016-17 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 2016 quarter. The organisations performance is also reported by the key performance indicators, budget summary information and Budget Review Statement.

The Annual Plan 2016-17 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	91%	2%	6%	0%	0%
2 We have an innovative and sustainable economy	96%	0%	0%	0%	0%
3 Wollongong is a creative, vibrant city	92%	6%	3%	0%	0%
4 We are a connected and engaged community	86%	3%	6 %	3%	2%
5 We are a healthy community in a liveable city	87%	1%	5%	2%	0%
6 We have sustainable, affordable and accessible transport	70%	10%	15%	0%	5%
Total Annual Deliverable Progress	89%	3%	5 %	1%	2%

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

ANNUAL PLAN 2016-17 PROGRESS SUMMARY

Overall 5.16% of annual deliverables were reported to be delayed, while 1.29% were deferred. Table 2 below outlines all annual deliverables that were reported as delayed or deferred at the end of September 2016.

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		<p>Following the finalisation of the levy cost estimate/Lot and letter in December 2015 to NSW Planning and Environment seeking their support for the proposed levy, a follow up joint meeting was held with DPE, OEH and Council officers in late August 2016. Review of the new proposed Biodiversity Offset Scheme for the forthcoming NSW Biodiversity Conservation Act has been carried out and consultation has occurred with OEH officers to identify potential issues and risks for the work carried out to date on Bio certification.</p> <p>In addition, Council officers met with local OEH staff at the end of September to discuss risks associated with the recent listing of Illawarra and south coast lowland forest and woodland as a critically endangered ecological community under the Commonwealth EPBC Act which occurs in the urban release area. Consultation will occur with the Department of the Environment and Energy and with the support of local OEH officers.</p>

ANNUAL PLAN 2016-17 PROGRESS SUMMARY

Community Goal	Annual Deliverable	Delayed	Deferred	Comment
	Investigate and implement flaring, energy generation and other options.	Y		<p>Landfill gas flaring continues to successfully operate at Whytes Gully with 430,000 cubic metres of landfill gas captured and beneficially treated so far this financial year.</p> <p>Investigations into the quality and quantity of landfill gas being generated by the site have indicated that there is the potential for energy generation.</p> <p>A market appraisal has also been completed to ascertain the options available to Council to implement energy generation to compliment the flare already operating. The market appraisal compared various infrastructure procurement and delivery options and compared the benefit and risk of each option to Council and the community. This comparison has resulted in a preliminary recommendation to install new infrastructure that will allow for energy generation in a contractual arrangement with a private provider. Council staff is currently investigating this opportunity.</p>

ANNUAL PLAN 2016-17 PROGRESS SUMMARY

Community Goal	Annual Deliverable	Delayed	Deferred	Comment
	Coordinate the Urban Greening Strategy	Y		The Urban Greening Strategy work to date has included collaboration and input from key internal and external stakeholders, and been favourably reviewed by an external urban forest expert. Additional tasks have been undertaken to address gaps in data prior to finalisation. The framework of the Strategy has been refined, and includes a draft Implementation Plan. Spatial mapping tasks to inform priority areas for short-term investment are currently underway, whilst a range of immediate actions to support a street tree program have been identified. The immediate goal of the Strategy is to contribute towards a successful business case for a coordinated, ongoing, programmed, asset-based approach to urban greening and tree management across the City. The next quarter will see further internal consultation with stakeholders to ensure consensus for the Strategy's new approach, delivering an agreed vision, set of principles, key objectives and priority actions for managing vegetation in urban areas.
	Continue to deliver the Heritage Assistance Grant Program	Y		The allocation of the 2016-17 Heritage Assistance Fund Grant has been delayed and will occur in the next quarter.
2 Wollongong is a creative, vibrant city	Continue to progress design and construction of Wollongong SES Headquarters at Coniston	Y		<p>During 2015-16 Council undertook a concept design to expand the SES local offices at Coniston. This included a new Emergency Operations Centre for flood events, which would double as a training centre.</p> <p>The project is under review awaiting advice from the SES about Regional Priorities pending amalgamation considerations.</p> <p>Should the project continue Council will seek financial contributions from the State Government to support the project.</p>

ANNUAL PLAN 2016-17 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 improve our online services. The ability for customers to lodge requests for services via Web Self Service and track the progress of these requests both simplify and improve service delivery and provide an up to date status for customers. Customers can also access this site from Council's social media Facebook page and Council's website. Council also delivers answers question via our Ask Wollongong City Council Facebook page and web chat. Council is in the process of reviewing the ICT Strategy. Once strategy is completed direction on Council connect will be determined.
	Investigate opportunities to enhance library multi-media and online presence via the National Broadband Network (NBN)	Y		Wollongong City Libraries continues to investigate opportunities to provide library-to-library multi-media services and online services via the NBN. However, progress has been delayed due to the slow roll-out of the NBN - with only Dapto Library currently operating on the NBN.
	Work in collaboration with the Aboriginal community to develop the Aboriginal specific space and its operations at the Kembla Grange Cemetery	Y		Following consultations with the Aboriginal community and cemetery staff an area in the Kembla Grange cemetery has now been designated for the Aboriginal community. A working party has been formed from representatives of the peak local Aboriginal community organisations/members who have provided input into the design and operations process and to take information back to the local Aboriginal community to discuss. The progression of the project relies on the delivery of an access road to be built at Kembla Grange.
	Develop brief and initial design for the Southern Suburbs Community Centre and Library	Y		Extensive and comprehensive investigations regarding flood issues identified for the proposed site of the SS CC&L and the potential cost of mitigation, have delayed the project moving ahead during the past quarter.

ANNUAL PLAN 2016-17 PROGRESS SUMMARY

Community Goal	Annual Deliverable	Delayed	Deferred	Comment
	Continue to implement the "Creating a Customer Service Culture" Strategy		Y	Work on this strategy has been partially completed.
	Coordinate a review of Wollongong 2022 and End of Term Report	Y		As Council is currently subject to a merger proposal, the typical review times for the Wollongong 2022 Community Plan have been amended by the OLG. A new Community Plan will be required to be developed following the next Council election. A preliminary End of Term Report was adopted by Council in June 2016. Following the finalisation of 2015/16 audited financials; an updated final version of the End of Term Report will be disseminated.
4 We are a healthy community in a liveable city	Pursue key actions outlined in the 2016-2026 Sports Ground & Sporting Facilities Strategy		Y	The key principles of the draft strategy have been discussed with the Sports Reference Group but the strategy has been placed on hold pending the outcomes of the Council Merger Proposal
	Review West Dapto Recreation needs in line with the adopted Section 94 Plan including current concepts on Cleveland Road and West Dapto Road and ascertain recreation needs for Reed Park South	Y		Early site assessment has been completed and a brief developed to complete a needs assessment to determine the level of facilities to be provided

ANNUAL PLAN 2016-17 PROGRESS SUMMARY

Community Goal	Annual Deliverable	Delayed	Deferred	Comment
	Manage the West Dapto Home Deposit Assistance Program	Y		<p>Since the launch on 24 October 2014, there has been twelve applications under the Program with eleven of these approved. The first property purchase has been completed which is pleasing. While many people are interested in the program, there remains a mismatch between income limits, purchase limits and the entry level of new housing stock in the area. The Department of Social Services has been updated regularly on issues relating to the implementation of the Program. A letter written to the Department emphasised Council's view that the success of the Program had been adversely impacted by a particularly strong property market which has created such a strong demand in the area and that there was no need for developers to tailor product to meet niche demand such as smaller dwellings for lower income earners. The letter to the Department of Social Services served as an opportunity to outline some options to be considered as interim measures that may provide some success in the short term. Although these were rejected the Department provided a program extension of 9 months until 31 March 2017.</p> <p>The Department is currently preparing a report to the Minister reporting on the progress of all Councils involved in the program. It is expected that advice for the finalisation of the Program and /or future operating requirements will be issued to participating Councils subsequent to the Minister receiving this report.</p>
	Deliver Wollongong City Libraries Supporting Document 2015-2022	Y		The Wollongong City Libraries Supporting Document 2015 - 2022 has been placed on hold pending the outcome of the proposed Council Merger.

ANNUAL PLAN 2016-17 PROGRESS SUMMARY

Community Goal	Annual Deliverable	Delayed	Deferred	Comment
	Investigate a suitable location for an Integrated West Dapto Leisure / Community facility	Y		A Scope has been completed. The Needs assessment and site selection for the West Dapto Recreation facility has been placed on hold pending the outcome of the proposed Council Merger.
	Continue the preparation of the housing study		Y	The Housing Study project was deferred in February 2016 following the merger proposal announcement. The project will recommence once a merger decision is made.
	Finalise investigations into potential additional Gong Shuttle route	Y		Investigations for the Southern Gong Shuttle route are currently underway. Completion of the project has been delayed by resources being diverted to higher priority work as part of the West Dapto Review project.
5 We have sustainable, affordable and accessible transport	Undertake a 'Park n Ride' feasibility study	Y		The "Park and Ride" initiative is identified in the adopted Wollongong City Centre Access and Movement Strategy. A draft feasibility assessment of a southern city centre shuttle bus route and service to support park and ride is being finalised and will be incorporated into revised planning and actions as part of the review of the Inner City Parking Strategy and also the City Centre Access & Movement Strategy. The allocated resource to the project is currently completing higher priority works as part of the West Dapto Review.
	Finalise design and approvals and commence construction of the road link	Y		The design of the West Dapto Access - Fowlers Rd to Fairwater Dr has been continuing. Actions were being put in place to construct the project in two Stages. Stage 1 would involve the construction of the embankment from Fairwater Dr roundabout heading east to the proposed western bridge. Stage 2 would involve the remaining construction of embankments and bridge over the floodplain and railway line. However, delays have been encountered with resolving issues relating to geotechnical and flooding concerns. Efforts are being made to complete design documentation for the Stage 1 works for construction commencement early in 2017.

GOAL 1: WE VALUE AND PROTECT OUR ENVIRONMENT

WOLLONGONG CITY COUNCIL

Continue to deploy Council's Waste and Resource Recovery Strategy

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

- New community recycling centre development - design complete, development consent received, facility construction currently being planned, tender closes 19 October 2016.
- New leachate management system at Whytes Gully - currently undergoing laboratory bench scale analysis.
- Environmental rehabilitation of Helensburgh landfill - design and approvals complete, construction tender progressing.
- New and ongoing arrangement for landfill gas extraction and power generation at Whytes Gully – on hold pending outcome of potential amalgamation, however gas flaring and quality and quantity investigation continues.
- Construction of new landfill cell stages at Whytes Gully - Stage 2 design has been completed with a tender currently being expedited for construction.

Implement Council's Floodplain Risk Management Plans.

Implementation of the Floodplain Risk Management Plans continues through the capital works and maintenance programs. The preparation and review of various Flood Studies/Floodplain Risk Management Plans is ongoing, including –

Ongoing Studies and Plans

- Review of Brooks Creek Flood Study and Floodplain Risk Management Study and Plan

Studies Commenced

- Review of Hewitts Creek Floodplain Risk Management Study and Plan
- Review of Towradgi Creek Floodplain Risk Management Study and Plan
- Review of Allans Creek Flood Study.

Designs for flood mitigation and stormwater projects are underway to enable progressive implementation. These include:

- The design of debris control structures in Allans Creek, Collins Creek and Fairy Cabbage Tree Creek Catchments has commenced and design is currently underway. The location of these structures has been a direct result of flood mitigation options identified in the above plans.
- Debris control devices for Chalmers Street, Gipps Street, Wellington Drive, Foothills Road, are currently under design
- A Debris Control Structure at Cosgrove Avenue has been completed
- Byarong Creek Bank support design is underway.
- Fairy Creek detention basin feasibility study is underway

Additional stormwater projects are identified in the Capital Works Program.

GOAL 1: WE VALUE AND PROTECT OUR ENVIRONMENT

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

Wollongong City Libraries continue to develop and deliver diverse Local Studies projects that contribute to the preservation and continued relevance of local history and community stories. E.g. digitising the Illawarra Mercury photographic collection; recording, cataloguing and digitising oral histories from Thirroul and Dapto communities; continued work to develop the Illawarra Remembers website; collaborating with the Illawarra Museum Wollongong and the University of Wollongong on mutually beneficial projects. A particular highlight of the September quarter was the awarding of the Wollongong Local History Prize, in collaboration with the Friends of Wollongong City Libraries which had attracted 16 entries. Wollongong historian Julianne Morris won the inaugural Local History award with an in-depth look at six women and their incarceration in Wollongong Gaol from 1859 to 1915. All entries will be added to the Local Studies collection, boosting the range of original historical research available for students, researchers and members of the community.



IMAGE: Winner of the 2016 Local History competition Julianne Morris with Lord Mayor Cr Gordon Bradbery OAM

GOAL 1: WE VALUE AND PROTECT OUR ENVIRONMENT

Deliver new carbon abatement projects funded as a result of the carbon tax repeal

Due to the repeal of the Carbon Pollution Reduction Scheme (Carbon Tax) and the removal of the related liability, Council currently holds approximately \$1.8 million in Carbon Tax revenue that it cannot feasibly return to customers. The Federal Government released a "Waste Industry Protocol" (the Protocol) for handling of these funds, which provides a mechanism to invest the funds into suitable projects that have emissions reduction as one of their purposes.

Subsequent to Council resolving to participate and comply with the Protocol a project program has been established to deliver projects that comply with the Protocol.

The project list is as follows:

- Solar Photovoltaic Systems at Corrimal Tourist Park, Windang Tourist Park, Ribbonwood Centre, Beaton Park and Whytes Gully
- Energy efficient lighting upgrades for the Administration Building, the Art Gallery and Bulli, Corrimal and Windang Tourist Parks.
- Energy efficient hot water upgrade for Windang Tourist Park.
- Dapto pool heating system efficiency upgrade.

All projects are currently in design and progressing well.

PERFORMANCE MEASURES

- Participation rate in environmental programs | 6,464 (15/16 Q1 – 13,760)
- Number of volunteers worked at Bushcare and FIReady sites | 298 (15/16 Q1 - 326)
- Tonnes of Rubbish collected from clean-up activities | 14 (15/16 Q1 -16)
- Plants Distributed | 27,537 (15/16 Q1 – 21,918)
- Plants Propagated | 20,285 (15/16 Q1 -32,022)
- Number of volunteers for Environmental Programs - Greenhouse Park | 44 (15/16 Q1 – 95)

GOAL 2: WE HAVE AN INNOVATIVE AND SUSTAINABLE ECONOMY

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Continue to implement the Infrastructure delivery program to support the West Dapto Urban Release Area

Designs are proceeding for road upgrades within the West Dapto Urban Release Area. Progress to date is as follows:

- Wongawilli Road - concept design has been completed however, further investigations are underway to address community concerns raised during the community engagement process. Detailed design is scheduled to commence soon afterwards.
- West Dapto Road, Sheaffes Road and Darkes Road - concept designs are in progress and about 50% complete.
- Cleveland Road - concept design is in progress and about 50% complete.
- Jersey Farm Road - concept design in progress and about 40% complete.

In addition, Council was advised in early October that it was successful in its \$10 million application under the National Stronger Regions Fund Round 3 for West Dapto Access Strategy, Fowlers Road extension project. This project continues through design with initial earthworks expected to comment later in the financial year.

Facilitate business and investment enquiries

The Economic Development Team assisted 105 businesses/investors in Wollongong throughout the September quarter ranging from support for small business (such as the region's first specialised Peking duck wine bar), through to a major light industrial development and potential establishment of an advanced preformed residential builder. Four enquiries were focused around micro-brewing/distilling and assistance was also provided to Wollongong's largest Yours and Owls festival to date.

NEC was officially launched by the NSW Minister for Trade Stuart Ayres MP on Wednesday 28 September 2016. NEC has invested \$25 million in Wollongong through their new corporate office and will employ around 130 employees. NEC has entered into a partnership arrangement with the University of Wollongong, which includes a graduate program for 2017 as well as signing a Memorandum of Understanding (MOU) in regards to Research and Development capabilities. NEC was the result of the work of the Advantage Wollongong team actively promoting Wollongong as a strong business relocation option.

The Economic Development Team and the Small Business Assessment teams hosted a Small Business Forum on 16 August 2016. This Forum provided an opportunity for small businesses looking to expand/establish their business learn about Council's planning processes and other relevant issues. It is anticipated this Forum will be held on a quarterly basis.

Implement the Bald Hill Masterplan

The Bald Hill redevelopment is nearing completion with the site programmed to reopen in time for the arrival of the cruise ship "Radiance of the Seas" to Wollongong on October 30.

With quality detailed specifications for mosaic artworks, replacement of amenities building including sewerage upgrades, car park renewal, landscaping and roundabout construction this project has been a challenging and diverse build, however is being delivered ahead of schedule.

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

Council received the 50:50 Vision Councils for Gender Equity Award in July from Australian Local Government Women's Association (ALGWA) The development of strategies and actions to support Council's Workforce Diversity Policy and Plan will include promoting Council as an employer of choice for Women in Local Government



IMAGE: Council received the 50:50 Vision Councils for Gender Equity Award in July from ALGWA

Deliver increased marketing collateral and product placement via the Marketing the Wollongong Advantage Program

The Marketing the Wollongong Advantage Program will focus on changing perceptions of Wollongong and promoting Wollongong as open for business, through the following 3 elements:

- 1 Promoting and supporting the existing work of Advantage Wollongong
- 2 Driving targeted campaigns aligned to the key messages promoting Wollongong's competitive advantages
- 3 Enhancing the connectivity and coordination of key influencers to promote Wollongong.

The Marketing the Wollongong Advantage Program was officially launched by the Lord Mayor on 9 September 2016. Around 30 local influencers attended the launch, which included a presentation by NEC on why they chose Wollongong as the location for their new corporate office. An engagement plan has been established and follow up meetings have been undertaken regarding key local organisations ongoing involvement in the project.

A full page advertisement was run this quarter in both the NSW Business Chamber's Business Connect magazine and Forge magazine. The theme of this quarter's Forge magazine was 'innovation' and a full page editorial appeared discussing Wollongong's transformation also appeared in this edition.

Advantage Wollongong's Facebook has experienced a 103% increase in 'likes' this quarter, with the average reach per post increasing to 375 people and an engagement rate of 6.2%. The top performing story this quarter about NEC's opening reached 2,950 people.

The Winter Edition of the Advantage Wollongong e-newsletter was sent out to around 1,500 recipients. The opening rate was high at 33% and the click through rate was high at 6.3% (compared to a previous average of 2.7%). The top three stories were on: cruise ships, Wollongong's city centre residential boom and 'What's on in Wollongong'.

PERFORMANCE MEASURES

- Occupancy rates of paid on street parking | 72 % (15/16 Q1 -72%)
- Tourist parks occupancy rate of powered sites | 34 % (15/16 Q1 - 33%)
- Tourist parks occupancy rate of unpowered sites | 18 % (15/16 Q1 - 6%)
- Tourist Park occupancy rate of cabins | 61 % (15/16 Q1 -50%)
- Number of visitations to the tourism information centres | 13,346 (15/16 Q1 - 15,999)

GOAL 3: WOLLONGONG IS A CREATIVE, VIBRANT CITY

WOLLONGONG CITY COUNCIL

Deliver the Berkeley Safer Spaces Projects

All aspects of the project have been implemented and completed except for the final community celebration event which was postponed due to inclement weather on the day.

This project has delivered: a community garden, new tap to water the community garden, a large graffiti prevention mural on a shop front and another on the 'planter box' which is now converted into a seat. Other garden beds in Winnima Way pedestrian walk have been weeded and mulched in keeping with the new communal garden and a bench seat in that area has been added.

In Berkeley Park, Illawarra's first permanent outdoor table tennis table has been installed, along with two bench seats. Evaluation of this outdoor table tennis table is ongoing over the next six months and to date it has shown a high usage.



IMAGE: Illawarra's first permanent outdoor table tennis table in Berkeley Park

Facilitate events occurring for NAIDOC Week, Reconciliation Week and Sorry Day

The following activities were undertaken during the quarter:

- NAIDOC Week Lord Mayor Elders Luncheon was held on 1 July 2016 at the "Towri Building" in the Wollongong Botanic Gardens. Approximately 15 Aboriginal Elders met with the Lord Mayor and enjoyed a conversation over lunch.
- Council provided NAIDOC Week grants totalling \$6,000 to community groups to conduct NAIDOC events across the Wollongong LGA, they included: Noogaleek Children's Centre Berkeley, Koonawarra Community Centre, Illawarra Aboriginal Corporation and the Illawarra Koori Men's Support Group Inc. Approximately 1500 people in total attended the events that were held by the four organisations during and for NAIDOC week.
- NAIDOC Week Regional Awards Dinner was held on 23 July at the Wollongong Entertainment Centre. The annual Regional NAIDOC Awards Dinner is a combined event run by Wollongong, Shellharbour, Kiama and Shoalhaven Councils. The Dinner is an occasion for Aboriginal Elders, the local Aboriginal and Torres Strait Islander community and the broader community to come together to celebrate NAIDOC Week. It is also an opportunity to showcase and highlight the achievements of local Aboriginal people and organisations across the local government areas through the presentation of awards for service to the community.

Deliver Council's Annual Community Events Program

A highlight this quarter was a welcome home for our local-based Rio Olympians in Crown Street Mall on 3 September. Hundreds of people turned out to welcome them and get autographs. Planning is well underway for the kick-off of our summer events program with Viva la Gong in November, New Year's Eve with an enhanced Illawarra 200 component, 4 outdoor movies across the summer, and Australia Day 2017.



IMAGE: Special celebration in Crown Street Mall to cheer and celebrate the wonderful athletes who did our region proud in the 2016 Olympic Games

GOAL 3: WOLLONGONG IS A CREATIVE, VIBRANT CITY

Host six Major Events reflecting priority sectors

During this period Wollongong hosted a range of events, BRAVO the adventure sport activity, the Wollongong Fringe and Eastern University Games all fell into this period.

Destination Wollongong supported 9 events in the quarter for which the economic benefit was calculated at \$8 million. The Eastern University Games represented the highest windfall for the city during this period, with a calculated return of \$2.2 million.

PERFORMANCE MEASURES

- Library visitations | 245,445 (15/16 Q1 – 260,198)
- Library programs: number of participants | 17,289 (15/16 Q1 – 10,071)
- Library programs: number of programs | 646 (15/16 Q1 – 464)
- Library – total number of loans | 378,717 (15/16 Q1 – 355,055)

GOAL 4: WE ARE A CONNECTED AND ENGAGED COMMUNITY

WOLLONGONG CITY COUNCIL

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

In the first quarter of 2016-17, the following external funding sources are being progressed or pursued –

- Port Kembla Community Investment Fund - Council was successful in gaining \$1.142 million across 8 projects to support initiatives around Port Kembla. This in addition to the existing capital and operational works in the suburb.
- Resources for Regions - Council awaits the outcome of our \$2.4 million final round application for the Wongawilli Access project

Continue to deliver friendly, courteous and efficient customer service through the Customer Service Centre

During the quarter the customer service team have provided a face to face service to 15,089 customers and a phone service to 33,963 customers. Customers have benefited from using the ASK WCC Facebook site to answer enquiries which has generated some interest as a quick and easy means to contact Council. We continue to use numerous channels to service our customers including online, web chat, video calling and the Report It App.

Work with NBN Co in the roll out of NBN through planning, infrastructure and engagement advice

Council worked closely with NBN contractors and management in the early phases to establish working expectations. The NBN rollout continues across the LGA - Wollongong, Dapto, Corrimal and the suburbs surrounding these centres as the initial rollout areas are now complete. Works are currently underway in Port Kembla, Lake Heights to the South, Balgownie and Fairy Meadow centrally and Thirroul and, Bulli in the North. Council has been asked to submit a satisfaction survey of NBN performance and impacts for their affirmation and improvement of process.

Deploy Council's Attraction and Retention Strategy

Council held its first-ever Trainee Expo at its South Depot on Saturday 16 July to promote its largest ever intake of traineeship positions. There were 21 traineeships on offer with our Civil and Parks crews. There was a great response, with around 350 people attending the expo, and 259 applications received.



IMAGE: Council hosted its first ever Trainee expo for Civil and Park Crews.

PERFORMANCE MEASURES

- Number of media releases issued | 50 (15/16 Q1 – 48)
- Enquiries made in person are welcomed and attended to within 5 minutes | 90 % (15/16 Q1 – 91%)
- Number of Council Facebook page 'likes' | 15,327 (15/16 Q1 – 9,722)
- Lost Time Injury Frequency Rate | 22.39 (15/16 Q1 – 18.68)
- Carers Leave | 0.66 Days (15/16 Q1 – 0.61 Days)
- Number of Twitter followers for Council | 4,390 (15/16 Q1 – 3,530)
- Workers compensation costs as a percentage of payroll | 1.02 % (15/16 Q1 – 1.20%)
- Telephone calls are answered within 30 seconds | 80 % (15/16 Q1 – 70%)
- Sick Leave | 8.57 Days (15/16 Q1 – 7.38 Days)

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

WOLLONGONG CITY COUNCIL

Continue to seek opportunities to fund the implementation of priority recommendations from the Figtree Town Centre Studies

The Figtree Oval Masterplan was exhibited and endorsed by Council on 15 August.

The community identified key outcomes they wanted to see in the master plan including increased opportunities for community meeting spaces, enhanced sporting, social, environmental and recreational services and formalising a cycle and walking track along Allan's Creek. The ongoing and future access of existing local sporting groups including cricket and AFL utilising the ovals have also been secured in the master plan.



IMAGE: The endorsed Figtree Oval Masterplan

Coordinate and undertake Graffiti Prevention actions on Council assets and develop the Community Partnership program to remove graffiti from non-Council Assets

During the quarter the following actions were undertaken:

- Community graffiti prevention murals were completed at Berkeley Neighbourhood Centre by members of the Youth Group and at the Bellambi Surf Club by members of the surf club, the Youth Group from Bellambi Neighbourhood Centre, Corrimal High School and Bellambi Primary School.
- Community Partnership program graffiti removal from non-Council assets (private property) by Corrective Services NSW providing 17 days and by Essential Personnel who provided 13 days of graffiti removal service respectively.
- City Works Caravans graffiti prevention mural project for 8 vans during 2016-17 commenced with expressions of Interest being sought and four applications were received. One applicant will commence work on two vans by the end of October and the remaining 6 caravans are anticipated to begin in early in 2017.

Accelerate delivery of building renewal and maintenance programs through allocation of additional funds

The 2016-17 Capital Works program includes almost \$24 million allocated to programs supporting the renewal and upgrade of Council's Buildings and Facilities.

In addition, the maintenance budgets for buildings and facilities have been maintained at the increased value of over \$6.5 million, \$1 million higher than previously allocated. This increase followed a detailed review of historical and required funding levels and will result in an ongoing increased level of service for our building assets.

Enhance Botanic Garden visitor experience via programs, interpretation, education and events

A number of successful smaller events including the National Tree Day for Schools with Botanic Garden staff hosting education and planting activities at 8 schools across the City in July. Botanic Garden Friends Soiree in the garden event held Rose pruning workshop in conjunction with the Rose Society of NSW.

The Discovery Centre held a range of National Science week events based on Puckey's Estate and funded via regional innovation fund. A total of 98 booked tours, Ranger parties, Towri centre bookings, Education Programs including the 'Eco- Foot Print' July School Holiday Program, weddings and activities across the site during the quarter.

Undertake programmed renewal works at Council's rock pools in accordance with the capital works programme

A number of rock pools have been undergoing restoration works. These include Austinmer, Towradgi, Woonona and the Gentleman's Rock Pools.

The work at Austinmer Rock Pool has been challenging due to sea conditions and is in the final phases of construction. Work is proceeding in the southern pool on the eastern seawall and (subject to ocean, tide and sea conditions work) are scheduled to be completed by end of October.

Works at the Towradgi Rock Pool have included upgrade to the southern concourse area and retaining wall. These works were completed in September.

Works at Woonona Rock Pool have included upgrade to the western concourse area and replacement of three asbestos cement pipes with poly pipe. The old slag fill below the concourse has been replaced with concrete. These works are scheduled to be completed by end of October.

Works at the Gentleman's pool adjacent to the continental pools has involved the restoration of the walls which had been deteriorating. These works are scheduled to be completed by mid-October.

Implement, monitor and report on the Disability Inclusion Action Plan

On 5 September 2016, the Minister for Disability Services The Hon John Ajaka MLC together with the Lord Mayor, launched Council's Disability Inclusion Action Plan, the first in NSW. The launch was attended by community members who had participated in the engagement for the Plan's development. Significant progress is under way in the delivery of the Plan and further work has been undertaken on the evaluation framework to measure progress. Actions within the Plan have been identified for consideration in the development of the draft 2017-18 Annual Plan. Plans are also under way for the development of a Mobility Parking Scheme awareness raising campaign and improved access at Council's New Year's Eve and Viva la Gong events. Council also partnered with Para Meadows School and Aspect to develop a visual communication sign for children with disability who use alternative communication. A trial sign has been put in Luke's Place Playground Corrimal and is currently being evaluated. A calendar of events to celebrate International Day of Persons with a Disability is being developed.



IMAGE: Council's Disability Inclusion Action Plan

Support the delivery of aged care programs that provide social connection for frail aged people, young people with a disability and their carers

This quarter a number of new initiatives to provide social connection for the program target group have been introduced:

- A 'Community Services Newsletter' for clients and volunteers was launched and received a lot of positive feedback. It provides an engaging communication medium for those involved with the service as well as an avenue for promoting services.
- Training on how to use IT devices, such as tablets and laptops was delivered at the Day Centres combined with further technology training for clients to provide assistance with use of technology in everyday life. Clients showed considerable interest in this program, leading to further sessions being planned for the future.
- Illawarra Public Forum Expo - Still Dementia in a Changing World as part of Dementia Awareness Month. Council's Community Services team participated in the expo to promote our services, particularly respite services available to carers of people with dementia. We also recruited interest in volunteering for Social Support on this day.
- A 'Corrimal Shopping Bus Flyer' was created and distributed to Corrimal Community Transport Clients. This initiative has generated an increase in bookings for future shopping bus trips until the end of 2016.

Deliver a range of youth services with a focus on youth participation and community development, targeted programs, music and culture, and sector development and coordination

Youth Services delivered programs and activities to 7,605 young people during this quarter including 2,125 in targeted programs, 3,477 for drop in, 581 in music and culture, 356 in engagement and community development, 225 support and referrals and 724 participants in sector development. Highlights for the quarter include: Changing the focus of service delivery to structured programs and diversifying program offering; Art and barista workshops commenced; A Young Men's Forum was held in partnership with Wollongong Women's Information Centre involving students from four high schools; The Refugee Challenge mentor program culminated in a simulated refugee camp; Youth Services participated in Wear It Purple and RUOK Days; Illawarra Multicultural Youth Conference was held over two days; Presenters from 'OnAir/PlayOut' participated in training which has invigorated participants and the program; KLAW continued to provide circus, cooking and a social and support group for young CALD women at Warrawong High School.

Provide funding for Bulli Surf Life Saving Club extension and building renewal

Work began on the alterations and additions to the Bulli Surf Life Saving Club on 25 July and is estimated to be completed in early 2017, weather permitting.

Works include the refurbishment of the existing club premises, new electrical works, painting, an extra bathroom and change facilities for lifesaving club members. The new extension will include enclosed storage space, an expansion of the existing area to provide a training room and storage and extra showers, new offices, kitchen and toilet facilities.

PERFORMANCE MEASURES

- Social Support hours of service | 23,070 Hours (15/16 Q1 – 12,750 Hours)
- Utilisation of Direct-Run District Level Community Facilities | 10,100 Hours (15/16 Q1 – 10,185 Hours)
- Direct-Run District Level Community Facilities visitation | 64,191 (15/16 Q1 – 59,479)
- Community Transport trips | 40,563 (15/16 Q1 – 40,365)
- Utilisation/visitation at beaches | 83,340 (15/16 Q1 – 35,351)
- Total Visits commercial heated pools: Dapto | 13,588 (15/16 Q1 – 3,290)
- Total Visits commercial heated pools: Corrimal | 16,841 (15/16 Q1 – 3,525)
- Utilisation/visitation at pools | 62,184 (15/16 Q1 – 27,601)

GOAL 6: WE HAVE SUSTAINABLE, AFFORDABLE AND ACCESSIBLE TRANSPORT

WOLLONGONG CITY COUNCIL

Implement footpath and cycleway improvement programs and the development of city wide pedestrian plan.

Significant works are planned and underway to deliver continual improvements in Council's footpath and cycleway networks. A key highlight is the completion of the new pathway and bridge from Squires Way to the popular Stuart Park playground which was opened in September. This provides pram, bike/scooter and wheelchair-friendly access from the west, which was previously not available.



IMAGE: Stuart Park Pathway

Work with Shellharbour Council and others to extend the Lake Illawarra cycleway

Through the establishment of the Lake Illawarra Estuary Management Committee and supporting Memorandum of Understanding, future investigative work will be undertaken following resource allocation.

Council continues to maintain, renew and extend section of shared path around the Lake on Council land through allocation of budgets within Capital and Maintenance Programs.

Accelerate capital program for footpath renewal

During the quarter the following projects have either commenced construction or been completed:

- Farmborough Road; shops #7 to #29, south side, Unanderra, (Completed)
- Market Street; Corrimal Street to Queens Street, Wollongong, (Completed)
- 4 - 4B Flinders Street, footpath, North Wollongong, (Completed)
- Farmborough Road; Jenkins to Jemima Streets, south side, Unanderra, (Completed)

A following renewal footpath projects are at various stages of design:

- Northcliffe Drive, Kully Way to Griffin Street, North, Warrawong
- Farmborough Road; Jenkins to Jemima Streets, south side, Unanderra.

Further to this, Trial trenching work for the Blue Mile Tramway was done in July to test the equipment and see if it would work how we need it to. The trial went so well, in September we started doing the remainder of the trenching work to make things go faster when the major portion of work on this project starts in 2017.



IMAGE: Blue Mile Tramway trenching

Continue to construct Stage 1 of the Grand Pacific Walk

Design documentation for the construction of Stage 1 which includes Sections 1, 2 and 4 has been completed. Section 1 will be from Stoney Creek bridge to Tom and Norma Rest Area, Section 2 will be from Tom and Norma Rest Area to Lower Coast Road and Section 4 will be from Murrawal Road to the Stanwell Park shops. Tenders for the works have been called and will close in late October 2016. Constructions of the works are scheduled to commence in February 2017.

PERFORMANCE MEASURES

- Delivery of Council's Capital Program | 15.6% (15/16 Q1 -14%)

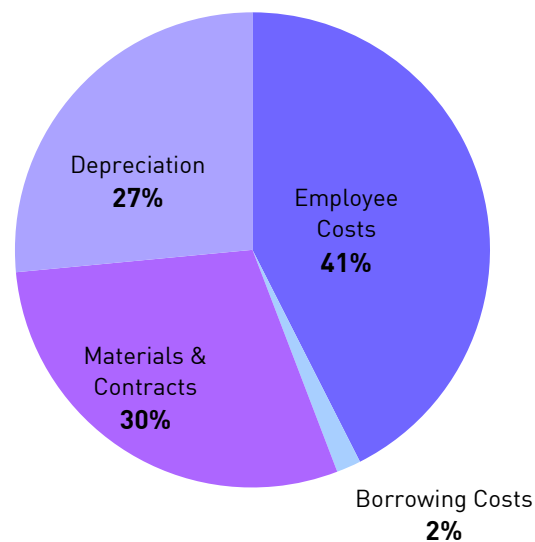
HOW WE PERFORMED AGAINST OUR BUDGETS

WOLLONGONG CITY COUNCIL

Budget 2016-2017

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

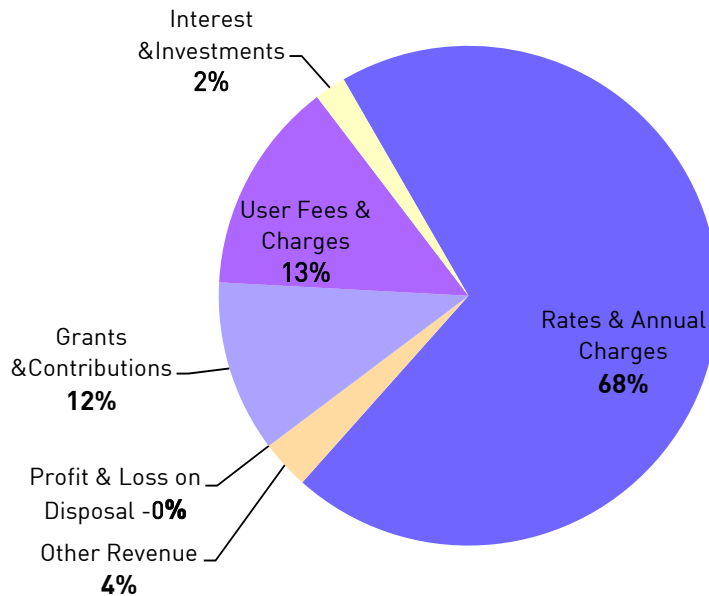
Expense Type (\$'M)	YTD Actual	Proposed Budget
Employee Costs less Internal Charges	25.8	106.4
Borrowing Costs	1.0	4.1
Materials & Contracts	17.8	89.4
Depreciation	16.1	64.8
Loss on Disposal of Assets	0.0	0.0
Total	60.8	264.7



HOW WE PERFORMED AGAINST OUR BUDGET

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

Income Type (\$M)	YTD Actual	Proposed Budget
Rates & Annual Charges	46.5	184.1
Other Revenue	2.1	9.8
Profit on disposal of Assets	0.0	0.0
Grants & Contributions	7.4	30.0
User Fees & Charges	9.2	34.5
Interest & Investments	1.4	4.5
Total	66.5	262.9



REPORT OF MANAGER FINANCE

WOLLONGONG CITY COUNCIL

The review of financial estimates carried out as at 30 September shows a continued improvement in Council's underlying financial performance and substantial progress towards finalising the four year "Secure our Future" targets set in 2014.

While the revised 2016-17 forecast Operating Result [pre capital] indicates a net deterioration of \$1.8 million, this includes one off adjustments for the introduction and reintroduction of projects funded primarily from prior year's revenues (\$2.1 million) that were restricted for the delivery of these projects. The inclusion of these projects will not impact the Fund Results as the proposed expenditure will be offset by a transfer of funds from restricted cash.

The revised Operating Result [pre capital] also includes a number of predominately positive adjustments that have been recognised for the current and in part for future year budgets including:

- Increased Tourist Park Revenue \$0.45 million (F)
- Increased recovery of Capital Project Design and Delivery costs \$0.48 million (F)
- Market Street Car Park Rental \$0.26 million (U)
- Plant & Vehicle Fuel \$0.25 million (F)
- Emergency Service Contribution \$0.19 million (U)
- Interest on Investments \$0.30 million (F)

Where possible the recurrent improvement in specific operating performance (\$0.7 million) has been allocated against the remaining Secure our Future targets (that have been held as a negative expense line in the budget) and therefore does not show as an improvement in the reported result. The proposed allocation and implications of this approach are detailed later in this report.

The Operating Result (inclusive of capital grants and contributions) indicates a reduction of \$15.9 million compared to the original budget. In addition to the variations discussed above, this change includes proposed decreases to West Dapto developer contributions income (\$9.7 million) and a net decrease in capital grants of \$4.4 million. It is anticipated that these funds will be received in future periods.

After the operational and capital adjustments, it has been proposed that the overall Funds Result not be changed. This position would allow an additional \$0.5M of funds improvements that are non-recurrent to be transferred to the Strategic Projects restricted asset for future year's expenditure.

The following table and comments provides a summary view of the organisation's revised forecast and proposed variations for 2016-17 financial year based on year to date performance and anticipated results to June 2017.

REPORT OF MANAGER FINANCE

FORECAST POSITION	Original Budget	Current Budget	Proposed Budget	YTD Actual	Proposed Variation
KEY MOVEMENTS	1-Jul	30-Sep	30-Sep	30-Sep	Q1
Operating Revenue	\$M 262.0	262.0	262.9	66.5	0.9
Operating Costs	\$M (262.1)	(262.1)	(264.7)	(60.8)	(2.7)
Operating Result [Pre Capital]	\$M (0.0)	(0.0)	(1.8)	5.7	(1.8)
Capital Grants & Contributions	\$M 32.9	32.9	18.8	2.4	(14.1)
Operating Result	\$M 32.9	32.9	17.0	8.1	(15.9)
Funds Available from Operations	\$M 61.8	61.8	61.8	19.6	(0.0)
Capital Works	101.6	101.6	100.6	15.5	(1.0)
Transfer to Restricted Cash	-	2.6	8.1	8.1	5.5
Contributed Assets	-	-	-	-	-
Borrowing Repaid	7.3	7.3	7.3	0.9	-
Funded from:					
- Operational Funds	\$M 61.8	61.8	61.8	19.6	(0.0)
- Other Funding	\$M 47.1	47.1	51.5	10.1	4.5
Total Funds Surplus/(Deficit)	\$M (0.1)	(2.7)	(2.7)	5.2	-

Details of variations are discussed through this report with favourable changes identified as (F) and unfavourable (U) with a more comprehensive list is provided in Table 6.

1 Income & Expense

- **Rates \$0.1 million (F).** Minor variation to total rate revenues
- **User Charges and Fees \$1.0 million (F).** The key improvements include an adjustment to Tourist Park income (\$447K, \$335K recurrent), improvements in Development Assessment income (\$369K) that are offset by requirement for additional resourcing and other more minor items.
- **Interest and Investment Income \$0.3 million (F).** Proposed variance is due to increase interest associated with higher cash holdings from the favourable 2015-16 financial year result and current year expenditure trends. Part of this (\$130K) relates to Restricted Assets that attract interest and is offset by transfer to reserves.
- **Other Revenue \$0.4 million (U).** This decrease in income is due to the renewed lease for Market Street car park (\$257K) and an increase in the level at which outstanding rates are actioned legally (\$141K) and other more minor items.
- **Grants and Contributions – Capital \$14.1 million (U).** This variation is mostly due to the timing of Developer Contributions for West Dapto (\$9.9M) and timing of grants relating to capital works including the Restart Illawarra program (\$6.3M).
- **Employee Costs \$1.3 million (U).** Employee cost projections have increased due to resourcing requirements for funded projects (\$515K), additional activity in the current year for the Development Assessment area (\$297K), temporary resourcing of Regulation & Enforcement projects (\$233K), additional delivery management for capital and other projects (\$98K) and other minor items. These variations do not flow through to the Funds result as they are offset by restricted cash, application of operational contingency budget, or additional income.

- **Materials, Contracts and Other Expenses \$1.9 million (U).** Proposed budget adjustments relate to the introduction or adjustment of funded projects (\$1.6 million) and increased emergency services contributions (\$190K). This has been partially offset by reduced fuel cost resulting from lower than projected pricing (\$250K) and various other more minor adjustments.
- **Internal Charges \$0.6 million (F).** The favourable variance is generally due to a higher overall level of internal resources allocated for capital delivery based on current trends.

2 Capital Budget

The capital projections that have been approved by Council through the Monthly Financial reporting process show a decrease to the program from \$101.6 million to \$100.6 million that is related to the re-phasing of the delivery of some funded projects.

3 Proposed Projects funded from Internal Restrictions

A number of projects are proposed in this review to be reintroduced from prior years and/or introduced. These projects have generally proposed to be funded from Internal Restricted Assets. The proposed adjustments to forecasts have been reviewed and are considered to be in compliance with Section 23A of the Act in the context of the merger proposal.

Projects Introduced in September Quarterly Review				
Project	Duration	Funding	2016/17	2017/18
Property Investment Planning & Analysis	Fixed Duration	Property Investment Fund	200	200
Real Time Parking System Investigation	Fixed Duration	Strategic Projects	50	
Commercial Activation Study for Mt Keira Summit Park	Fixed Duration	Strategic Projects	50	
West Dapto Review	Fixed Duration	Strategic Projects	316	
Mt Keira Masterplan & Plan of Mgmt*	Fixed Duration	Strategic Projects	15	
Sandon Point Aboriginal Heritage Impact Study*	Fixed Duration	Strategic Projects	23	
Arts Precinct Master Plan*	Fixed Duration	Strategic Projects	17	
Integrated Facilities Planning*	Fixed Duration	Strategic Projects	46	
West Dapto Aquatic Facility Investigations*	Fixed Duration	Strategic Projects	40	
Urban Greening Strategy*	Fixed Duration	Strategic Projects	20	
Mt Keira Geotechnical Study*	Fixed Duration	Strategic Projects	11	
Reinstate Waterfall Cemetery*	Fixed Duration	Future Projects	180	

* Projects in progress at 30 June 2016 now reintroduced

4 Cash & Investments

The decrease in projected cash and investments of \$6.6 million at September is due to the decrease in Developer Contributions and Capital Grants in the current year and increased expenditure that is partially offset by the receipt of the LIRS 3, part 2 subsidised loan and net increased income.

The Available Funds forecasts shown below excludes movement in externally and internally restricted cash such as timing of special purpose grants and progress of funded projects. There is a projected increase in Available Funds at September of \$0.8 million that is due to a prior year adjustment.

CASH, INVESTMENTS & AVAILABLE FUNDS				
	Actual 2015/16	Original Budget 2016/17	September QR 2016/17	Actual Ytd 30 September 2016
	\$M	\$M	\$M	\$M
Total Cash and Investments	154.0	133.7	127.0	171.2
Attributed to:				
External Restrictions				
Developer Contributions	15.4	24.9	15.8	16.1
Specific Purpose Unexpended Grants	4.9	9.6	3.3	5.6
Special Rates Levy City Centre	0.1	0.1	0.1	0.2
Unexpended Loans	25.4	27.6	27.8	30.4
Domestic Waste Management	10.0	10.8	9.5	10.2
Private Subsidies	3.9	3.6	4.1	4.3
West Dapto Home Assistance	9.9	9.9	10.1	10.0
Stormwater Management Charge	1.4	1.2	0.8	1.4
Carbon Pricing	4.4	1.1	1.1	3.8
Total External Restrictions	75.3	88.8	72.7	81.8
Internal Restrictions				
Property Investment Fund	8.1	8.3	8.2	8.2
Future Projects	5.6	3.5	3.3	5.3
Property Development	4.1	2.5	2.5	4.0
Strategic Projects	23.9	17.9	23.0	26.0
Sports Priority program	0.5	0.5	0.4	0.3
Car Parking strategy	0.9	0.7	1.1	0.9
MacCabe Park Development	0.8	1.0	1.0	0.9
Darcy Wentworth Park	0.2	0.2	0.2	0.2
Garbage Disposal Facility	10.0	2.2	3.0	10.3
Telecommunications Revenue	0.2	0.2	0.2	0.2
West Dapto additional rates	0.5	0.1	0.7	0.7
Natural Areas	0.5	0.4	0.3	0.4
Lake Illawarra Management Fund	0.1	0.1	0.1	0.1
Total Internal Restrictions	55.3	37.6	43.7	57.6
Available Cash	23.5	7.3	10.7	31.8
Net Payable & Receivables	(9.1)	4.0	1.5	(12.1)
Current payables	(34.9)	(23.6)	(23.8)	(40.0)
Receivables	22.9	23.0	22.0	21.0
Other	2.9	4.6	3.3	6.9
Available Funds	14.4	11.3	12.1	19.7

5 Securing Our Future Outcomes

A set of targets were set as part of the 'Securing Our Future' program that was endorsed by Council through the adoption of the 2014-15 Annual Plan. The four year targets, designed to move Council to a sustainable long term financial position, planned for a number of measures including rate rises, efficiency improvements, service adjustment, and other revenue increases as outlined below.

Securing Our Future Adopted Outcomes	EFFICIENCY		SERVICES	REVENUE		TOTAL
	Lower Impact	High Impact		Rates*	Other	
	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
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
Total	3,500	1,000	1,500	14,500	500	21,000

Over the past two financial years Council has progressed the Securing Our Future outcomes and achieved results in excess of the set targets. In that time an additional \$15.3 million of surplus funds from non-recurrent improvements have been transfer to the Strategic Projects restricted asset for future use. The September Review proposes the transfer of a further \$0.5 million to the Strategic Projects restricted asset.

At the beginning of 2016-17 the remaining improvement targets which require recurrent operational improvements were as follows:

SECURING OUR FUTURE TARGETS	2016/17	2017/18	2018/19	2019/20	2020/21
	\$000's	\$000's	\$000's	\$000's	\$000's
Efficiency Improvements - Lower Impact (Distributed to Services)	437	449	462	476	489
Efficiency Improvements - High Impact		263	259	259	258
Service Adjustments	276	500	513	526	540
Revenue - Rates					
Revenue - Other					
TOTAL	713	1,212	1,234	1,261	1,287

Council has continued with significant and sustainable improvement against budget through operational savings and income performance. At this review an additional \$713K is available, primarily from reduced operational employee cost in design and delivery and income from areas such as Tourist Parks. We are now in a position where the recurrent improvements from 'Efficiency' and 'Additional Revenue' targets have exceeded the Secure our Future targets. This provides opportunity to reduce the necessity to seek further cuts, that were forecast through 'Service Adjustments' in future periods, if desired.

Allocation of the additional 'Efficiency' improvements to the overall Secure our Future target would reduce future requirements to the targets outlined below. It is proposed that continued effort on achieving further efficiency savings or revenue improvements during the current year as a single target should be sufficient to finalise the Secure our Future program without further service adjustment.

SECURING OUR FUTURE TARGETS	2016/17	2017/18	2018/19	2019/20	2020/21
	\$000's	\$000's	\$000's	\$000's	\$000's
Remaining Target proposed post September QR					
TOTAL		(436)	(212)	(226)	(232)

While based on current performance it is considered the targets can be fully achieved in this year, it is important to remember that the sustainability targets set through Secure our Future were aimed at providing sustainability at the current service levels, by allowing sufficient funding to carry out our existing services at existing levels and replace existing assets with equivalents as required over a period of time. Council will need to consider future expectations and direction through its planning process which may well include desire to achieve higher levels or breadth of service delivery through additional improvement to operational performance.

6 Long Term Financial Projections

Key Performance Information shown below is based on the financial forecasts that are contained in the Revised Delivery Program 2012-17 and Resourcing Strategy 2012-22 that were adopted by Council on 17 February 2014 and updated through the Adoption of the 2016-17 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 continue to be reviewed through the annual planning process and to reflect more recent information from both external sources and internal analysis.

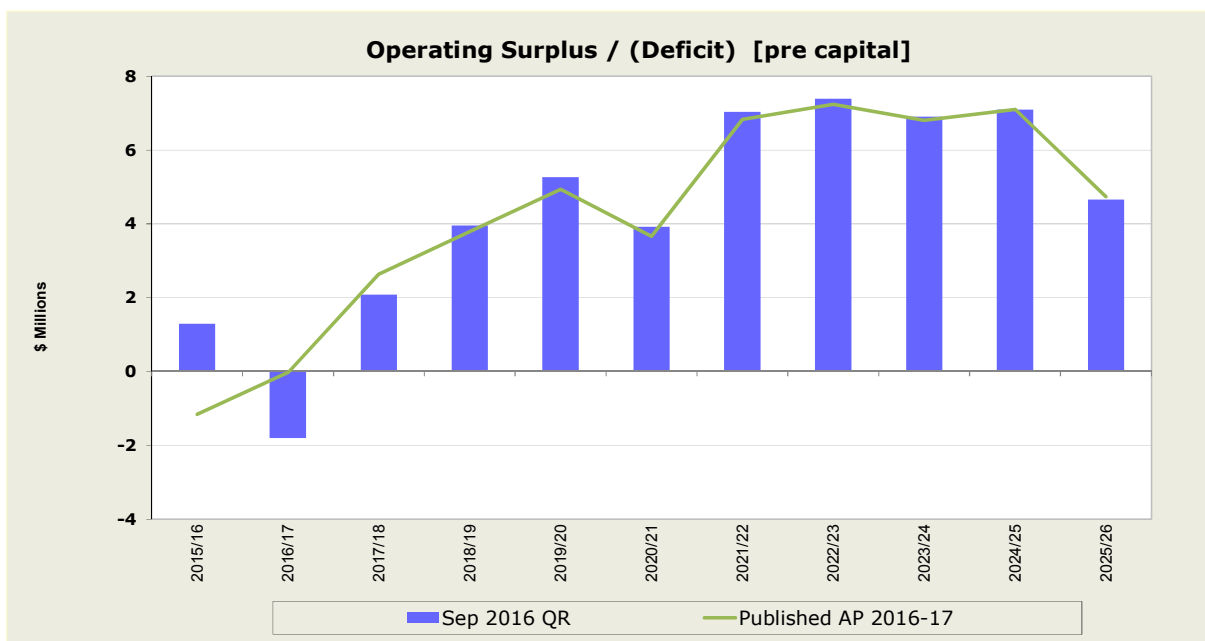
Long Term Operating Surplus/(Deficit) [pre capital]

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.

The 2016-17 revised result is impacted by the introduction of new, as well as projects that were in progress during 2015-16 but were not completed during the prior year.

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

Table 3

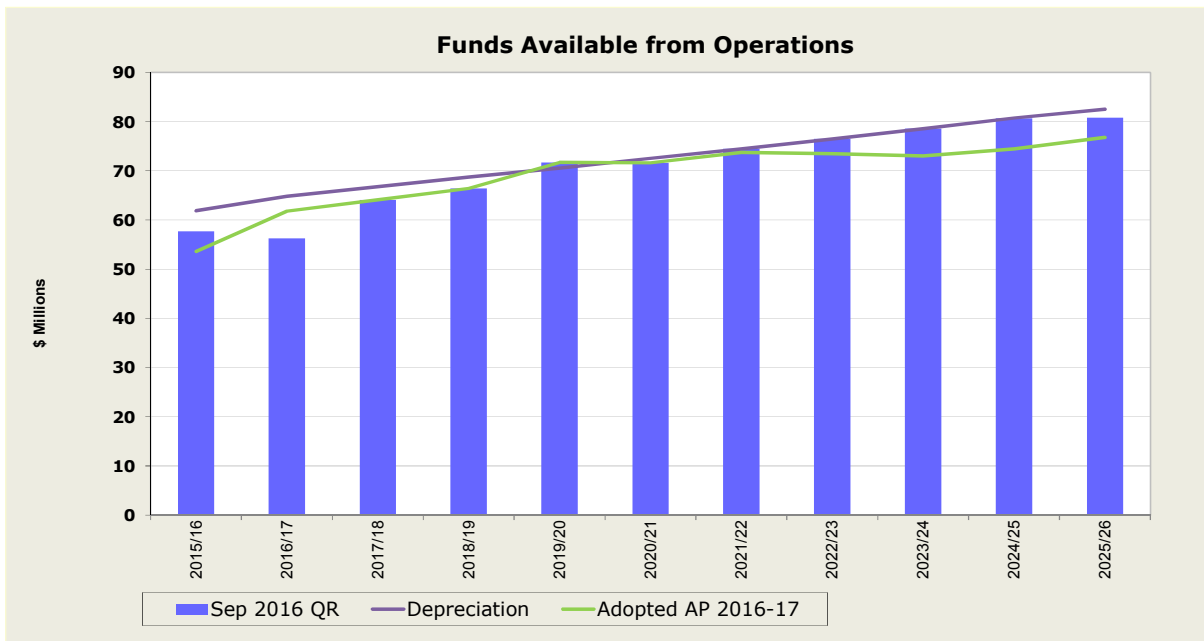


Funds Available from Operations

The Funds Available from Operations is a primary objective of Council over time to provide for effective renewal of assets and growth in assets.

The following graph also shows forecast depreciation expenses compared to Funds available from Operations. This is an important indicator as it demonstrates the capacity to generate sufficient funds from operations to meet asset renewal requirements. The graphs generally show Council achieving its target of providing funds from operations equal to depreciation. The Adopted Plan (green line) that is provided for comparison purposes indicated a divergence between Funds Available from Operations and Depreciation in the latter years. This was largely due to surplus funds being allocated to Strategic Projects restricted cash as longer term asset requirements have not yet been fully defined. These funds have now been included in the capital budget to allow a more holistic and consistent consideration of the capital program in the latter years.

Table 4

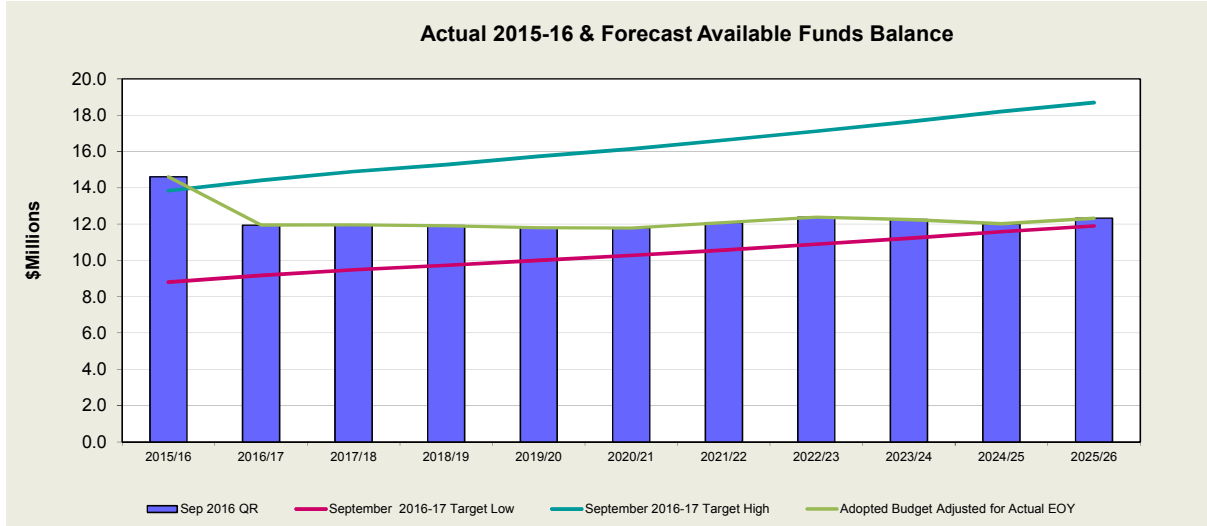


Available Funds

Available Funds are the uncommitted funds of an organisation that assist in meeting the short term cash requirements, provide contingency for unexpected costs or loss of revenue, and 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 largely above Council’s Financial Strategy target of 3.5% to 5.5% of operational revenue [pre capital]. Based on the 2016-17 Adopted Annual Plan the target range for Available Funds is between \$9.2 million and \$11.9 million (lower range) and between \$14.4 million and \$18.7 million (upper range) over the life of the Long Term Financial Plan. The revised projections that include the updated indices and proposed September Quarterly Review adjustments indicate that Council is within the above parameters.

Table 5



WOLLONGONG CITY COUNCIL

September 2016 Quarterly Review

	Original Budget \$'000	Current Budget \$'000	YTD Actual YTD \$'000	Proposed Variation \$'000	Proposed Budget \$'000
Income Statement					
Income From Continuing Operations					
Revenue:					
Rates and Annual Charges	184,035	184,035	46,490	71	184,106
User Charges and Fees	33,594	33,594	9,158	951	34,545
Interest and Investment Revenues	4,253	4,253	1,353	265	4,517
Other Revenues	10,205	10,205	2,092	(449)	9,756
Grants & Contributions provided for Operating Purposes	29,961	29,961	7,399	47	30,008
Grants & Contributions provided for Capital Purposes	32,947	32,947	2,362	(14,129)	18,818
Other Income:					
Profit/Loss on Disposal of Assets	0	0	(10)	0	0
Total Income from Continuing Operations	294,994	294,994	68,844	(13,245)	281,750
Expenses From Continuing Operations					
Employee Costs	117,960	118,193	28,828	1,323	119,283
Borrowing Costs	4,131	4,131	1,009	0	4,131
Materials, Contracts & Other Expenses	89,066	89,032	18,124	1,894	90,959
Depreciation, Amortisation + Impairment	64,840	64,840	16,101	0	64,840
Internal Charges (labour)	(12,352)	(12,352)	(2,985)	(562)	(12,914)
Internal Charges (not labour)	(1,566)	(1,566)	(308)	6	(1,560)
Total Expenses From Continuing Operations	262,079	262,278	60,769	2,661	264,740
Operating Results From Continuing Operations	32,916	32,717	8,076	(15,906)	17,009
Net Operating Result for the Year	32,916	32,717	8,076	(15,906)	17,009
Net Operating Result for the Year before Grants & Contributions provided for Capital Purposes	(31)	(230)	5,713	(1,777)	(1,808)
NET SURPLUS (DEFICIT) [Pre capital] %	(0.0%)	(0.1%)	8.3%	13.4%	(0.5%)

Funding Statement					
Net Operating Result for the Year	32,916	32,717	8,076	(15,906)	17,009
Add back :					
- Non-cash Operating Transactions	78,451	78,451	19,570	226	78,677
- Restricted cash used for operations	15,013	15,212	2,670	1,881	16,894
- Income transferred to Restricted Cash	(52,636)	(52,636)	(7,763)	13,799	(38,837)
- Payment of Accrued Leave Entitlements	(11,943)	(11,943)	(2,949)	(0)	(11,943)
- Payment of Carbon Contributions	0	0	0	0	0
Funds Available from Operations	61,801	61,801	19,604	0	61,800
Advances (made by) / repaid to Council	0	0	0	0	0
Borrowings repaid	(7,285)	(7,285)	(929)	0	(7,285)
Operational Funds Available for Capital Budget	54,516	54,516	18,675	0	54,516
CAPITAL BUDGET					
Assets Acquired	(101,627)	(99,271)	(15,522)	1,049	(100,577)
Contributed Assets	0	0	0	0	0
Transfers to Restricted Cash	0	(2,600)	(8,100)	(5,500)	(8,100)
Funded From :-					
- Operational Funds	54,516	54,516	18,675	0	54,516
- Sale of Assets	1,743	1,743	199	0	1,743
- Internally Restricted Cash	21,770	19,586	1,593	(2,381)	19,389
- Borrowings	0	0	5,500	5,500	5,500
- Capital Grants	11,065	11,357	953	1,551	12,616
- Developer Contributions (Section 94)	6,008	6,109	668	121	6,129
- Other Externally Restricted Cash	5,620	5,025	1,056	(595)	5,025
- Other Capital Contributions	850	880	177	255	1,105
TOTAL FUNDS SURPLUS / (DEFICIT)	(55)	(2,655)	5,199	0	(2,655)

Table 6

MAJOR VARIATIONS				
Compared to Budget	\$'000s	Offsetting Items for Fund		Net by type
		Surplus	Deficit	
REVENUES FROM ORDINARY ACTIVITIES				
Rates & Annual Charges		71		71
User Charges & Fees				
Tourist Parks		447		
Development Assessment & Certification	339	30		
Park & Sports field Income		66		
Other	69			951
Interest and Investment Income				
Increased cash holdings partly offset by transfer to reserve	130	135		265
Other Revenue				
Market St Car Park Wollongong			(257)	
Recovery Legal Costs - Rates			(141)	
Other	(69)	18		(449)
EXPENSES FROM ORDINARY ACTIVITIES				
Employee Costs				
City Planning Additional Cover Staff	(297)			
Introduction of funded projects				
West Dapto Review	(455)			
Pt Kembla 2505 Study	(60)			
Other	3			
Beaches & Pools Wages Reductions		83		
Temporary Development Project Officers	(233)			
Civil Asset Engineer	(98)			
Paper Storage Reduction	(73)			
Other	(187)		(6)	(1,323)

Table 6 (cont'd)

MAJOR VARIATIONS				
Compared to Budget	\$'000s	Offsetting		Net by type
		Items for Fund	Surplus	
Materials, Contracts & Other Expenses				
Legal Expenses		64		
Motor Vehicle and Major Plant Fuel			250	
Emergency Services Contributions				(190)
Adjustments to funded projects				
Community Transport		717		
Property Investment Fund Land Sales		(200)		
West Dapto Review		(154)		
Natural Areas and Environmental		(579)		
Asset Protection Zone & Fire Trails		(122)		
Pt Kembla 2505 Study		(68)		
Other		(94)		
Introduction of Business Proposals				
Emergency Services Property Levy		(212)		
Domestic Waste Material Recovery		(164)		
Drainage & Barrier Inspections		(104)		
Commercial Activation Mt Keira Summit Park*		(50)		
Real-time Parking Signage Investigation*		(50)		
Playground Safety		(50)		
Other		(47)		
Prior Year Projects requiring completion				
Reinstating Waterfall Cemetery*		(180)		
Integrated Facilities Planning*		(46)		
West Dapto Aquatic Facility Investigations*		(40)		
Other Strategic Projects Funded*		(96)		
Other		(69)		
Southern Gateway Remediation		(70)		
Operational Contingency		444		
Telecommunication Generator Fuel				(45)
Sustainability Implementation Program				(92)
Efficiency Target allocations		(712)		
Various other adjustments		46	20	(1,894)
Internal Charges				
Project Delivery Labour Recovery		475	5	
Infrastructure Labour Recovery		98		
Other		(22)		(1)
				555

*FUNDED FROM THE STRATEGIC PROJECTS OR FUTURE PROJECTS RESERVE

Table 6 (cont'd)

MAJOR VARIATIONS				
Compared to Budget	\$'000s	Offsetting		Net by type
		Items for Fund	Surplus	
Grants & contribution - Operating				
Additional grants advised transferred to reserve				
Community Services		(361)		
Emergency Services Property Levy		212		
Flood Mitigation		117		
Financial Assistance Grant			73	
Other		5		47
Operating Variation [pre capital]		(2,243)	1,198	(732)
Capital Grants & Contributions				
Developer Contributions				
Calderwood		174		
West Dapto		(9,887)		
Grants & contributions				
Restart Illawarra Deferral		(6,319)		
Roads to Recovery		1,244		
Black Spot Funding Introduced		878		
National Stronger Regions		(720)		
Active Transport Funding		464		
Other		37		(14,129)
Operating Variation [post capital]		(16,372)	1,198	(732)
FUNDING STATEMENT				
Non Cash Expenses				
Leave Liability		226		226
Restricted Cash Used for Operations				
Internally funded project adjustments				
Strategic/Future Projects Reserve		462		
Property Investment Fund Land Sales		200		
Natural Areas & Environmental Sustainability		208		
Externally funded project adjustments				
Section 94		662		
Domestic Waste Reserve		164		
Other		185		1,881
Income Transferred to Restricted Cash				
Developer Contributions		9,713		
Grants & contributions - capital		4,416		
September 2016 QR Result				(489)
Grants & contributions - operational		260		
Interest applicable to restricted assets		(130)		
Other		6	23	13,799
OPERATIONAL FUNDS AVAILABLE FOR CAPITAL		-	1,221	(1,221)
CAPITAL BUDGET				
Decrease in capital program		(1,049)		
Decrease in associated funding		1,049		
TOTAL FUNDS SURPLUS/(DEFICIT)		-	1,221	(1,221)

REPORT OF MANAGER FINANCE

CAPITAL PROJECT REPORT							
as at the period ended 30th September 2016							
Program	\$'000		\$'000		YTD Expenditure	\$'000	
	Current Budget		Proposed Budget			variation	
	Expenditure	Other Funding	Expenditure	Other Funding	Expenditure	Other Funding	
Roads And Related Assets							
Traffic Facilities	700	(550)	1,900	(1,561)	421	1,200	(1,011)
Public Transport Facilities	271	(20)	271	(20)	5	(0)	0
Roadworks	12,720	(3,600)	13,610	(4,315)	2,555	890	(715)
Bridges, Boardwalks and Jetties	1,940	(100)	1,939	(100)	496	(1)	0
Total Roads And Related Assets	15,631	(4,270)	17,720	(5,996)	3,477	2,089	(1,726)
West Dapto							
West Dapto Infrastructure Expansion	9,296	(8,826)	9,296	(8,826)	533	0	0
Total West Dapto	9,296	(8,826)	9,296	(8,826)	533	0	0
Footpaths And Cycleways							
Footpaths	3,953	(1,000)	4,408	(1,650)	1,286	455	(650)
Cycle/Shared Paths	9,485	(6,285)	7,540	(3,540)	837	(1,945)	2,745
Commercial Centre Upgrades - Footpa	5,615	(1,995)	4,115	(1,000)	1,147	(1,500)	995
Total Footpaths And Cycleways	19,053	(9,280)	16,063	(6,190)	3,269	(2,990)	3,090
Carparks							
Carpark Construction/Formalising	350	0	350	0	78	0	0
Carpark Reconstruction or Upgrading	1,221	0	1,221	0	468	0	0
Total Carparks	1,571	0	1,571	0	546	0	0
Stormwater And Floodplain Management							
Floodplain Management	2,550	(560)	2,433	(560)	271	(117)	0
Stormwater Management	1,650	(550)	1,768	(550)	66	118	0
Stormwater Treatment Devices	250	(175)	373	(175)	201	123	0
Total Stormwater And Floodplain Ma	4,450	(1,285)	4,574	(1,285)	537	124	0
Buildings							
Cultural Centres (IPAC, Gallery, Townt	1,100	0	1,100	0	9	0	0
Administration Buildings	950	0	1,475	0	65	525	0
Community Buildings	12,704	(1,960)	11,128	(1,743)	2,886	(1,576)	217
Public Facilities (Shelters, Toilets etc.	720	(170)	2,020	(170)	493	1,300	0
Carbon Abatement	0	0	1,000	(1,000)	15	1,000	(1,000)
Total Buildings	15,474	(2,130)	16,723	(2,913)	3,469	1,249	(783)
Commercial Operations							
Tourist Park - Upgrades and Renewal	750	0	750	0	5	(0)	0
Crematorium/Cemetery - Upgrades and	210	0	130	0	11	(80)	0
Leisure Centres & RVGC	150	0	150	0	2	0	0
Total Commercial Operations	1,110	0	1,030	0	18	(80)	0
Parks Gardens And Sportfields							
Play Facilities	1,250	(50)	1,250	(50)	2	(0)	(0)
Recreation Facilities	1,495	(833)	2,225	(413)	869	730	420
Sporting Facilities	805	(290)	971	(455)	318	165	(165)
Lake Illawarra Foreshore	150	0	50	0	13	(100)	0
Total Parks Gardens And Sportfields	3,700	(1,173)	4,496	(918)	1,202	795	255
Beaches And Pools							
Beach Facilities	575	0	660	0	29	85	0
Rock/Tidal Pools	1,210	0	1,825	(165)	595	615	(165)
Treated Water Pools	1,190	0	1,470	(10)	340	280	(10)
Total Beaches And Pools	2,975	0	3,955	(175)	964	980	(175)

REPORT OF MANAGER FINANCE

CAPITAL PROJECT REPORT							
as at the period ended 30th September 2016							
Program	\$'000		\$'000		YTD Expenditure	\$'000	
	Current Budget		Proposed Budget			variation	
	Expenditure	Other Funding	Expenditure	Other Funding	Expenditure	Other Funding	
Natural Areas							
Environmental Management Program	0	0	0	0	0	0	0
Natural Area Management and Rehabil	525	(250)	354	(250)	13	(171)	0
Total Natural Areas	525	(250)	354	(250)	14	(171)	0
Waste Facilities							
Whytes Gully New Cells	6,790	(6,790)	5,790	(5,790)	657	(1,000)	1,000
Whytes Gully Renewal Works	795	(795)	795	(795)	10	0	(0)
Helensburgh Rehabilitation	4,129	(4,129)	4,129	(4,129)	7	(0)	0
Total Waste Facilities	11,714	(11,714)	10,714	(10,714)	673	(1,000)	1,000
Fleet							
Motor Vehicles	1,783	(940)	1,783	(940)	280	(0)	(0)
Total Fleet	1,783	(940)	1,783	(940)	280	(0)	(0)
Plant And Equipment							
Portable Equipment (Mowers etc.)	355	(53)	355	(53)	8	(0)	0
Mobile Plant (trucks, backhoes etc.)	3,000	(750)	3,611	(1,361)	9	611	(611)
Fixed Equipment	320	0	320	0	(0)	(0)	0
Total Plant And Equipment	3,675	(803)	4,286	(1,414)	16	611	(611)
Information Technology							
Information Technology	1,160	0	1,160	0	77	0	0
Total Information Technology	1,160	0	1,160	0	77	0	0
Library Books							
Library Books	1,194	(66)	1,193	(66)	338	(0)	0
Total Library Books	1,194	(66)	1,193	(66)	338	(0)	0
Public Art							
Public Art Works	200	0	200	0	27	(0)	0
Art Gallery Acquisitions	110	0	110	0	4	(0)	0
Total Public Art	310	0	310	0	31	(0)	0
Emergency Services							
Emergency Services Plant and Equipm	1,800	0	900	0	4	(900)	0
Total Emergency Services	1,800	0	900	0	4	(900)	0
Land Acquisitions							
Land Acquisitions	2,943	(2,825)	2,943	(2,825)	48	0	0
Total Land Acquisitions	2,943	(2,825)	2,943	(2,825)	48	0	0
Non-Project Allocations							
Capital Project Contingency	2,984	0	1,227	0	0	(1,757)	0
Capital Project Plan	280	0	280	0	26	0	0
Total Non-Project Allocations	3,264	0	1,507	0	26	(1,757)	0
GRAND TOTAL	101,627	(43,561)	100,577	(42,512)	15,522	(1,049)	1,049

WOLLONGONG CITY COUNCIL			
		Actual 2016/17 \$'000	Actual 2015/16 \$'000
BALANCE SHEET			
		as at 30/09/16	as at 30/06/16
CURRENT ASSETS			
Cash Assets		127,305	112,276
Investment Securities		33,806	31,663
Receivables		21,028	21,280
Inventories		6,059	6,028
Other		6,907	3,207
Assets classified as held for sale		0	0
Total Current Assets		195,105	174,453
NON-CURRENT ASSETS			
Non Current Cash Assets		10,085	10,085
Property, Plant and Equipment		2,277,227	2,265,412
Investment Properties		4,775	4,775
Westpool Equity Contribution		1,310	1,310
Intangible Assets		890	1,042
Total Non-Current Assets		2,294,287	2,282,624
TOTAL ASSETS		2,489,393	2,457,077
CURRENT LIABILITIES			
Current Payables		40,034	33,258
Current Provisions payable < 12 months		16,852	16,998
Current Provisions payable > 12 months		37,858	37,858
Current Interest Bearing Liabilities		6,690	6,690
Total Current Liabilities		101,434	94,804
NON-CURRENT LIABILITIES			
Non Current Interest Bearing Liabilities		33,193	33,940
Non Current Provisions		44,504	44,031
Total Non-Current Liabilities		77,697	77,970
TOTAL LIABILITIES		179,131	172,774
NET ASSETS		2,310,261	2,284,303
EQUITY			
Accumulated Surplus		1,185,714	1,168,876
Asset Revaluation Reserve		985,155	984,780
Restricted Assets		139,392	130,647
TOTAL EQUITY		2,310,261	2,284,303

REPORT OF MANAGER FINANCE

WOLLONGONG CITY COUNCIL		
CASH FLOW STATEMENT		
as at 30 September 2016		
	YTD Actual	Actual
	2016/17	2015/16
	\$ '000	\$ '000
CASH FLOWS FROM OPERATING ACTIVITIES		
Receipts:		
Rates & Annual Charges	44,142	174,893
User Charges & Fees	25,959	33,314
Interest & Interest Received	(358)	5,633
Grants & Contributions	10,675	55,323
Other	4,565	22,139
Payments:		
Employee Benefits & On-costs	(27,670)	(100,072)
Materials & Contracts	(12,896)	(56,091)
Borrowing Costs	(328)	(1,547)
Other	(8,801)	(37,388)
Net Cash provided (or used in) Operating Activities	35,288	96,204
CASH FLOWS FROM INVESTING ACTIVITIES		
Receipts:		
Sale of Infrastructure, Property, Plant & Equipment	199	919
Deferred Debtors Receipts	-	-
Payments:		
Purchase of Investments	-	-
Purchase of Investment Property	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(17,316)	(81,467)
Purchase of Interests in Joint Ventures & Associates	-	-
Net Cash provided (or used in) Investing Activities	(17,117)	(80,548)
CASH FLOWS FROM FINANCING ACTIVITIES		
Receipts:		
Proceeds from Borrowings & Advances	-	-
Payments:		
Repayment of Borrowings & Advances	(999)	(6,369)
Repayment of Finance Lease Liabilities	-	-
Net Cash Flow provided (used in) Financing Activities	(999)	(6,369)
Net Increase/(Decrease) in Cash & Cash Equivalents	17,172	(15,832)
plus: Cash & Cash Equivalents and Investments - beginning of year	154,024	169,856
Cash & Cash Equivalents and Investments - year to date	171,196	154,024

WOLLONGONG CITY COUNCIL		
CASH FLOW STATEMENT		
as at 30 September 2016		
	YTD Actual	Actual
	2016/17	2015/16
	\$ '000	\$ '000
Total Cash & Cash Equivalents and Investments - year to date	171,196	154,024
Attributable to:		
External Restrictions (refer below)	81,824	66,137
Internal Restrictions (refer below)	57,568	22,208
Unrestricted	31,804	65,679
	171,196	154,024
External Restrictions		
Developer Contributions	16,076	11,758
RMS Contributions	527	238
Specific Purpose Unexpended Grants	5,083	10,910
Special Rates Levy Wollongong Centre Improvement Fund	-	-
Special Rates Levy Wollongong Mall	181	251
Special Rates Levy Wollongong City Centre	37	11
Local Infrastructure Renewal Scheme	23,095	18,791
Unexpended Loans	7,264	12,877
Domestic Waste Management	10,199	6,408
Private Subsidies	4,254	1,883
West Dapto Home Deposit Assistance Program	9,868	-
Stormwater Management Service Charge	1,368	834
West Dapto Home Deposits Issued	85	-
Carbon Price	3,787	2,176
Total External Restrictions	81,824	66,137
Internal Restrictions		
Property Development	4,032	(252)
Property Investment Fund	8,200	-
Strategic Projects	26,035	-
Future Projects	5,348	-
Sports Priority Program	307	850
Car Parking Strategy	902	489
MacCabe Park Development	878	391
Darcy Wentworth Park	179	99
Garbage Disposal Facility	10,273	20,281
Telecommunications Revenue	164	279
West Dapto Development Additional Rates	737	71
Southern Phone Natural Areas	433	-
Lake Illawarra Estuary Management Fund	80	-
Total Internal Restrictions	57,568	22,208

REPORT OF MANAGER FINANCE

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

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

Contract Listing					
Budget Review for Quarter ended September 2016					
Contractor	Contract Detail & Purpose	Contract Value \$000's	Commencement Date	Duration of Contract	Budgeted Y/N
Commonwealth Bank	Banking services	72	1/07/2016	FY 2016/19	YES
Paul Robins	Crown Street West Precinct Stage 2 Paver Laying	79	4/07/2016	FY 2016/17	YES
Advanced Landscapes	Footway Paving Queens Parade	103	4/07/2016	FY 2016/17	YES
Cadifem Pty Ltd	Gentleman Rock Pool Repair of Seaward Wall	208	6/07/2016	FY 2016/17	YES
Project Coordination (Australia) Pty Ltd	Bulli Surf Club Refurbishment	1,802	7/07/2016	FY 2016/17	YES
SPA (Stabilised Pavements Australia)	Stanleigh Crescent West Wollongong (Therry St to #55) stabilisation	61	15/07/2016	FY 2016/17	YES
SPA	Alexander Street Fairy Meadow (Balgownie Rd to Breda St) stabilisation	68	21/07/2016	FY 2016/17	YES
Abergeldies Contractors	Farrell Road Pedestrian Bridge Upgrade	327	22/07/2016	FY 2016/17	YES
SPA	Aldridge Avenue East Corimal (Cawley to Carroll) stabilisation	63	27/07/2016	FY 2016/17	YES
Downer	McPhail Street Unanderra - Central Road to Cook Street	87	1/08/2016	FY 2016/17	YES
Cadifem Pty Ltd	Debris Control Structure for Cosgrove Avenue Keiraville	165	1/08/2016	FY 2016/17	YES
GC Civil	Port Kembla SLSC Retaining Wall	149	9/08/2016	FY 2016/17	YES
GHD Pty Ltd	Lowering of Gurungaty Causeway	70	10/08/2016	FY 2016/18	YES
Ledacon	Nicholson Road Bank Support works	92	16/08/2016	FY 2016/17	YES
Programmed Property Services	City Beach SLSC Exterior Cleaning and Painting	54	29/08/2016	FY 2016/17	YES
Programmed Facilities Management	Capital Works Upgrades to Gallery	91	5/09/2016	FY 2016/17	YES
Programmed Facilities Management	Kitchen/ Theatre/ Roof Upgrades level 1 Integral Building	107	7/09/2016	FY 2016/17	YES
Downer	Kurraba Road Woonona stabilisation	63	14/09/2016	FY 2016/17	YES
YNWA Enterprises Pty Ltd	Port Kembla Pool kiosk lease	160	24/09/2016	FY 2016/22	YES
Downer	Central Road Unanderra stabilisation	87	26/09/2016	FY 2016/17	YES
Batmac Constructions Pty Ltd	Central Depot Lunchroom and amenities building refurbishment	991	26/09/2016	FY 2016/17	YES
Downer	Bath Street Thirroul stabilisation	86	28/09/2016	FY 2016/17	YES

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

Consultancy and Legal Expenses		
Budget Review for Quarter ended September 2016		
Expense	Expenditure YTD \$000's	Budgeted (Y/N)
Consultancies	228	YES
Legal Fees	76	YES

STATEMENT OF RESPONSIBLE ACCOUNTING OFFICER

All investments held at 30 September 2016 were invested in accordance with Council's Investment Policy.

Bank reconciliations have been completed as at 30 September 2016.

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 2016 indicate that Council's projected financial position at 30 June 2017 will be satisfactory having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

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

BRIAN JENKINS
Responsible Accounting Officer

Appendix 1: Annual Deliverable Progress by 5 Year Action – Delivery Program 2012-17

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects Only)
1.1.1.1 Implement programs and events which facilitate community participation	100%	0%	0%	0%	0%
1.1.2.1 Impacts from development on the environment are assessed, monitored and mitigated	88%	0%	13%	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	100%	0%	0%	0%	0%
1.1.4.1 Implement priority actions from the Illawarra Biodiversity Strategy	80%	0%	20%	0%	0%
1.1.4.2 Implement priority actions from the Illawarra Escarpment Strategic Management Plan	100%	0%	0%	0%	0%
1.2.1.1 Finalise and implement the Coastal Zone Management Plan	100%	0%	0%	0%	0%
1.2.2.1 Assess the impact of day visitors on service levels	100%	0%	0%	0%	0%
1.2.2.2 Coordinate a range of Water Safety Education programs to enhance safe community access to our beaches	100%	0%	0%	0%	0%

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

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects Only)
1.3.1.1 Develop and implement programs that encourage community participation in reducing Wollongong's ecological footprint	100%	0%	0%	0%	0%
1.3.2.1 Finalise and deploy Council's Waste & Resource Recovery Strategy in consultation with industry leaders	67%	33%	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	0%	0%	100%	0%	0%
1.3.3.1 Develop and implement an Environmental Sustainability Policy and Strategy	80%	0%	20%	0%	0%
1.3.3.2 Seek external funds to support programs for Lake Illawarra, following the closure of the Lake Illawarra Authority	100%	0%	0%	0%	0%
1.3.3.3 Establish and maintain an Estuary Management Committee to protect the health of Lake Illawarra	100%	0%	0%	0%	0%
1.4.1.1 Work in partnership with others to promote a diverse range of heritage education and promotion programs	50%	0%	50%	0%	0%
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%

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

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects Only)
1.4.2.1 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%
2.1.1.1 Support regional activities and partnerships that result in increased business investment and jobs growth	100%	0%	0%	0%	0%
2.1.2.1 Ensure that Wollongong is attractive to diverse companies for business expansion, establishment and relocation	100%	0%	0%	0%	0%
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 an employer of choice	100%	0%	0%	0%	0%

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

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects Only)
2.1.4.1 Develop and maintain partnerships with the business sector to fund and contribute to a broader range of community projects and activities	100%	0%	0%	0%	0%
2.1.5.1 Work with community, government and business partners to support development of local employment opportunity for people who are disadvantaged within the labour market	100%	0%	0%	0%	0%
2.1.6.1 In collaboration with key agencies, facilitate the West Dapto Taskforce to deliver the first stages of the West Dapto Urban Release area	100%	0%	0%	0%	0%
2.2.1.1 Facilitate the delivery of business and tourism information services	100%	0%	0%	0%	0%
2.2.2.1 Support projects that investigate opportunities for the provision of tourism infrastructure	100%	0%	0%	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%

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

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects Only)
2.3.1.5 Deliver the Access and Movement Strategy for the City Centre	100%	0%	0%	0%	0%
2.3.2.1 Review the current investment to deliver a more efficient and targeted destination marketing program	100%	0%	0%	0%	0%
2.3.2.2 Deliver Visitor Information Services to the city and our visitors	100%	0%	0%	0%	0%
2.3.2.3 Pursue initiatives that promote the region as place to holiday to both the domestic and international markets	100%	0%	0%	0%	0%
2.4.1.1 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	75%	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	50%	0%	50%	0%	0%

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

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects Only)
3.2.1.1 Seek funding for the promotion of heritage sites and museums to the community and visitors	75%	25%	0%	0%	0%
3.2.2.1 Encourage the integration of urban design & public art	100%	0%	0%	0%	0%
3.2.3.1 Deliver and support a range of projects and programs which build harmony and understanding	100%	0%	0%	0%	0%
3.3.1.1 Implement a coordinated approach to event acquisition & provision in Wollongong via the delivery of the Events Strategy	100%	0%	0%	0%	0%
3.3.1.2 Encourage Sports Associations to conduct regional, state and national events in the city	67%	33%	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%
3.3.1.5 Coordinate Council's support and investment in events and festivals	100%	0%	0%	0%	0%
3.3.2.1 Coordinate an integrated approach to infrastructure improvement and service delivery in the Civic Plaza and through the re-establishment of an Arts Precinct in the city	100%	0%	0%	0%	0%
3.4.1.1 Support the coordination of an externally funded delivered calendar of activities across the City	100%	0%	0%	0%	0%
3.4.2.1 Develop a new Cultural Plan	100%	0%	0%	0%	0%

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

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects Only)
3.4.3.1 Deliver a program of activities in local communities	100%	0%	0%	0%	0%
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	33%	0%	33%	33%	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	0%	0%	100%	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	100%	0%	0%	0%	0%
4.2.3.1 Contribute to activities and programs that enhance civic pride in Wollongong	100%	0%	0%	0%	0%

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

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects Only)
4.3.1.1 Lobby for the expansion of NBN to all suburbs within the LGA within the next five years	100%	0%	0%	0%	0%
4.3.2.1 Review community facilities and consider rationalisation, replacement or refurbishment to achieve facilities that are strategically located, good quality and meet identified community need	100%	0%	0%	0%	0%
4.3.2.2 Investigate the provision of a district level community and library centre for the southern suburbs	0%	0%	100%	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	67%	0%	0%	33%	0%
4.4.1.4 Lead continuous improvement in Council's health and safety culture and behaviour	100%	0%	0%	0%	0%
4.4.2.1 Coordinate a service review program with a focus on business development and improvement	75%	25%	0%	0%	0%
4.4.2.2 Deliver the Asset Management Strategy and Improvement Plan 2012-17	100%	0%	0%	0%	0%
4.4.2.3 Investigate provision of cremation services across the region and determine Council's role in the market	100%	0%	0%	0%	0%

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

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects Only)
4.4.3.1 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	33%	33%	33%	0%	0%
4.4.5.1 Effective and transparent financial management systems are in place	100%	0%	0%	0%	0%
4.4.5.10 Explore innovative options to increase revenue at Council facilities	100%	0%	0%	0%	0%
4.4.5.11 Improve the efficiency of supply management in order to achieve operational efficiencies	100%	0%	0%	0%	0%
4.4.5.12 Pursue alternative funding options to deliver Council services and facilities	0%	0%	0%	0%	100%
4.4.5.2 Achieve an operational savings as a part of Council's financial sustainability Review with savings to be directed to asset renewal	100%	0%	0%	0%	0%
4.4.5.3 Reduce Council's discretionary spend (excluding assets) by 5% with savings to be directed to asset renewal	100%	0%	0%	0%	0%
4.4.5.4 Undertake a review of Council's employment conditions including the consideration of more flexible employment conditions and Enterprise Agreement	100%	0%	0%	0%	0%
4.4.5.5 Continue to pursue alternative funding option to deliver financially sustainable services and facilities	100%	0%	0%	0%	0%

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

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects Only)
4.4.5.6 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%
4.4.5.8 Investigate removing the pensioner and charitable waste exemptions	100%	0%	0%	0%	0%
4.4.5.9 Continue to actively seek grants and contributions to deliver core community infrastructure and services	100%	0%	0%	0%	0%
4.4.6.1 Deliver a consistent and effective integrated frontline customer service centre	100%	0%	0%	0%	0%
5.1.1.1 Partner with community based organisations in the provision of services	100%	0%	0%	0%	0%
5.1.2.1 Actively engage children and young people in planning and design processes	100%	0%	0%	0%	0%
5.1.3.1 Partner with agencies and health authorities to support improvements to the region's medical services	100%	0%	0%	0%	0%
5.1.4.1 Assess the changing profile of the community and reprioritise services appropriately	100%	0%	0%	0%	0%
5.1.4.2 Investigate provision of Leisure Services in the greater Dapto area, taking into account expansion of West Dapto, and determine Council's role in the market	50%	0%	50%	0%	0%
5.1.4.3 Investigate the future provision of Aquatic Services across the local government area and implement improvements	100%	0%	0%	0%	0%
5.1.5.1 Continue to undertake social, land use and environmental planning activities that assists in service planning	100%	0%	0%	0%	0%

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

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects Only)
5.1.5.2 Carry out commercial business management of Council's operational lands	100%	0%	0%	0%	0%
5.1.6.1 Review planning controls for priority locations	86%	0%	14%	0%	0%
5.1.6.2 Provide an appropriate and sustainable range of quality passive and active open spaces and facilities	80%	0%	0%	20%	0%
5.1.6.3 Policies and plans are developed, reviewed and implemented to encourage physical activity	50%	0%	50%	0%	0%
5.2.1.1 Prepare a Housing Study and Strategy incorporating Affordable Housing Issues	0%	0%	50%	50%	0%
5.2.2.1 In partnership with relevant agencies and networks lobby and advocate for improved service levels and quality and enhanced access to services	100%	0%	0%	0%	0%
5.3.1.1 Promote and enforce compliance with litter reduction	100%	0%	0%	0%	0%
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%

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

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects Only)
5.4.1.2 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%
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	67%	0%	33%	0%	0%
5.5.2.2 Implement Council's Planning, People, Places Strategy	100%	0%	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	100%	0%	0%	0%	0%
5.5.2.5 Develop a play strategy to support the planning of high quality centralised and integrated park facilities	100%	0%	0%	0%	0%

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

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects Only)
5.5.2.6 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	50%	50%	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	60%	0%	0%	0%	0%
6.1.1.1 Establish a strategic framework and a plan for cycle ways 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 cycle ways	100%	0%	0%	0%	0%
6.1.3.2 Use additional funds achieved through the Financial Sustainability Review to accelerate the footpath renewal program by about \$4M	100%	0%	0%	0%	0%
6.1.3.3 Extend the average lives of footpaths to 80 years to create about \$1M saving in depreciation annually	100%	0%	0%	0%	0%
6.1.3.4 Use funds obtained from Restart NSW Illawarra to design and construct the Grand Pacific Walk - Stage one	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	0%	0%	100%	0%	0%

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

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects Only)
6.2.1.1 Develop an integrated Transport Strategy	100%	0%	0%	0%	0%
6.2.1.2 Deliver sustainable transport asset renewal programs	100%	0%	0%	0%	0%
6.2.1.3 Allocate approximately \$6M of additional funds achieved through the Financial Sustainability Review to road resurfacing and reconstruction	100%	0%	0%	0%	0%
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	0%	0%	0%	0%	100%
6.2.5.1 Work with key agencies and partners to continue and improve late night transport options	100%	0%	0%	0%	0%
6.3.1.2 Promote access to community transport	50%	50%	0%	0%	0%
Total Annual Deliverable Progress	89%	3%	5%	1%	2%