

WOLLONGONG 2022

# QUARTERLY REVIEW STATEMENT

June 2015

(Adopted 24 August 2015)

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WOLLONGONG CITY COUNCIL

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# MESSAGE FROM THE GENERAL MANAGER

WOLLONGONG CITY COUNCIL

This draft Quarterly Review Statement reports the period from April to June 2015 and reports on progress towards achieving the five Councillor Strategic Programs from the Delivery Program 2012-17 and the Annual Deliverables from the Annual Plan 2014-15. It also provides preliminary financial results for the quarter and year.

Recognising this is the final Quarterly Review for 2014-15, we have used the opportunity to also reflect on some of our achievements over the year. Highlights and significant progress with key projects from the Annual Plan 2014-15 are reported by the six Community Goals from the Wollongong 2022 Community Strategic Plan.

Highlights from this quarter include:

- 1 Fit for the Future Application submitted.
- 2 Refugee Week 2015 was held from 14 to 20 June.
- 3 Illawarra 200 Calendar was launched.
- 4 The refurbished MacCabe Park Playground was officially reopened.

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

This report also includes an overview of how Council is tracking against its budgets and expenditure. It is a concise visual summary of Council's financial situation for the quarter including budget, capital budget and expenditure. The Preliminary End of Year Report 2014-15 is also included in this report.

As part of the "Securing our Future" program we have been targeting reductions in cost and increases in income in order to achieve financial sustainability over a three year period. Progress has been made more quickly than originally planned. As a result we were able to adopt a budget for 2015-16 that was improved by \$1.1 million over the exhibited figures and provided for an additional \$0.5 million in asset maintenance. The final result for the year under review was substantially better than planned, aided by a combination of one off gains as well as repeatable improvements spread across the organisation. This improved financial performance is a credit to the staff of Council, who have responded to the challenge. Consequently, the organisation is positioned well in being able to meet the needs of the community into the future.

I would like to thank all staff and the community for their contributions to the achievements identified in this draft Quarterly Review and Preliminary End of Year Report 2014-15.

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 June 2015 quarter is outlined below:

## 1 Financial Sustainability

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

Project Sponsor: General Manager  
Project Manager: Executive Manager Strategy

### Strategic Program Progress



On Track



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



Significant risk in achieving the Strategic Program

### Program Achievements

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

Annual efficiency targets were built into the budget and across Council's service portfolio with the intent that specific improvement opportunities and initiatives would be identified through the year. Specific programs to achieve these savings were confirmed through the September, December and March Quarterly Reviews of \$433K, \$130K and \$269K respectively leaving a remaining target of \$168K for the final quarter. The end of year preliminary result indicates that this target has been achieved and the relevant changes in specific programs will need to be reflected in the 2015-2016 budget.

### Program Risks

With the approval of a special rate variation by the Independent Pricing and Regulatory Tribunal (IPART) in June, 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 and Environment | *Future City and Neighbourhoods*  
Project Manager: Manager Project Delivery

### Strategic Program Progress



On Track



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



Significant risk in achieving the Strategic Program

### Program Achievements

Significant progress has been made on the Access Strategy for the West Dapto Urban Release Area, including:

- Shone Avenue Stage 1 Bridge replacement and roadworks – Complete.
- Shone Avenue Stage 2 Bridge replacement and roadworks – Complete.
- Cleveland Road Bridge over Mullet Creek and associated roadworks – Complete.
- Intersection improvements Princes Highway and West Dapto Road Kembla Grange – Complete.
- Road improvements West Dapto Road and Wongawilli Road - Design commenced.
- New road link from Fairwater Drive to Fowlers Road – Design underway.

A comprehensive review of the vision, structure plan and infrastructure plans for West Dapto has commenced and will continue in 2015-2016.

### Program Risks

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

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

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

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

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

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



## 3 Waste Management

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

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

Project Manager: Manager City Works and Services

### Strategic Program Progress



On Track



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



Significant risk in achieving the Strategic Program

### Program Achievements

The Wollongong Waste and Resource Recovery Strategy 2022 was endorsed by Council on 28 July 2014. The Strategy represents a pathway for Council and the community to work towards sustainable waste management. Actions contained within the Strategy are now being implemented; some highlights of this program are listed below.

Council has been able to use its endorsed Waste and Resource Recovery Strategy to secure contestable grant funding from the EPA to establish a Community Recycling Centre. Sites have been investigated and a location prior to the weighbridge near the Revolve Centre has been identified and a concept design has been completed. Detail design and development approvals are ongoing.

Additionally, in the past year Phases 1 and 2 landfill gas extraction and flaring have become operational at Whytes Gully. The Phases 1 and 2 are primarily aimed at investigating the quality and quantity of legacy waste derived landfill gas presenting on site. The planned Phase 3 utilises the information obtained throughout Phases 1 and 2 to develop an ongoing landfill gas extraction system (through a relevant business proposal process) and includes investigating the viability of power generation and other options. A formal quotation to procure expert support for the Phase 3 process has been completed during the June quarter of 2015.

Other priority waste strategy actions that were commenced during the period include:

- New leachate management system at Whytes Gully
- Environmental rehabilitation of Helensburgh landfill
- Finalisation of the new landfill cell Stage 1 at Whytes Gully

## Program Risks

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

- New landfill cell does not function as designed.
- Excessive delay to obtain operational approval from EPA for Whytes Gully new landfill cell Stage 1B, thereby impacting on Council's continued ability to landfill Wollongong's waste materials.
- Future landfill cells not being constructed in time for Council to continue with the uninterrupted disposal of Wollongong's waste materials at Whytes Gully.
- The landfill liner at Whytes Gully installed incorrectly.
- Capital cost of either or both projects exceeding initial expectations.
- The supply of fill material required for the Helensburgh Rehabilitation project is relatively large, with the potential to cause delays and disruption to the local community if not managed correctly.
- The Helensburgh site has been non-operational for an extended period of time. Returning to the site for rehabilitation construction may adversely affect the local residents relative to the quiet conditions that they have been experiencing since the sites closure as a landfill.



## 4 City Centre Revitalisation

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

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

### Strategic Program Progress



On Track



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



Significant risk in achieving the Strategic Program

### Program Achievements

Significant activity has been occurring in the city centre via programs such as Thursday Night Eat Street and regular lunch time performances in the Arts Precinct.

The Public Spaces, Public Life Study also continued to gain momentum during 2014-15. Large amounts of data have been collected around the city to determine how the city is performing. The analysis of this data has informed the development of a set of strategies and actions for key areas in the City Centre. These will be shared with the community during the first half of 2015-16.

The two year Facade Rejuvenation Program introduced by Council is nearing completion. Of the 22 projects approved under Round 1 of the Program, 21 have been completed and one did not proceed. Of the 19 projects approved under Round 2, 9 have been completed, 2 are not proceeding, and 7 are very close to completion. These 7 projects which have been impacted by wet weather, construction complications and personal issues will all be fully completed by end of September 2015. This successful Program has resulted in a total investment of \$1.5M - \$900,000 by the private sector and \$600,000 by Council. As well as delivering broad streetscape improvements, positive social outcomes, increased community safety and positive economic outcomes, the Program has also fostered pride in our local heritage and identity. This Program has been entered into the Blue Star Sustainability Awards Cultural Heritage Category, and has been successful in attaining a finalist position. The winner will be announced in September 2015.

Also during the period the 2015 City Centre Retail and Business Awards were launched on 18 February 2015 with the Award presentation night being held on Friday 29 May 2015. The Awards provided the opportunity to acknowledge all the hard work and dedication of all of Wollongong's retailers and businesses.

Further to this a number of Council assets in the City Centre have been rejuvenated. A new playground and toilet facility have been installed in MacCabe Park; traffic lights have been installed and pedestrian access improved in the intersection of Burelli and Auburn streets, and Burelli and Kenny Streets; and bus shelter upgrades have taken place along Burelli Street.

### Program Risks

Wet weather continues to be a risk impacting on the delivery program.

## 5 Connectivity / Walkability

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

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

Project Manager: Manager Infrastructure Strategy and Planning

### Strategic Program Progress



On Track



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



Significant risk in achieving the Strategic Program

### Program Achievements

Development and delivery of strategies supporting this program including implementation of actions identified in the adopted Wollongong Bike Plan (2014), Wollongong CBD Access & Movement Strategy (2013), Grand Pacific Walk Master-plan (2014) and various Town & Village Plans.

Staff have also commenced work on the Wollongong Pedestrian Plan and are working with key stakeholders to plan for future active transport strategies including for Keiraville / Gwynneville, University precinct and West Dapto.

During the June quarter the following capital projects supporting this Strategic Program were delivered –

New footpaths were completed at the following locations:

- O'Briens Road; Jacaranda Avenue to Foy Avenue north side of Figtree
- Murphys Avenue and Paulsgrove Street, Keiraville
- Lakelands Drive; Fowlers Road to Parkside Drive, Dapto
- Dumfries Avenue; McMahon Street to Foothills Road, Mount Ousley
- Meadow Street; crossing to Kendall Street, west side, Tarrawanna
- The Avenue; Cleverdon Crescent to Princes Highway, Figtree
- Sea Foam Avenue; Church Street to Coast Street, Thirroul
- Dumfries Avenue; north side, Strone Avenue to McMahon Street, Mount Ousley
- Huxley Drive; west side, Horsley Drive to Karrarah Park, Horsley
- Guest Park; Fairy Meadow
- Horsley Drive; Huxley Drive to Parkdale Avenue, Horsley
- Paterson Road; outside No. 52, Coalcliff
- Ralph Black Drive; Montague Street to No. 4, North Wollongong
- Completed Footpath - Station Road; Domville Road to end, Otford.

Footpaths were upgraded or reconstructed at the following locations:

- Koonawarra Place; Koonawarra
- Denise Street; Lake Heights
- Market Street to Keira Street; Wollongong
- Balgownie Road; Albert Lane to Foothills Road, Balgownie
- Bangaroo Avenue; laneway adjacent No. 10, Koonawarra
- Culgoa Crescent; laneway adjacent to No. 58 (2.5m width), Koonawarra
- Leeder Park; footpath to rock pool, Coalcliff
- Baker Crescent; Reserve footpath, Figtree
- Kembla Street; Bourke Street to Corrimal Street, east side, Wollongong.

New share paths were constructed at:

- Wollongong Harbour Heritage Walk, Endeavour Drive, Wollongong
- Lakeside Drive; Shared Path, Dapto.

Share paths were upgraded or reconstructed at the following locations:

- Cliff Road Promenade; North Wollongong
- Princes Highway; Old Church site to Gibsons Road, Figtree.

Construction had commenced on a further seven footpaths at the following locations:

- Mt Keira Road; footpath, Yates Avenue to Public School, Mount Keira
- Corrimal Street; Wollongong Shared Path, Wollongong
- Gilmore Street; footpath east side, Reserve Street to Acacia Avenue, Wollongong
- Moore Street; footpath, south side, Fairy Street to Eastern Street, Keiraville
- Point Street; footpath, north side, Blackall Street to Somerville Street, Bulli
- Railway Road; footpath east side, King Street to Redman Avenue, Thirroul
- Redman Avenue; footpath, east side, Railway Road to Henley Road, Thirroul.

Construction had commenced on a further four footpath upgrades at the following locations:

- Market Street; Keira Lane to Young Street, Wollongong
- Burelli Street; Atchison to Keira Streets, Wollongong
- Princes Highway; Guest Avenue to Anama Street west side, Fairy Meadow
- Burelli and Auburn Street intersection, Wollongong.

Construction had commenced on a further four share path upgrades at the following locations:

- Wollongong Harbour Heritage Walk, Endeavour Drive, Wollongong
- Cordeaux Road; Mount Kembla
- Porter Street; Crawford Avenue, International House, North Wollongong
- Grand Pacific Walk; Lawrence Hargrave Drive to Coalcliff Railway Station, Coalcliff

Designs have commenced for the following footpath and share path projects:

- Dimond Bros Park; cycleway, Dapto
- Slade Park; Slope Stability, Austinmer
- Lower Tramway; Sea Wall and share path, Wollongong.

## 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 2014-15

## 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 2014-15 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 June 2015 quarter. The organisations performance is also reported by the key performance indicators, budget summary information and Preliminary End of Year Report 2014-15.

The Annual Plan 2014-15 contains 333 annual deliverables across the 6 community goals. Table 1 below outlines how Council is tracking in the June quarter to achieve the annual deliverables for each community goal.

Table 1: Annual Deliverable Progress by Community Goal

Goal	On track	Not Scheduled to Commence	Delayed	Deferred	Ongoing / Complete
1 We value and protect our natural environment	28%	0%	5%	0%	67%
2 We have an innovative and sustainable economy	27%	2%	4%	2%	66%
3 Wollongong is a creative, vibrant city	19%	0%	5%	0%	76%
4 We are a connected and engaged community	42%	0%	1%	0%	57%
5 We are a healthy community in a liveable city	28%	1%	3%	5%	63%
6 We have sustainable, affordable and accessible transport	67%	0%	21%	0%	13%
<b>Total Annual Deliverable Progress</b>	<b>33%</b>	<b>1%</b>	<b>5%</b>	<b>2%</b>	<b>61%</b>

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

# ANNUAL PLAN 2014-15 PROGRESS SUMMARY

Overall 5% of annual deliverables were reported to be delayed, while 2% were deferred. Table 2 below outlines all annual deliverables that were reported as delayed or deferred at the end of June 2015.

Table 2: Delayed or Deferred Annual Deliverables

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>Preliminary calculations to determine the area and credits required for Biocertification, and cost estimates for the proposed levy to support implementation of Biocertification have been completed. Preliminary discussions have been entered into with landowners who have expressed an interest in Biocertification. A number of meetings have been held with NSW Planning and Environment to progress the proposed levy to support implementation of Biocertification.</p> <p>The project cannot proceed until a response is received from NSW Planning and Environment regarding a proposed levy.</p>

Table 2: Delayed or Deferred Annual Deliverables

Community Goal	Annual Deliverable	Delayed	Deferred	Comment
	Commence development of community recycling centre in conjunction with grant funding	Y		<p>Council has been able to use its endorsed Waste and Resource Recovery Strategy to secure contestable grant funding from the EPA to establish a Community Recycling Centre. Once operational, the Community Recycling Centre is intended to be a facility that will accept various recyclables and problem wastes from the community free of charge (where possible). Almost \$200,000 of grant funding was secured for the project in August 2014.</p> <p>Initial site analysis has indicated that the Plan A site at 115 Reddalls Road Kembla Grange (previously used as a Materials Recovery Facility) is not suitable for the Community Recycling Centre facility. Alternatives to the Plan A have been investigated and a new location prior to the weighbridge near the Revolve Centre has been identified and a concept design has been completed. Detail design and development approvals are ongoing.</p>
	Determine a future use for the Bulli Miners Cottage which conserves the heritage values of the building.	Y		<p>Initial building upgrade works are required prior to a Request for Proposals for the future use of the Bulli Miners Cottage. The designs for the proposed initial stabilisation works have been finalised and an application is being prepared. The stabilisation works will occur in 2015-16, following which the Request for Proposals will occur to enable Council to determine a future use and tenant.</p>



Table 2: Delayed or Deferred Annual Deliverables

Community Goal	Annual Deliverable	Delayed	Deferred	Comment
2 We have an innovative and sustainable economy	Establish and deliver an integrated management plan for the City Centre		Y	Major works progressed through 2014-2015 including the Auburn St / Burelli St intersection upgrade, the Kenny St / Burelli St upgrade, Market St footpath renewal and the completion of the Keira St precinct. Design is under way and ongoing with the Crown St West project. Significant work progressed during 2014-15 towards developing Public Places Public Life to provide strategic and visionary direction to the City Centre.
	Resolve options for key services including power and water supply to the Mt Keira summit	Y		The design of a power line to supply electricity to Mt Keira Summit Park has been completed and approvals are being sought from relevant authorities. Council has been working closely with the National Parks & Wildlife Service (NPWS) to resolve outstanding issues to minimise environmental impacts as far as practicable. Consultation with the community will occur as soon as all approvals have been secured. It is anticipated construction can occur in 2016.  In relation to water supply to Mt Keira summit, Council has been undertaking an investigation of options to provide potable water and water for fire-fighting to Mt Keira Summit Park. Currently, Council is considering the options to determine the best value approach in the provision of water to the park.

# ANNUAL PLAN 2014-15 PROGRESS SUMMARY

Table 2: Delayed or Deferred Annual Deliverables

Community Goal	Annual Deliverable	Delayed	Deferred	Comment
	Implement the Crown Street Façade Project	Y		<p>This two year Façade Rejuvenation Program is nearing completion. Of the 22 projects approved under Round 1 of the Program, 21 have been completed and one did not proceed. Of the 19 projects approved under Round 2, 9 have been completed, 2 are not proceeding, and 7 are very close to completion. These 7 projects which have been impacted by wet weather, construction complications and personal issues will all be fully completed by end of September 2015.</p> <p>This successful Program has resulted in a total investment of \$1.5M - \$900,000 by the private sector and \$600,000 by Council. As well as delivering broad streetscape improvements, positive social outcomes, increased community safety and positive economic outcomes, the Program has also fostered pride in our local heritage and identity. This Program has been entered into the Blue Star Sustainability Awards Cultural Heritage Category, and has been successful in attaining a finalist position. The winner will be announced in September 2015.</p>

Table 2: Delayed or Deferred Annual Deliverables

Community Goal	Annual Deliverable	Delayed	Deferred	Comment
3 Wollongong is a creative, vibrant city	Seek funding to conduct noise mapping study of the City Centre and suburban evening economy areas to identify areas with higher background noise levels and plan accordingly	Y		Wollongong City Council is partnering with the University of Wollongong to undertake a research project that aims to investigate the role sound plays in Wollongong City Centre. The delay was subject to external resources and funding which is becoming available in this financial year.  By undertaking this project we hope to better understand the relationship between sound and how people perceive places in the City Centre, and to understand the thresholds or tolerances of the different noises generated day and night by a lively city.
	Develop a Crown Street Mall Street Activity Policy to encourage and provide guidelines for increased activation of the Crown Street Mall	Y		This is being developed in conjunction with the findings of the Public Space, Public Life Study.
4 We are a connected and engaged community	Deliver and evaluate the Place Management approach to enhance coordination and communication of Council services, plans and projects	Y		The review process is delayed, but continuing and will be complete during the first quarter 2015 – 2016.
5 We are a healthy community in a liveable city	Establish a program to ensure Disability Discrimination Act compliance is integrated with Council asset management plans		Y	Program to be developed as part of Disability Inclusion Action Plan and will be incorporated into future asset management plan reviews.  Council's current quality certified design process ensures Disability Discrimination Act compliance requirements are appropriately addressed in all Council designs.

Table 2: Delayed or Deferred Annual Deliverables

Community Goal	Annual Deliverable	Delayed	Deferred	Comment
	Continue implementation of priority recommendations from the Warrawong Town Centre Studies - undertake the Cowper Street Renewal Project, subject to support from RMS (Roads & Maritime Service)		Y	During 2014-15 designs for the Cowper Street Renewal Project were prepared. The project is being reviewed to consider discussions on the location of the Warrawong Community Centre and Library. In the meantime, the opportunity for temporary pilot projects (eg. parklets) for Cowper Street are being investigated.
	Continue to prepare the Housing Study Review incorporating affordable housing issues		Y	During 2014-2015 the Housing Study Review project was put on hold due to the need for resources to progress other priority planning projects and planning proposals. The project will recommence in 2015-2016.
	Establish baseline data for the Wollongong 2022 Community Wellbeing Indicators	Y		A draft baseline report has been prepared including a collation of work previously prepared by University of Technology Sydney (UTS), Centre for Local Government with the IRIS Community Well-being Survey. This project has had a slight delay, and is now expected to be reported to the community in early 2015-2016.

Table 2: Delayed or Deferred Annual Deliverables

Community Goal	Annual Deliverable	Delayed	Deferred	Comment
	Manage the Home Deposit Assistance Program	Y		Since the launch on 24 October 2014, there have been 11 applications and 10 approvals. To date property purchases have not occurred to trigger the placement of security deposits. This is due to the significant increase in prices that has created a lack of properties under the Program cap of \$415,000. While it is envisaged more varied and moderate housing choice may naturally be available in the future, Council has been actively promoting the Program and its value to the housing industry to assist in accelerating this. In addition Council has proposed changes to West Dapto Section 94 Contributions Plan to lower the cost of smaller, multi-dwelling type developments that may assist in making these more attractive to developers and achieving a suitably priced housing stock attainable under the program.
	Undertake a minor review of the Beaton Park and Botanic Garden Plans of Management.		Y	The review of the Beaton Park and Botanic Garden Plans of Management are on hold pending the preparation of informing documentation. A new master plan for Beaton Park is to be developed which will inform the revision of the Beaton Park Plan of Management. The Call for Proposals process for the future use of Gleniffer Brae has occurred and is to be reported to Council in August 2015. This process will inform the Botanic Garden Plan of Management review.

Table 2: Delayed or Deferred Annual Deliverables

Community Goal	Annual Deliverable	Delayed	Deferred	Comment
6 We have sustainable, affordable and accessible transport	Continue to construct Stage 1 of the Grand Pacific Walk	Y		<p>Significant progress has been achieved during the year including:</p> <ul style="list-style-type: none"> <li>- Completion of Stoney Creek shared path bridge at Coalcliff</li> <li>- Completion of the pedestrian refuge and bus bay near Coalcliff Railway Station.</li> </ul> <p>Works have also commenced on some missing sections of the path adjacent to the Coalcliff Railway Station and the Tom and Norma Rest Area.</p> <p>Detailed design of the next section of the Grand Pacific Walk Stage 1 between Coalcliff and Stanwell Park is also nearing completion and expected to commence construction during 2015-2016.</p>
	Conduct site investigations, prepare concept and detailed design documentation for the road link	Y		<p>Council worked closely with key stakeholders to establish the preferred option for creating a link between Fowlers Road and Fairwater Drive. The concept design is currently being progressed and the community will be invited to provide feedback when the draft plan has been prepared. The preparation of a cost estimate is currently being undertaken for the proposed works.</p> <p>Council has obtained initial funding of \$22.5M from Restart NSW - Illawarra Infrastructure Fund, \$600,000 from Planning and Environment and a \$15M interest subsidised loan from the NSW government and will continue to investigate additional funding sources.</p>



Table 2: Delayed or Deferred Annual Deliverables

Community Goal	Annual Deliverable	Delayed	Deferred	Comment
	Establish costs and infrastructure requirements for the expansion of the Gong Shuttle	Y		Council is undertaking a feasibility assessment of an additional service for the southern city area to determine the preferred route and infrastructure needs. The feasibility assessment is due to be completed in early 2015/16. A new service rather than an expanded existing service is being assessed as the State Government have previously advised that they will not consider extending the Gong Shuttle. Logistically it is not possible to extend the existing service as service frequencies would be increased and possibly decrease utilisation of the service.
	Advocate for the implementation of a shuttle route for the South of Wollongong City Centre	Y		The feasibility assessment of a southern city centre shuttle bus route to support park & ride is progressing well and due for completion in early 2015-2016.
	Undertake a 'Park n Ride' feasibility study	Y		The "Park and Ride" initiative is identified in the adopted Access & Movement Strategy for Wollongong City Centre and is based on the principle of providing parking locations on the outskirts of the city and providing connecting bus or shuttle services to the CBD. Existing facilities supporting this intent are located at various locations around the Free Gong Shuttle route, for example at Stuart Park and the Innovation Campus in the north. The feasibility assessment of a southern city centre shuttle bus route to support park & ride is progressing and will be completed early in 2015-2016.

# GOAL 1:

# WE VALUE AND PROTECT OUR NATURAL ENVIRONMENT

WOLLONGONG CITY COUNCIL

## Implement Council's Floodplain Risk Management Plans

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

During 2014-15, a new Collins Creek Floodplain Risk Management Study and Plan was adopted by Council along with the review of the Towradgi Creek Flood Study. The Brooks Creek Flood Study review was also commenced.

Two flood affected properties have been demolished and a further one acquired under the Voluntary Purchase Scheme.

The Swan Street Culvert upgrade was completed in mid-December along with finalisation of the swale in Charles Harper Park Helensburgh. Drainage culvert works at Coledale were completed in late December. The realignment of pipe outlet structures in several of council's detention basins was recently completed. The refurbishment of Cedar Park Basin was completed including the construction of a new debris control structure and low flow channel. Upgrade of two drainage structures in Squires Way were undertaken with the new design making maintenance easier.

## Coordinate Council's Environmental Programs including: Bushcare, FireReady, Dune Care and Greenplan

Participation in Council's Environmental programs has been maintained through the sustained efforts of staff working with our local community through events, work days and promotion strategies. During the quarter there were a total of 452 regular volunteers contributing to the Bushcare and FireReady programs who worked a total of 4,517 hours maintaining natural areas on community land. During the June quarter Council also launched the Dunecare program for which brochures, web site and other promotional material was produced. Greenplan has also maintained its popularity with 283 local residents attending the Botanic Garden nursery plant sale days to purchase 2,444 plants.

## Continue implementation of priority actions from the Dune Management Strategy

During the quarter progress continued on priority actions:

- A draft Detailed Design Report was prepared for the Towradgi Dunes reshaping project. Council endorsed the proposed reshaping works as shown in the Draft Detailed Design Report.
- A consultant was engaged to prepare the Whartons Creek (Bulli Beach) entrance management plan. Monthly beach surveys continued to be undertaken to inform the plan.
- A lifeguard tower was constructed at Wollongong City Beach.

## GOAL 1: WE VALUE AND PROTECT OUR NATURAL ENVIRONMENT

Dune vegetation work plans for the next 18 months were prepared for Bulli, Woonona, Corrimal, Towradgi, Fairy Meadow and Wollongong City beaches. These will guide on ground works such as weed control and installation of appropriate plants. A vegetation survey was undertaken at Bellambi Beach to inform a plan for this site.

- The Beach and Dune monitoring program continued, with transects surveyed and photo monitoring conducted.
- Maintenance was undertaken at Port Kembla Beach access path.
- Federal Government Green Army participants continued working at priority beaches to remove litter, weeds and install appropriate species from Council's adopted planting list.



*Image: Reshaping of dunes at Towradgi Beach to restore line of sight for lifeguards and lifesavers*

### Provide access and education programs to the permanent Wollongong Art Gallery collection

A range of education and access programs were delivered in the June quarter including:

- 20 Free guided tours
- 8 Children's art workshops
- 9 ARTsmart programs
- 4 Art enrichment programs
- 3 Access2Art programs
- 3 Junior art trails
- 15 Public programs
- 5 Friends events
- 7 Artist/Curator talks
- 4 Adult art workshops
- 3 Gallery Guides meetings.

A range of exhibitions were held during the period 1 July 2014 to 30 June 2015. 24 new exhibitions including the following Collections exhibitions:

- Sredersas & Johnson Bequest – Collection exhibition.
- New Acquisitions – Collection exhibition.
- Murrumul – Collection Aboriginal Art exhibition.
- The Mann-Tatlow Collection – Asian Collection art exhibition.

## GOAL 1: WE VALUE AND PROTECT OUR NATURAL ENVIRONMENT

The Gallery acquired 52 artworks valued at \$375,800 for the Collection in the 2014-15 period with:

- 42 artwork purchases with a combined value \$140,000 – including works by Jan Senberg, Bert Flugelman, William Yang, Jacky Redgate, Alfred Coffey, Stephen Bird
- 10 artwork gifts with a combined value of \$235,800 – including works by Ian Fairweather, George Gittoes, Bobby Nganjnira
- 3 major gifts of Ian Fairweather – Balinese Women and Child, George Gittoes – The Vietnamese Spray Painter and Charles Kerry – 75 x Silver Albumen photographs of Illawarra c. 1880

Visitor attendances from 1 July 2014 to 25 June 2015 were 81,851.

### PERFORMANCE MEASURES

- Participation rate in environmental programs: Q4 = 6,159 (Q3 = 18,234)
- Number of volunteers for Environmental Programs – Greenhouse Park: Q4 = 574 (Q3= 624)
- Plants Propogated: Q4 = 15,126 (Q3 = 11,698)
- Plants Distributed: Q4: 18,690 (Q3 = 11,099)
- Tonnes of Rubbish collected from clean-up activities: Q4= 16 (Q3 = 25)
- Number of volunteers worked at Bushcare and FIReady sites: Q4 = 452 (Q3 = 462)

## GOAL 2: WE HAVE AN INNOVATIVE AND SUSTAINABLE ECONOMY

WOLLONGONG CITY COUNCIL

### Implement the Crown Street Façade Project

This two year Rejuvenation Program is nearing completion. Of the 22 projects approved under Round 1 of the Program, 21 have been completed and one did not proceed. Of the 19 projects approved under Round 2, 9 have been completed, 2 are not proceeding, and 7 are very close to completion. These seven projects which have been impacted by wet weather, construction complications and personal issues will all be fully completed by end of September 2015.

This successful Program has resulted in a total investment of \$1.5M - \$900,000 by the private sector and \$600,000 by Council. As well as delivering broad streetscape improvements, positive social outcomes, increased community safety and positive economic outcomes, the Program has also fostered pride in our local heritage and identity. This Program has been entered into the Blue Star Sustainability Awards Cultural Heritage Category, and has been successful in attaining a finalist position. The winner will be announced in September 2015.



IMAGE: Crown Street Façade Project

### Deliver Councils Employment Equity and Diversity program

Council has been successful in its application to the Elsa Dixon Aboriginal Employment Program for a school based trainee. The Employment Equity and Diversity Policy will be reviewed by December 2015. The application of Council's EED program is considered at every stage of the Divisional and Organisational Workforce planning process.

As ancillary to the delivery of EED program in late 2014 employees were asked to voluntarily participate in an Organisational Culture Survey (OCI) to provide insight on how they view the organisation. 60% of employees shared their views by completing the survey. A formal engagement and communication strategy has been developed and is currently being rolled out. A formal action plan will be devised and implemented in first half of 2015-2016.

### Work with Destination Wollongong to deliver the City Centre Marketing Plan

Destination Wollongong continues to deliver the City Centre Marketing Plan. Highlights include:

- Wollongong City Centre Retail and Business Awards with presentation night being held on Friday, 29 May 2015.
- 5,000 winter on Crown flyers were printed and distributed to key businesses, restaurants and cafes in the CBD.
- What's for Lunch Promotion: This voucher booklet promoted the CBD food offering and encouraged CBD workers to try new places for lunch.
- Events including the Justice Crew Pop Up Performance, and Tutti in Piazza.

### Contribute to the promotion of tourism in Wollongong through the management of Council's three Tourist Parks at Bulli, Corrimal and Windang

The effective management and ongoing development of Council's three Tourist Parks has resulted in an improved financial position. This has been enhanced with the employment of a full-time Operations Manager in the June Quarter. The new role brings extensive experience in building and expanding current and new business initiatives incorporating research and market analysis, brand creation and management, and developing and delivering responsive business development proposals, plans and strategies. A Marketing Officer has been established and will commence in 2015-2016 to further drive the Parks' performances.



### Continue the review of the City Centre Revitalisation Plan

City Centre Revitalisation highlights included:

- Thursday Night Eat Street continued in Upper Crown St Mall with the activity continuing to see good visitation despite the cooler weather.
- Public Spaces, Public Life Study work continues to progress. Draft city vision and key strategies have been developed which will go out for community consultation during the next quarter.
- Installation of a new unisex toilet facility, including artwork, in MacCabe Park.
- Installation of a new playground in MacCabe Park.
- Successful implementation of the Clear Path of Travel project.
- Continued work on the installation of traffic lights and improved pedestrian access in the intersection of Burelli and Auburn Streets and also Burelli and Kenny Streets.
- Bus shelter upgrades along Burelli Street.
- Introduction of the CellOPark App for paying for on-street parking in Council-managed metered spaces in the city centre.
- 35 lunchtime performances were held in the Arts Precinct between September 2014 and May 2015, with 7,720 people engaged.



*IMAGE: Lunch time performance in the Arts Precinct*

### PERFORMANCE MEASURES

- Number of visitations to the tourism information centres: Q4 = 15,433 (Q3 = 19,340)
- Tourist Park occupancy rate of cabins: Q4 = 35 % (Q3 = 51%)
- Occupancy rates of paid on street parking: Q4 = 71 % (Q3 = 72%)
- Tourist parks occupancy rate of unpowered sites Q4 = 7 % (Q3 = 37%)
- Tourist parks occupancy rate of powered sites Q4 = 27 % (Q3 = 52%)

## GOAL 3:

# WOLLONGONG IS A CREATIVE, VIBRANT CITY

## WOLLONGONG CITY COUNCIL

### Deliver Community Cultural Development Projects

Community Cultural Development (CCD) projects have provided skill building, social and cultural engagement, built community capacity and created linkages to Viva la Gong. Examples include:

- a ceramic based project in partnership with Multicultural Communities Council Illawarra, working with 25 recently arrived Syrian refugees;
- a partnership project with Vision Australia which culminated in the development of 4 tactile panels that are to be exhibited at Viva la Gong 2015 and will then be on permanent display at Vision Australia premises;
- professional development workshop with the Flame Tree Dance Group bringing a professional dancer/choreographer to work with 9 indigenous dancers from the group to develop a unique dance and increase dance skills.

### In partnership with the community support the delivery of Refugee Week and Welcome to Wollongong programs

Refugee Week 2015 was held from 12 – 20 June. Council actively participated in the local Refugee Week committee which guided the development and delivery of a calendar of events with a strong focus on grass roots initiatives. The NSW State Launch of Refugee Week was also held in Wollongong for the first time. Other events included, screening of "Mary meets Mohommad" and "The Good Lie", Boundless Plains 2 a variety concert and the Relief Concert for Adjumani Refugee Camp. Council contributed to the design and printing of the promotional flyer, event management, media and general promotion. Council is also working in partnership with Keira High, Wollongong High School of the Performing Arts and Multicultural Communities Council of the Illawarra (MCCI) to deliver the Refugee Challenge project with year 9 & 10 students. During the last quarter the focus was on project design, peer training, research and resource development. The project will conclude in early August 2015 with a range of school based activities and an open community event.

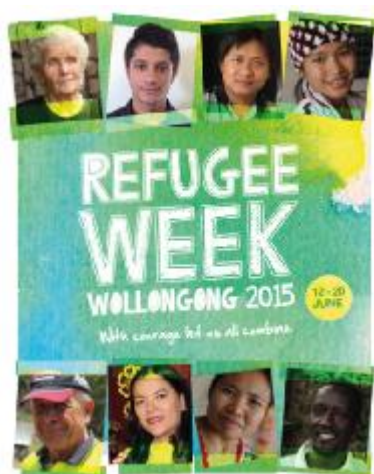


IMAGE: Council actively participated in Refugee Week

## Deliver the Public Art Program

The following Public Art programs have been developed and delivered over 2014/15:

- Central Business District (CBD) Panel Project
- Art light boxes project in Ethel Hayton Walk
- Digital Art Installation Project in the City Centre Mall
- Youth Centre panel project
- Exeloo Artwork in MacCabe Park
- Illawarra Remembers Panels on Council Administration building
- Pig Alley Mural
- Corrimal Coles Wall Mural



*IMAGE: A range of artworks installed in the June quarter*

*(Artists Top to bottom*

*Art Light boxes - 8 x artists exhibiting in Ethel Hayton*

*Walkway,*

*Trait (left) and Ponchoarmy – Arts Precinct,*

*Artist Kathryn Orton – Wollongong Gallery – Burelli St)*



## Deliver Reconciliation Week program and support NAIDOC week programs through Small Grants to the Indigenous community

The Flash Mob event for Reconciliation Week was held in the Crown Street Mall. Three local schools, a number of Aboriginal organisations and community members attended the function. The Illawarra Flame Trees dance troupe led the flash mob dance with over 200 people in attendance.

NAIDOC Week small grants were allocated with five community groups receiving grants: Bellambi Neighbourhood Centre, Illawarra Koori Men's group, Korewal Elouera Jerrungarugh, Illawarra Aboriginal Corporation and Noogaleek Children's Centre who shared \$6,000 of funding.



*IMAGE: The Illawarra Flame Trees dance troupe led the flash mob dance with over 200 people in attendance. This was part of Reconciliation week.*



### Deliver a program of events to be held in 2015 – 16, in commemoration of 200 years of European settlement in Wollongong

Wollongong Council in partnership with Shellharbour City Council and the Bicentenary Committee has created a program called "Illawarra 200" to commemorate 200 years of European settlement in the Illawarra. Expressions of interest were opened in February 2015 to give community organisations and individuals the opportunity to badge their events as part of the Illawarra 200 calendar. The calendar was launched in May 2015 on the shores of Lake Illawarra. The first event took place during Reconciliation Week in May 2015 to acknowledge the area's Aboriginal history and culture. The program will conclude in December 2016.



*IMAGE: Illawarra 200 Calendar Launch*

### PERFORMANCE MEASURES

- Library visitations: Q4 = 252,903 (Q3 = 354,280)
- Library – total number of loans: Q4 = 351,831 (Q3 = 232,074)
- Library programs: number of programs: Q4 = 401 (Q3 = 422)
- Library programs: number of participants: Q4 = 11,706 (Q3 = 6,206)

# GOAL 4: WE ARE A CONNECTED AND ENGAGED COMMUNITY

WOLLONGONG CITY COUNCIL

## Deliver the Bushcare Program

The Wollongong City Bushcare program has continued to support the efforts of 400 volunteers (per quarter average) who contributed a total of 16,145 hours of volunteer labour during 2014-15. Staff conducted a total of 15 events/workshops during the year and groups were supported with their safety and action plans with 23 visits from support staff. The Bushcare web page has been updated to include each group's site and action plan details as well as maps and flora and fauna information.

## Investigate opportunities for welcome to suburb signs

Council created and adopted a new Style Guide for suburb and park signage to create a streamlined and visually appealing standard for replacing old signage. The new style provides an opportunity to reduce the clutter of directional and regulatory signage that can accumulate over time. Park signage is replaced on a needs basis. Suburb signage will be replaced as need and budget allows. In partnership with the Corrimal Chamber of Commerce, Council installed the first new suburb entry signs in Corrimal in June 2015.



IMAGE: Council installed the first new suburb entry signs in Corrimal in June 2015



### Determine Council's response to local government reform proposals and coordinate any resulting change

2014-2015 saw the introduction of "Fit for the Future" – the NSW Government's response to the Local Government Independent Review Panel's recommendations on NSW local government reform. The Fit for the Future program recommends a number of changes to the sector to enable councils to have 'strategic capacity' and be financially sustainable into the future. A number of Council mergers were recommended as part of the reforms, although these did not apply to the Wollongong LGA. Instead a Joint Organisation model is proposed for the Illawarra region, and Wollongong commenced participation in a pilot program with Shellharbour, Kiama and Shoalhaven Councils in the second quarter. In the fourth quarter the Illawarra Pilot Joint Organisation had drafted its Strategic Plan 2015-2018, which included three core functions (set by the State government) and two option functions: regional strategic planning, inter-governmental collaboration, regional leadership and advocacy, enhancing regional strategic capacity, and regional service delivery. The pilot is expected to be completed by December 2015.

The Fit for the Future program also requires Councils to prepare proposals for how they will improve their performance against a set of 7 financial and infrastructure benchmarks. Council was well positioned in preparing their improvement proposal having undertaken the Securing our Future program in 2013-14. Council submitted its Fit for the Future Improvement Plan on 30 June 2015 which reflects a number of our Annual delivery planning actions towards achieving financial sustainability. It is anticipated by 2020, Council will meet 6 of the 7 benchmarks, and is well towards achieving the 7<sup>th</sup> benchmark. The NSW Independent Pricing and Regulatory Tribunal will assess these proposals in the next quarter and provide recommendations to the Minister for Local Government.

### Communicate and implement changes required under Work Health Safety

Significant progress has been achieved in improving in our Safety Culture. The development and implementation of our safety behaviours and the WHS Leadership Training (over 150 supervisors) has contributed to support this cultural change. Training focused on improving WHS knowledge and skills in the application of the management system across all business areas. This involved defining responsibilities and accountabilities and re-enforcing the application of positive safety behaviour. This program will continue to be delivered across all levels of supervisors. The impact on our culture and behaviour can be demonstrated by the 2014 internal survey results whereby 86% of staff ranked the criteria as "moderate to great extent" that supervisors actively lead WHS in the workplace."

This is supported by our injury management services to effectively manage work and non-work related injuries/illnesses to return to employees to work as soon as practicable. The success of the program is evidenced by our reduction in Workers Compensation costs and the results of the 2014 internal survey whereby 88% of staff feel they are supported with illness and injury at work.

The 'Live Well – Lets Work Together' program continued during the year to support our safety and wellness culture. This Wellness Program delivered a number of initiatives to enable our staff to make healthy lifestyle choices. The success of this program is demonstrated by the 2014 internal survey results whereby 72% of staff responded "moderately or to a great extent" that they believed that the Wellness Program provided valuable information and activities to staff.

## GOAL 4: WE ARE A CONNECTED AND ENGAGED COMMUNITY

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

Over the last 12 months the customer service team have provided a face to face service to 52,922 customers and a phone service to 190,116 customers. In the last 12 months Customer Service has commenced to provide service via web chat, video call and web based requests. Highlights include the fast response to the "storm green clean-up" where the team handled approximately 550 contacts from residents needing assistance after a severe storm (24 April) over a period of a week. It has also been rewarding to assist customers through our community centres via video calls.

In the June quarter, 34,740 phone service calls were received and 14,265 face to face services were delivered.

### Provide information updates via quarterly community newsletter and Council's website

Council delivered newsletters to the community in October and December 2014, and April 2015. Highlighted stories across the year included the opening of the Surf season, the completion of Crown Street Mall works, the launch of the Holborn Skate Plaza, major West Dapto road works and Illawarra 200. The April newsletter was a special edition with three versions being produced, tailored to highlight specific reinvestment works taking place in each ward. There were some common stories in these newsletters for example; a broad overview of the capital works program, the results of the Community Survey and programs such as Comic Gong.

## PERFORMANCE MEASURES

- Sick Leave: Q4 = 7.03 Days (Q3 = 6.54 Days)
- Number of Twitter followers for Council : Q4 = 3,240 (Q3= 3,042)
- Carers Leave: Q4 = 0.64 Days (Q3= 0.66)
- Lost Time Injury Frequency Rate: Q4 =18.04 (Q3= 18.04 )
- Number of media releases issued: Q4 =40 (Q3=49)
- Number of Council Facebook page 'likes: Q4 = 8,702 (Q3= 7,336)
- Workers compensation costs as a percentage of payroll: Q4 = 1.40 % (Q3= 1.40%)
- Telephone calls are answered within 30 seconds: Q4 =74 % (Q3= 73%)
- Enquiries made in person are welcomed and attended to within 5 minutes: Q4 = 92 % (Q3= 92%)

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

## WOLLONGONG CITY COUNCIL

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

In 2014-15 Council spent \$59.5M on renewal projects as part of its capital works program with revenue made available to capital from operational funds of \$44.3M. This equates to a performance of 134% relative to the target of 85%.

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

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

The additional revenue from the Special Rate Variation and savings programs have been fully allocated in the 2014-15 capital budget (\$6.070M in 2014-15) for the delivery of an accelerated asset renewal program, including increased allocations to building renewal projects.

Construction started in June on North Beach kiosk. The scope of works includes replacement of curved concrete parapet wall above the south façade of the building, a new roof to replace the existing leaking roof, refurbishment of the existing heritage windows and doors and new internal fit out of the kiosk. A temporary kiosk has been in place during the construction period to allow the tenant to continue trading.



IMAGE: North Beach Kiosk Refurbishment

### Deliver community development programs for children and young people

A range of community development initiatives were delivered for children, with Paint the Gong ReaD a community partnership project being a key focus. The annual reading day was held in August with 290 children and 170 families participating. The programs mascot "Bright Spark" attended a range of community events including the annual reading day, the launch of the 2<sup>nd</sup> phase of the Imagination Library, The National Child Protection Week event, Lifeline Book Fair, Viva la Gong and various libraries and child care centres. The reading tent was also part of a range of community events and book boxes were distributed to various doctors surgeries and local businesses. The Paint the Town ReaD national literacy conference was also held in Wollongong in March with 205 delegates from across the country participating. In June "Bright Spark" also celebrated her first birthday with 100 local children.

Wollongong Youth Services delivered a range of projects with young people. Highlights included a partnership with Swell Café which resulted in over 50 young people completing the Master Barista workshop (25 in the June quarter).

Cultural Creations, delivered a series of interactive theatre workshops supporting 270 young Culturally and Linguistically Diverse people to explore mental health and wellness in a supported environment. The group works towards an interactive theatre event which is performed to groups of peers and aimed at increasing awareness of mental health in Culturally and Linguistically Diverse communities and newly arrived Refugee young people.

During the year Youth Services had 31,072 (8,055 in June quarter) participants in its programs.



*IMAGE: Wollongong Youth Services partnered with Swell Coffee which resulted in 50 young people completing the Master Barista workshop.*

### Increase utilisation of Council's recreation and leisure assets

Utilisation at both leisure centres is slightly up on previous years with over 400,000 people visiting the centres this year. During this time over 4,000 students have attended learn to swim classes and customers have participated in any one of the 126 classes that are on offer each week. A variety of specialised programs have been conducted for people at risk of chronic diseases, lung disease, people with special needs, veterans affairs, and multi-cultural groups which have led to increased attendance.

### Develop and implement priority replacement program for below standard play facilities

The 2014-2015 renewal program has rolled out replacement playgrounds at 8 locations. In June Council celebrated the reopening of MacCabe Park Playground in Wollongong following a \$200,000 overhaul. The new playground boasts a climbing frame, mini trampoline and swings – many of the ideas from local pre and primary school students who were consulted during the design of the playground.



*IMAGE: The Lord Mayor at the reopening of MacCabe Park Playground*

### PERFORMANCE MEASURES

- Community Transport trips: Q4 = 32,902 (Q3 = 31,837)
- Direct-Run District Level Community Facilities visitation: Q4 = 56,391 (Q3 = 66,124)
- Utilisation of Direct-Run District Level Community Facilities: Q4 = 9,687 Hours (Q3 = 9,206 Hours)
- Social Support hours of service: Q4 = 9,717 Hours (Q3 = 10,608 Hours)
- Utilisation/visitation at pools: Q4 = 31,363 (Q3 = 98,137)
- Utilisation/visitation at beaches: Q4 = 14,165 (Q3 = 141,617)
- Total Visits commercial heated pools: Dapto: Q4 = 3,525 (Q3 = 7,957)
- Total Visits commercial heated pools: Corrimal: Q4 = 7,752 (Q3 = 9,564)



# 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.

Delivery of footpath and cycleway improvement programs is ahead of schedule.

During 2014-15, 52 footpath and shared path projects (new and renew) were completed and a further 15 projects have commenced construction. Two design only projects were completed with another design project commenced.

Footpaths and cycleways constructed in the June quarter include:

- Lakelands Drive, Dapto
- Sea Foam Avenue, Thirroul
- Dumfries Avenue, Mount Ousley
- Princes Highway, Fairy Meadow
- Princes Highway, Bulli
- Springhill Road, Wollongong
- Mt Keira Road, Mt Keira.

The Wollongong Bike Plan was completed in 2014 and a similar project to develop a citywide pedestrian, shared path and footpath plan has commenced. The project has been scoped in consultation with the Active Transport Reference Group ahead of its development during 2015-16. The Pedestrian Plan will further integrate civil construction project planning and confirm developer requirements for pedestrian facilities, particularly in suburban areas.



*IMAGE: Construction underway for Wollongong Harbour Heritage Walk*

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

Council is liaising with a number of key State Government Agencies on a number of regionally significant transport projects. These include: City Centre projects relating to bus operations and facilities, traffic signal installations and operations and sustainable transport projects relating to bicycle and pedestrian facilities. West Dapto transport projects have required liaison with Roads and Maritime Services (RMS), State Rail, and Transport for NSW (TfNSW). Council has worked closely with RMS on the design and staging of the Albion Park Rail Bypass interchanges in Wollongong Council's Local Government Area to ensure that they are integrated with our future transport and land release strategies.

### Deliver the asset renewal program for active transport

Council continues to invest strongly in the renewal of assets supporting active transport uses including bicycle and pedestrian facilities. Major projects include:

- Reconstruction of the shared path in Squires Way between Cabbage Tree Creek and Elliotts Road, completed in December 2014. The renewed facility is 4 metres wide and 1.3 km long and provides separate designated areas for cyclists and pedestrians. The facility is an important link within Council's bicycle network and provides a crucial connection between Wollongong Foreshore/City Centre and coastal suburbs to the north. Utilisation of the path has been found to be amongst the highest in the city.
- Completion of the shared path along Cordeaux Road. The increase in width will improve amenity for the range of users who use this busy section of path.

In addition, four other shared path assets were renewed during the financial year including paths at North Wollongong and Figtree; and fifteen footpaths were upgraded or reconstructed, including paths at Koonawarra, Lake Heights, Wollongong, Woonona, Balgownie, Dapto, Coalcliff, Fairy Meadow and Warrawong.

### Deliver approximately \$1.1M in road resurfacing & reconstruction for 2014-15

Delivery is ahead of program. The following major roads were reconstructed or resealed in the June quarter:

- Parkes Street Helensburgh
- Berkeley Road, Berkeley
- Resolution Drive, Unanderra
- Princes Highway and Rothery Road, Corrimal
- Princes Highway, McGrath to Cabbage Tree, Fairy Meadow
- Manikato Place and Kensington Town Drive, Kembla Grange
- Jenkins Street, Port Kembla
- Squires Way, North Wollongong.

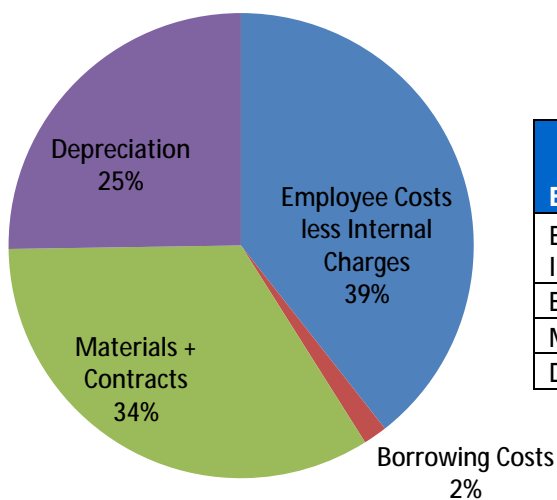
## PERFORMANCE MEASURES

- Delivery of Council's Capital Program: Q4 = 101.76% (Q3 = 67%)

# HOW WE PERFORMED AGAINST OUR BUDGETS

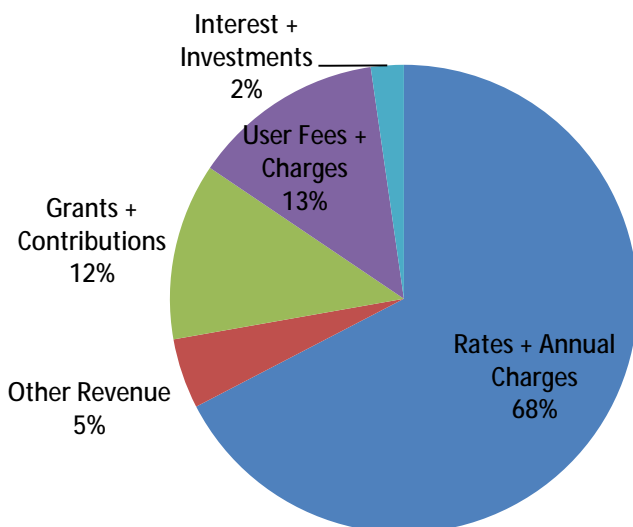
## WOLLONGONG CITY COUNCIL

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



Expense Type (\$'M)	Actual June 2015	2014-15 Budget
Employee Costs less Internal Charges	94.9	97.4
Borrowing Costs	4.0	4.0
Materials + Contracts	81.2	85.9
Depreciation	60.8	60.8
<b>Total</b>	<b>240.9</b>	<b>248.1</b>

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



Income Type (\$M)	Actual June 2015	2014-15 Budget
Rates and Annual Charges`	166.9	166.6
Other Revenue	12.0	11.8
Grants +Contributions	30.3	29.8
User Fees + Charges	32.9	32.1
Interest +Investments	5.6	5.6
Profit on Disposal Assets	3.5	4.7
<b>Total</b>	<b>251.2</b>	<b>250.6</b>



# PRELIMINARY END OF YEAR REPORT MANAGER FINANCE

## WOLLONGONG CITY COUNCIL

The pre audit financial results for 2014-15 show a continuation of incremental improvement across a broad range of Council operations. While improvement was recorded in the March Quarterly Review there was additional recognition at that stage that Council's performance was trending better than budget. In June Council further recognised the continuing trend in improved operating results by adjusting the Final Annual Plan for 2015-16 to recognise the anticipated recurrence for some of this change.

The results presented in this Annual Review are unaudited and as yet do not have financial transactions for the joint venture operations of Westpool and United Independent Pools that are completed externally. The reported Operating Surplus [pre capital] of \$10.4M represents 3.1% improvement on budget, or \$7.8M.

The Total Funds movement (which closely represents the cash movement for the year after transfers to and from Restricted Assets) was a deficit of \$2.1M, a 3% improvement on budget or \$7.9M.

The total value of Capital Works delivered was \$85.8M against a budget of \$84.3M.

These results reflect a substantial positive outcome against budget for the financial year ending 30 June 2015. While beyond current expectations they are consistent with the longer term direction set in the Securing our Future program that adopted minimum targets in efficiency and other revenue opportunities and recognised that there was potential for a further "upside" required to create additional opportunity and improved delivery outcomes.

The following table provides a summary view of the overall financial results for the year.

Table 1

FORECAST POSITION		Original Budget	Revised Budget	YTD Actual	Variation
KEY MOVEMENTS		1-Jul	30-Jun	30-Jun	
Operating Revenue	\$M	241.8	250.6	251.2	0.6
Operating Costs	\$M	(251.1)	(248.1)	(240.9)	7.2
<b>Operating Result [Pre Capital]</b>	<b>\$M</b>	<b>(9.3)</b>	<b>2.5</b>	<b>10.4</b>	<b>7.8</b>
Capital Grants & Contributions	\$M	32.6	18.7	22.0	3.3
<b>Operating Result</b>	<b>\$M</b>	<b>23.3</b>	<b>21.3</b>	<b>32.4</b>	<b>11.1</b>
<b>Operational Funds Available for Capital</b>	<b>\$M</b>	<b>41.8</b>	<b>33.6</b>	<b>41.8</b>	<b>8.2</b>
<b>Capital Works</b>		<b>83.7</b>	<b>84.3</b>	<b>85.8</b>	<b>(1.5)</b>
Contributed Assets		-	1.9	1.9	-
Transfer to Restricted Cash		1.0	24.7	24.6	0.1
Funded from:					
- Operational Funds	\$M	41.8	33.6	41.8	8.2
- Other Funding	\$M	40.3	67.4	68.4	1.0
<b>Total Funds Surplus/(Deficit)</b>	<b>\$M</b>	<b>(2.7)</b>	<b>(9.9)</b>	<b>(2.1)</b>	<b>7.9</b>

## PRELIMINARY END OF YEAR REPORT OF MANAGER FINANCE

The pre audit Operating Surplus [pre capital] for year ending 30 June 2015 is \$10.4M (\$7.8M favourable). The Operating Result is a key indicator of long term financial sustainability. Council's Financial Strategy aims to exceed a targeted breakeven result which has now been achieved for the first time ahead of target. The positive result is due to a combination of timing, non-recurrent factors, improvements in income and expenditure trends that were identified during the 2015-16 Annual Plan exhibition period and have been included in future forecasts, and better than expected spending patterns as the organisation realises opportunities for the achievement of efficiency targets. The Operating Result also includes a number of large non cash adjustments associated with employee provisions and asset disposals that offset one another.

The Total Funds Deficit (annual movement in Available Funds) is \$2.1M (\$7.9M favourable). The improvement in the Funds Result provides additional cash that may be used to support additional or unfunded projects in future periods. The 2015-16 Annual Plan included the creation of an internal restriction to hold windfalls or improvements in financial result beyond those planned in the Securing Our Future Program. The intent was that accumulated funds in this restriction could be directed by Council to support a range of future strategic projects, including West Dapto and Warrawong Community Centre and Library.

An overview of improvements in the Funds Result is shown below, more detailed information is provided later in the document.

Overview of Variations Impacting on Funds Result		
	\$000's	\$000's
<b>Timing issues or non recurrent</b>		
Lake Illawarra	188	
Payments for accumulated leave for staff coming from other councils	188	
IT Operational projects	175	
Insurance Contribution not Required	150	
Revenues relating to prior year insurance events	139	
Training schemes	139	
Crown St Façade Rejuvenation	76	
City Centre & Mall reduced cleaning & maintenance during construction	132	
Various projects in progress at end of year	108	
West Dapto Review	110	1405
<b>Improvements included in future forecasts (fully or partially)</b>		
Internal staff charged to capital projects	1224	
Rate adjustments provision for appeals	163	
Development approval income	160	
Cemetery/Crematorium Income	154	
Tourist Park Income	112	
Electricity	332	
Legal Expenditure	110	
Workers Compensation related expenses	346	
Waste Facility operations (EPA Levy)	264	2,865
<b>Expenditure Improvements requiring further analysis</b>		
Vacancy & delayed recruitment	460	
Lower level of penalties & backfill for aquatic services	279	
Non cash component of labour on-costs	477	
Doubtful Debts Provision Decrease	166	
Street lighting	136	
Other improvements broadly spread across Services	2,444	3,962
<b>Capital</b>		
Net over expenditure/funding on capital		(382)
<b>Total Improvement Funds Result</b>		<b>7,850</b>

## 1 Income & Expense

The primary variations and issues are discussed below with favourable changes identified as (F) and unfavourable (U). A more comprehensive list is provided in Table 7.

- Rates and Annual Charges \$238K (F). Improved result is mainly due to a lower level of valuation appeals than expected.
- User Charges & Fees \$780K (F). The positive variation is mainly attributable to Development Applications (\$160K), Crematorium & Cemeteries (\$154K), Tourist Parks (\$112K), Commercial Tipping (\$109K), Rating Certificates provided (\$75K) and other more minor variations
- Other Revenue \$209K (F). This variation is due to accumulated leave transferred from other councils (\$188K), higher than anticipated net proceeds from the final Oakvale legal settlement (\$105K), insurance recoveries related to prior year events (\$71K) offset by the fair value adjustment for properties (\$162K).
- Grants and Contributions - Operating \$507K (F). This variation is due to the timing of grants from the Rural Fire Service (\$149K), Roads and Maritime (\$127K) and amounts received as part of an event relating to the Australian Local Government Woman's Association (\$76K).
- Grants and Contributions - Capital \$3.3M (F). This variation is due to the timing of developer contributions (\$2.5M), additional grants for the Springhill Rd Shared Path (\$492K) and for the purchase of a flood affected property (\$180K).
- Employee Costs \$1.3M (F). Employee costs have been impacted by two major non cash adjustments that relate to the valuation of provisions. The first is an improvement in the workers compensation provision of \$2.4M that is related to changes in legislation as well as improved work practices. This improvement is partly offset by an increase in the valuation of employee leave entitlements of \$1.3M that is the result of application of revised discount rates. Variations in cash component of employee costs includes additional costs in the Project Delivery area offset by recovery from capital (\$613K) offset partly by lower expenditure in the Property (\$380K) and Finance (\$166K) divisions.
- Borrowing Costs \$46K (U). This variance is due to the timing of the drawdown of LIRS loan funds.
- Contracts, Materials and Other Expenses \$4.8M (F). The larger variances include:
  - Projects and works competed in other expenditure categories and funded projects \$1,643 (F)
  - Range of specific projects that did not utilise full budget \$782K (F)
  - Range of under expenditures that are not individually material, but together result in a saving of \$2,295K
  - Street lighting & electricity \$468K (F)
  - EPA levy \$264 (F).

More detailed information can be found in the Major Variations table in the appendix to this report.

- Internal Charges Labour \$1.2M (F). This favourable variance is due to the increase in the amount of internal labour applied to the capital program for design and project management, which reduces the operating cost of labour.

## 2 Capital Budget

Council expended \$85.8M on its capital works program compared to a budget of \$84.3M. The additional expenditure on the capital program delivery compared to budget is partially due to the finalisation of purchase of a flood affected property and additional funded works.

The change in timing of expenditure and funding may impact on projections contained in the Adopted Annual Plan and 2012-17 Delivery Program.

## 3 Cash & Investments

Council's actual cash and investments show an increase of \$20.3M compared to the March Quarter projections that has been impacted by the receipt of developer contributions (\$2.5M), additional operational and capital grants (\$1.3M), timing of supplier payments and debtor receipts (\$8.4M), increase proceeds from property sales (\$0.5M) and operational savings compared to budget (\$7.8M).

# PRELIMINARY END OF YEAR REPORT OF MANAGER FINANCE

Table 2

CASH, INVESTMENTS & AVAILABLE FUNDS						
	Actual 2013/14	Original Budget 2014/15	September QR 2014/15	December QR 2014/15	March QR 2014/15	Actual Ytd 30 June 2015
	\$M	\$M	\$M	\$M	\$M	\$M
Total Cash and Investments	118.0	109.5	112.9	129.8	124.4	144.7
Attributed to:						
External Restrictions						
Developer Contributions	14.0	11.7	11.2	12.5	11.7	15.1
Specific Purpose Unexpended Grants	11.6	17.8	20.8	15.5	5.2	5.0
Special Rates Levy City Centre	0.2	0.2	0.1	0.1	0.2	0.2
Unexpended Loans	25.3	16.8	15.7	30.5	30.7	31.3
Domestic Waste Management	8.1	9.5	10.4	10.7	10.0	10.7
Private Subsidies	3.3	2.3	4.3	3.8	4.0	4.8
West Dapto Home Assistance		5.8	5.8	5.8	5.8	5.8
Stormwater Management Charge	0.4	0.4	0.2	0.2	0.2	0.4
Total External Restrictions	63.0	64.6	68.6	79.1	67.8	73.3
Internal Restrictions						
Property Investment Fund	-	-	-	7.8	7.8	7.8
Future Programs	-	-	-	-	6.9	6.9
Community Infrastructure Fund	1.5	3.7	4.2	4.2	4.2	4.1
Strategic Projects	5.2	5.2	5.2	5.2	11.1	11.2
Sports Priority program	0.8	0.8	0.7	0.5	0.5	0.5
Car Parking strategy	0.2	(0.2)	(0.1)	0.1	0.1	0.3
MacCabe Park Development	0.5	0.7	0.7	0.7	0.7	0.7
Darcy Wentworth Park	0.1	0.2	0.2	0.2	0.2	0.2
Garbage Disposal Facility	13.8	16.4	13.1	11.2	11.1	9.5
Telecommunications Revenue	0.1	0.2	0.1	0.1	0.1	0.1
West Dapto additional rates	0.3	-	-	-	-	0.1
Southern Phone	-	-	0.5	0.4	0.5	0.5
Carbon Pricing	4.5	6.6	4.5	4.5	4.4	4.4
Total Internal Restrictions	27.0	33.5	29.2	35.1	47.7	46.3
Available Cash	28.0	11.3	15.2	15.6	8.9	25.0
Net Payable & Receivables	(3.6)	4.5	5.9	6.0	5.7	(2.7)
Current payables	(29.1)	(22.6)	(22.6)	(22.6)	(22.3)	(29.1)
Receivables	18.6	21.2	21.4	21.5	21.0	17.6
Other	1.6	0.9	1.7	1.7	1.7	4.3
Non current Receivables	5.2	5.0	5.4	5.4	5.4	4.5
Available Funds	24.4	15.9	21.1	21.6	14.6	22.3

4 Long Term Financial Projections

The Long Term Forecast for Available Funds has been adjusted to reflect the pre audit result as presented in this report. Other financial indicators have not been adjusted at this stage to reflect any timing issues that may impact on the next year’s operations. It is proposed that any adjustments necessary will be considered as part of the September Quarterly Review for 2015-16.

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].

Based on the 2015-16 Adopted Annual Plan the target range for Available Funds is between \$8.7M and \$11.6M (lower range) and \$13.7M and \$18.3M (upper range) over the life of the Long Term Financial Plan. The preliminary result for the year ended 30 June 2015 indicates an improvement of \$7.9M in Available Funds.

The 2015-16 Annual Plan included the creation of an internal restriction to hold windfalls or improvements in financial result beyond those planned in the Securing Our Future Program. At the March Quarterly Review an amount of \$11.2M was held as an internally restricted asset. The intent was that accumulated funds in this restriction could be directed by Council to support a range of future strategic projects, including West Dapto and Warrawong Community Centre and Library. Direction of the improvements at year end to this restricted asset would increase it to \$19.1M. This would provide Council with an opportunity to review future programs during the 2015-16 and better reflect its intention for Available Funds that are held for the purposes defined above.

The table below reflects the Available Funds prior to any decision to transfer the additional improvements to Strategic Projects Restricted Asset.

Table 3

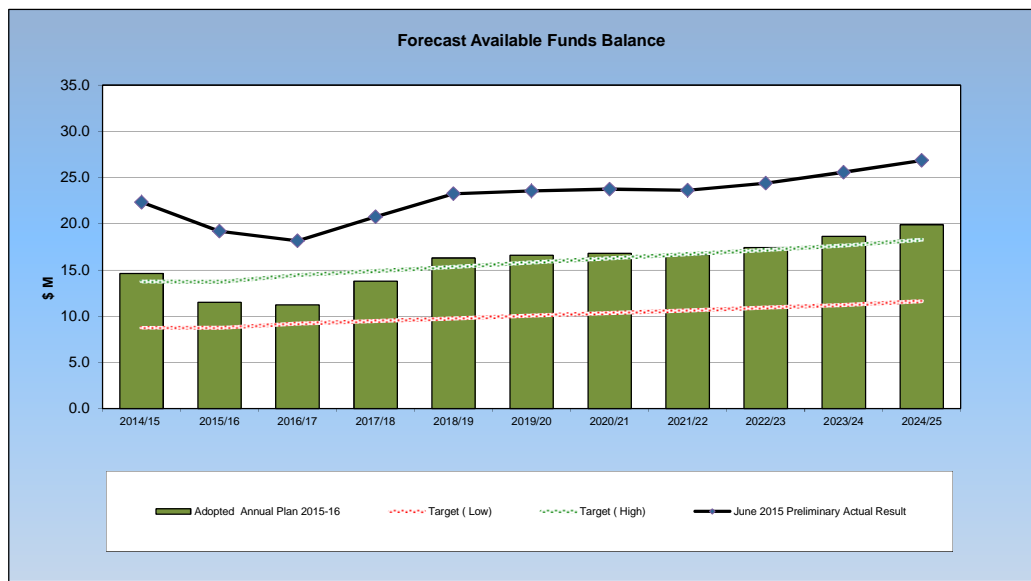


Table 4

<b>WOLLONGONG CITY COUNCIL</b>				
1 July 2014 to 30 June 2015				
	2014/15 Original Budget \$'000	2014/15 Current Budget \$'000	2014/15 Actual YTD \$'000	2014/15 Variance YTD \$'000
<b>Income Statement</b>				
<b>Income From Continuing Operations</b>				
<b>Revenue:</b>				
Rates and Annual Charges	165,699	166,611	166,849	238
User Charges and Fees	32,487	32,071	32,851	780
Interest and Investment Revenues	5,238	5,644	5,689	46
Other Revenues	9,143	11,756	11,965	209
Grants & Contributions provided for Operating Purposes	28,146	29,811	30,318	507
Grants & Contributions provided for Capital Purposes	32,604	18,731	22,033	3,302
<b>Other Income:</b>				
Profit/Loss on Disposal of Assets	1,040	4,736	3,538	(1,198)
<b>Total Income from Continuing Operations</b>	<b>274,357</b>	<b>269,360</b>	<b>273,244</b>	<b>3,884</b>
<b>Expenses From Continuing Operations</b>				
Employee Costs	107,212	108,689	107,413	1,276
Borrowing Costs	3,830	3,991	4,037	(46)
Materials, Contracts & Other Expenses	90,424	87,378	82,599	4,779
Depreciation, Amortisation + Impairment	61,767	60,774	60,763	11
Internal Charges (labour)	(10,606)	(11,309)	(12,515)	1,205
Internal Charges (not labour)	(1,536)	(1,420)	(1,438)	18
<b>Total Expenses From Continuing Operations</b>	<b>251,092</b>	<b>248,103</b>	<b>240,859</b>	<b>7,244</b>
<b>Operating Results From Continuing Operations</b>	<b>23,265</b>	<b>21,257</b>	<b>32,385</b>	<b>11,128</b>
<b>Discontinued Operations</b>				
Net Profit/Loss from Discontinued Operations	0	0	0	0
<b>Net Operating Result for the Year</b>	<b>23,265</b>	<b>21,257</b>	<b>32,385</b>	<b>11,128</b>
<b>Net Operating Result for the Year before Grants &amp; Contributions provided for Capital Purposes</b>	<b>(9,338)</b>	<b>2,526</b>	<b>10,352</b>	<b>7,826</b>
<b>NET SURPLUS (DEFICIT) [Pre capital] %</b>	<b>8.5%</b>	<b>7.9%</b>	<b>11.9%</b>	<b>286.5%</b>
<b>Funding Statement</b>				
<b>Net Operating Result for the Year</b>	<b>23,265</b>	<b>21,257</b>	<b>32,385</b>	<b>11,128</b>
<b>Add back :</b>				
- Non-cash Operating Transactions	78,059	70,944	71,834	890
- Restricted cash used for operations	14,413	16,276	16,231	(46)
- Income transferred to Restricted Cash	(58,334)	(58,364)	(62,202)	(3,839)
- Payment of Accrued Leave Entitlements	(10,145)	(10,895)	(10,934)	(39)
- Payment of Carbon Contributions	(427)	(263)	(264)	(1)
<b>Funds Available from Operations</b>	<b>46,832</b>	<b>38,955</b>	<b>47,049</b>	<b>8,094</b>
Advances (made by) / repaid to Council	(135)	(135)	10	145
Borrowings repaid	(4,914)	(5,236)	(5,244)	(7)
<b>Operational Funds Available for Capital Budget</b>	<b>41,782</b>	<b>33,583</b>	<b>41,816</b>	<b>8,232</b>
<b>CAPITAL BUDGET</b>				
Assets Acquired	(83,693)	(84,306)	(85,789)	(1,483)
Contributed Assets	0	(1,909)	(1,909)	(0)
Transfers to Restricted Cash	(1,040)	(24,699)	(24,579)	120
<b>Funded From :-</b>				
- Operational Funds	41,782	33,583	41,816	8,232
- Sale of Assets	3,263	12,061	12,569	509
- Internally Restricted Cash	5,126	8,258	8,584	326
- Borrowings	0	15,000	15,000	0
- Capital Grants	13,914	12,724	13,713	990
- Developer Contributions (Section 94)	5,858	5,078	5,084	7
- Other Externally Restricted Cash	10,136	10,414	10,368	(46)
- Other Capital Contributions	1,955	3,895	3,091	(804)
<b>TOTAL FUNDS SURPLUS / (DEFICIT)</b>	<b>(2,700)</b>	<b>(9,903)</b>	<b>(2,052)</b>	<b>7,850</b>

Table 5

MAJOR VARIATIONS compared to Budget	\$'000s	Offsetting Items for Fund	Surplus	Deficit	Net by type
<b>REVENUES FROM ORDINARY ACTIVITIES</b>					
<b>Rates &amp; Annual Charges</b>					
Rate adjustments provision not required			163		
Other rate income		9	66		238
<b>User Charges &amp; Fees</b>					
Development applications			160		
Tourist Parks			112		
Commercial Tipping Fees			109		
Cemeteries & Crematorium			154		
Rating Certificate Income			75		
Hygiene Inspections & Registrations			69		
Parking income		28			
Various other adjustments			73		780
<b>Interest and Investment Revenue</b>					
Impact of cash holdings & returns			46		46
<b>Other Revenue</b>					
Fair Value adjustment for properties		(162)			
Additional net proceeds for Oakvale settlement		105			
Payment of accumulated leave for employees coming from other council			188		
Insurance proceeds & claimable storm events			139		
Rating legal cost recovery		(74)			
Domestic Waste associated income		(4)			
Other			17		209
<b>Grants &amp; contribution - Operating</b>					
Additional grants during fourth quarter		480	27		507
<b>EXPENSES FROM ORDINARY ACTIVITIES</b>					
<b>Employee Costs</b>					
Revision of Employee Leave Provisions					
Change in leave entitlements - revised discount rates		(1,270)			
Worker's compensation provision		2,379			
Projects and services delivered with other resource categorie		(1,386)			
<b>Funded Projects</b>					
Timing & use of alternate resources to deliver projects		(171)			
<b>Other</b>					
Vacancy, delayed recruitment & other savings			574		
Workers Compensation related expenses			346		
Lower level of penalties & backfill for aquatic services			279		
Training schemes			139		
Projects in progress at end of year			108		
Other		(2)	280		1,276
<b>EXPENSES FROM ORDINARY ACTIVITIES (cont)</b>					
<b>Borrowing Costs</b>					
Timing of LIRS interest payments				(46)	(46)
<b>Materials, Contracts &amp; Other Expenses</b>					
Projects and services delivered with other resource categories					
IT Operational projects		163	175		
Illegal dumping		383		(47)	
Building inspections		111		(9)	
Other		(149)			
<b>Funded Projects - timing &amp; use of alternate resources</b>					
<b>Projects</b>					
Legal		74	110		
Crown St Façade Rejuvenation		45	76		
West Dapto Review		21	110		
Lake Illawarra		20	188		
Return prior year grants		(49)			
Other		54	179		
City Centre & Crown St Mall			132		

Table 5 (cont)

Electricity & street lighting		468		
EPA Levy Domestic		264		
City Centre Parking	6	133		
Property Management		102		
Doubtful Debts Provision Decrease		166		
Non commercial buildings	(332)		(490)	
Increase in insurance provision (non cash)	(180)			
Various Other variations <\$100K	452	1,753		
<b>Depreciation</b>				
Revaluation of assets, asset lives & timing of projects	11			11
<b>Internal Charges</b>				
Charges to capital		1,224		
Projects and services delivered with other resource categorie	537			
Funded Projects - timing & use of alternate resources	(538)			1,223
<b>Profit/Loss on Disposal of Assets</b>				
Profit on sale of land, plant & vehicles	857			
Write off residual assets	(2,055)			(1,198)
<b>Operating Variation [pre capital]</b>	<b>213</b>	<b>8,204</b>	<b>(592)</b>	<b>3,047</b>
<b>Capital Grants &amp; Contributions</b>				
Additional grants	772			
S94 income	2,530			3,302
<b>Operating Variation [post capital]</b>	<b>3,515</b>	<b>8,204</b>	<b>(592)</b>	<b>11,128</b>
<b>FUNDING STATEMENT</b>				
<b>Non Cash Expenses</b>				
<b>Non Cash Adjustments</b>				
Revision of employee leave entitlements & workers comp	(1,109)			
Non cash component on costs		477		
Profit on sale of land, plant & vehicles	(857)			
Investment property revaluation	162			
Asset disposal carrying value	2,055			
Insurance provision	180			
Depreciation	(11)			
Interest free loan			(7)	890
<b>Restricted Cash Used for Operations</b>				
Funded project timing	(141)			
Prior year grants returned to funding body	49			
Carbon tax	45			
Other	1			(46)
<b>Payment Accrued Leave entitlements</b>				
Employee leave paid			(39)	(39)
<b>Payment Carbon Contributions</b>				
Carbon tax payment not required until 2014/15			(1)	(1)
<b>Advances(made by)/repaid to Council</b>				
Contribution to insurance pool not required for 2014-15		150		
Other			(5)	145
<b>Borrowings Repaid</b>				
Timing of LIRS			(7)	(7)
<b>Income Transferred to Restricted Cash</b>				
Additional capital income transferred to restricted cash	(3,302)			
Additional operational grants transferred to restricted cash	(379)			
Oakvale Legal Settlement	(105)			
Transfer net proceeds from parking to restricted asset	(28)			
Other	(75)	50		(3,839)
<b>OPERATIONAL FUNDS AVAILABLE FOR CAPITAL</b>	<b>0</b>	<b>8,881</b>	<b>(651)</b>	<b>8,231</b>
<b>CAPITAL BUDGET</b>				
Increase in capital program works & acquisitions			(1,483)	
Increase in funding for works completed		471		
Additional land sales		444		
Increase in proceeds on sale of other assets		66		
Transfers of Land Sale to Community Infrastructure Fund		120		(382)
<b>TOTAL FUNDS SURPLUS/(DEFICIT)</b>	<b>0</b>	<b>9,982</b>	<b>(2,134)</b>	<b>7,850</b>



## CAPITAL PROJECT REPORT

as at the period ended 30 June 2015

ASSET CLASS PROGRAMME	\$'000		YTD EXPENDITURE	\$'000
	CURRENT BUDGET			VARIATION
	EXPENDITURE	OTHER FUNDING		EXPENDITURE
<b>Roads And Related Assets</b>				
Traffic Facilities	2,435	(1,294)	2,375	60
Public Transport Facilities	508	(75)	592	(84)
Roadworks	8,294	(1,582)	8,401	(107)
Bridges, Boardwalks and Jetties	3,748	(1,741)	3,582	166
<b>TOTAL Roads And Related Assets</b>	<b>14,984</b>	<b>(4,692)</b>	<b>14,949</b>	<b>35</b>
<b>West Dapto</b>				
West Dapto Infrastructure Expansion	9,087	(9,110)	9,176	(89)
<b>TOTAL West Dapto</b>	<b>9,087</b>	<b>(9,110)</b>	<b>9,176</b>	<b>(89)</b>
<b>Footpaths And Cycleways</b>				
Footpaths	5,832	(4,260)	6,123	(290)
Cycle/Shared Paths	5,783	(3,891)	6,025	(242)
Commercial Centre Upgrades - Footpaths and Cycleway	11,638	(2,715)	11,619	19
<b>TOTAL Footpaths And Cycleways</b>	<b>23,253</b>	<b>(10,866)</b>	<b>23,766</b>	<b>(513)</b>
<b>Carparks</b>				
Carpark Construction/Formalising	577	(245)	645	(69)
Carpark Reconstruction or Upgrading	1,169	(200)	1,087	83
<b>TOTAL Carparks</b>	<b>1,746</b>	<b>(445)</b>	<b>1,732</b>	<b>14</b>
<b>Stormwater And Floodplain Management</b>				
Floodplain Management	993	(500)	1,552	(559)
Stormwater Management	1,631	(891)	1,585	47
Stormwater Treatment Devices	143	(143)	134	9
<b>TOTAL Stormwater And Floodplain Mar</b>	<b>2,767</b>	<b>(1,535)</b>	<b>3,271</b>	<b>(503)</b>
<b>Buildings</b>				
Cultural Centres (IPAC, Gallery, Townhall)	895	0	876	19
Administration Buildings	1,579	0	1,592	(14)
Community Buildings	5,388	(935)	5,152	236
Public Facilities (Shelters, Toilets etc.)	1,101	(113)	1,088	12
<b>TOTAL Buildings</b>	<b>8,962</b>	<b>(1,048)</b>	<b>8,709</b>	<b>254</b>
<b>Commercial Operations</b>				
Tourist Park - Upgrades and Renewal	615	0	997	(382)
Crematorium/Cemetery - Upgrades and Renewal	364	0	352	13
Leisure Centres & RVGC	225	0	227	(2)
<b>TOTAL Commercial Operations</b>	<b>1,204</b>	<b>0</b>	<b>1,576</b>	<b>(371)</b>
<b>Parks Gardens And Sportfields</b>				
Play Facilities	2,393	(404)	2,403	(10)
Recreation Facilities	584	0	593	(9)
Sporting Facilities	1,033	(925)	1,018	15
Lake Illawarra Foreshore	160	0	160	(0)
<b>TOTAL Parks Gardens And Sportfields</b>	<b>4,170</b>	<b>(1,329)</b>	<b>4,175</b>	<b>(5)</b>
<b>Beaches And Pools</b>				
Beach Facilities	454	0	521	(66)
Rock/Tidal Pools	1,277	0	1,283	(6)
Treated Water Pools	1,345	(7)	1,263	81
<b>TOTAL Beaches And Pools</b>	<b>3,076</b>	<b>(7)</b>	<b>3,066</b>	<b>9</b>

## CAPITAL PROJECT REPORT

as at the period ended 30 June 2015

ASSET CLASS PROGRAMME	\$'000		YTD EXPENDITURE	\$'000
	CURRENT BUDGET			VARIATION
	EXPENDITURE	OTHER FUNDING	EXPENDITURE	
<b>Natural Areas</b>				
Environmental Management Program	24	0	21	4
Natural Area Management and Rehabilitation	154	(26)	158	(4)
<b>TOTAL Natural Areas</b>	<b>179</b>	<b>(26)</b>	<b>179</b>	<b>(0)</b>
<b>Waste Facilities</b>				
Whytes Gully New Cells	6,125	(6,125)	6,507	(382)
Whytes Gully Renewal Works	205	(205)	175	30
Helensburgh Rehabilitation	220	(220)	223	(4)
<b>TOTAL Waste Facilities</b>	<b>6,550</b>	<b>(6,550)</b>	<b>6,905</b>	<b>(355)</b>
<b>Fleet</b>				
Motor Vehicles	1,486	(930)	1,388	98
<b>TOTAL Fleet</b>	<b>1,486</b>	<b>(930)</b>	<b>1,388</b>	<b>98</b>
<b>Plant And Equipment</b>				
Portable Equipment (Mowers etc.)	84	300	239	(155)
Mobile Plant (trucks, backhoes etc.)	2,832	(815)	2,693	139
Fixed Equipment	(0)	0	(0)	0
<b>TOTAL Plant And Equipment</b>	<b>2,916</b>	<b>(515)</b>	<b>2,932</b>	<b>(16)</b>
<b>Information Technology</b>				
Information Technology	820	0	846	(26)
<b>TOTAL Information Technology</b>	<b>820</b>	<b>0</b>	<b>846</b>	<b>(26)</b>
<b>Library Books</b>				
Library Books	1,200	0	1,203	(3)
<b>TOTAL Library Books</b>	<b>1,200</b>	<b>0</b>	<b>1,203</b>	<b>(3)</b>
<b>Public Art</b>				
Public Art Works	282	(22)	293	(11)
Art Gallery Acquisitions	141	(41)	138	3
<b>TOTAL Public Art</b>	<b>423</b>	<b>(63)</b>	<b>431</b>	<b>(8)</b>
<b>Emergency Services</b>				
Emergency Services Plant and Equipment	146	0	149	(3)
<b>TOTAL Emergency Services</b>	<b>146</b>	<b>0</b>	<b>149</b>	<b>(3)</b>
<b>Land Acquisitions</b>				
Land Acquisitions	695	0	625	70
<b>TOTAL Land Acquisitions</b>	<b>695</b>	<b>0</b>	<b>625</b>	<b>70</b>
<b>Non-Project Allocations</b>				
Capital Project Contingency	4	0	0	4
Capital Project Plan	639	(166)	708	(70)
<b>TOTAL Non-Project Allocations</b>	<b>643</b>	<b>(166)</b>	<b>708</b>	<b>(65)</b>
<b>TOTAL</b>	<b>84,306</b>	<b>(37,282)</b>	<b>85,789</b>	<b>(1,482)</b>

## Manager Project Delivery Division

### Commentary on June 2015 Capital Budget Report

As at 30 June 2015, year to date expenditure was \$85.8M of the final approved capital budget of \$84.3M. This value is \$1.5M above the final approved capital budget for 2014-15. The additional expenditure was supported by the introduction of \$0.5M of additional external funding leaving a balance of \$1.0M funded from general revenue.

The following table summarises the variations between final expenditure for 2014-15 and the final approved budget.

Program	Major Points of change to Capital Budget
Traffic Facilities	Work on traffic signals in Burelli Street at Kenny Street and Auburn Street intersections fell behind planned schedule
Public Transport Facilities	Additional work on renewal of suburban bus shelters was accelerated from 2015-16 program.
Road Works	Roadworks at Carr Parade, Resolution Drive and on the Princes Highway at Woonona, Corrimal and Fairy Meadow were accelerated from the 2015-16 planned program. Work on road reconstruction of The Drive, Stanwell Park fell behind planned schedule.
Bridges, Boardwalks & Jetties	Work on Cordeaux Road bridge west of William James Drive fell behind planned schedule
West Dapto	Cost for design work for extension of Fowlers Rd to Fairwater Drive exceeded planned budget.
Footpaths	Expenditure on renewal/upgrade of footpath works on Burelli Street (from Atchison Street to Keira Street) exceeded budget due to extent of work and major service adjustments.
Cycle/Shared Paths	Construction of new shared path on Springhill Road was completed ahead of schedule. Expenditure on construction of new shared path projects on the Princes Highway at Bulli and Porter Street, North Wollongong exceeded planned budget.
Carpark Construction/Formalising	Works on Stewart Street Carpark additional spaces exceeded budget due to increased scope of work (ie construction of further additional parking spaces). Expenditure on modifications to parking meters to allow use of mobile phones for payment was brought forward.
Car Park Reconstruction/Upgrade	Expenditure on resurfacing of Beaton Park Car Park was substantially completed under budget.
Floodplain Management	Purchase of flood affected property in Burringbar Street settled prior to the end of financial year.
Stormwater Management	Drainage works at Bellambi Road and Avonlea Street fell behind planned schedule.
Community Buildings	Projects for refurbishment of North Wollongong Beach Kiosk and Berkeley Community Centre fell behind planned schedule.
Tourist Park – Upgrades and Renewal	Expenditure brought to account for works in kind on Council owned assets completed by leasee at Surf Leisure Resort Towradgi in accordance with lease agreement.
Beach Facilities	Expenditure on Towradgi Beach Dunal Area reshaping project exceeded planned budget due to increases in both contractor design and construction costs.
Treated Water Pools	Beaton Park Pool Air Conditioning fell behind planned schedule.
Whytes Gully New Cells	Whytes Gully New Cell Design progressed ahead of planned schedule.

## PRELIMINARY END OF YEAR REPORT OF MANAGER FINANCE

Program	Major Points of change to Capital Budget
Whytes Gully Renewal Works	Whytes Gully Capital Minor Works upgrade fell behind planned schedule.
Motor Vehicles	Number of council vehicles replaced was lower than scheduled.
Portable Equipment (mowers etc)	Expenditure in Portable equipment offset by expenditure in Mobile Plant. Some items of Portable Equipment delivered ahead of planned schedule.
Mobile Plant (trucks backhoes etc)	Expenditure in Mobile Plant offset by Expenditure in Portable Equipment.
Information Technology	Expenditure on Information Technology project for Customer Relationship Management exceeded budget.
Land Acquisitions	Project at Darcey Rd carpark, Pt Kembla fell behind planned schedule.
Capital Project Plan	Expenditure on design for Bald Hill Reserve upgrade brought forward to meet construction staging requirements.

Where projects have proceeded ahead of the planned schedule, allocations in 2015-16 budget will be adjusted as required in the first quarter of 2015-16 financial year.

## WOLLONGONG CITY COUNCIL

	Actual 2014/15 \$'000	Actual 2013/14 \$'000
<b>BALANCE SHEET</b>		
	as at 30/06/15	as at 30/06/14
<b>CURRENT ASSETS</b>		
Cash Assets	124,611	89,329
Investment Securities	11,046	7,642
Receivables	17,636	18,572
Inventories	6,040	6,037
Other	4,313	1,646
Assets classified as held for sale	0	1,700
<b>Total Current Assets</b>	<u>163,646</u>	<u>124,926</u>
<b>NON-CURRENT ASSETS</b>		
Non Current Cash Assets	9,000	21,000
Non-Current Receivables	4,472	5,238
	0	0
Property, Plant and Equipment	2,251,351	2,207,842
Investment Properties	2,750	2,750
Westpool Equity Contribution	1,181	1,181
Intangible Assets	1,219	929
<b>Total Non-Current Assets</b>	<u>2,269,973</u>	<u>2,238,940</u>
<b>TOTAL ASSETS</b>	<u>2,433,619</u>	<u>2,363,866</u>
<b>CURRENT LIABILITIES</b>		
Current Payables	29,103	29,098
Current Provisions payable < 12 months	10,621	10,690
Current Provisions payable > 12 months	34,871	32,224
Current Interest Bearing Liabilities	6,369	3,908
<b>Total Current Liabilities</b>	<u>80,964</u>	<u>75,919</u>
<b>NON-CURRENT LIABILITIES</b>		
Non Current Interest Bearing Liabilities	39,758	31,459
Non Current Provisions	48,723	49,217
<b>Total Non-Current Liabilities</b>	<u>88,481</u>	<u>80,676</u>
<b>TOTAL LIABILITIES</b>	<u>169,445</u>	<u>156,595</u>
<b>NET ASSETS</b>	<u>2,264,174</u>	<u>2,207,271</u>
<b>EQUITY</b>		
Accumulated Surplus	1,133,463	1,103,532
Asset Revaluation Reserve	1,011,064	1,013,802
Restricted Assets	119,648	89,937
<b>TOTAL EQUITY</b>	<u>2,264,174</u>	<u>2,207,271</u>

# PRELIMINARY END OF YEAR REPORT OF MANAGER FINANCE

<b>WOLLONGONG CITY COUNCIL</b>		
CASH FLOW STATEMENT		
as at 30 June 2015		
	YTD Actual 2014/15 \$ '000	Actual 2013/14 \$ '000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
<b>Receipts:</b>		
Rates & Annual Charges	166,562	157,362
User Charges & Fees	32,479	33,034
Interest & Interest Received	6,034	5,587
Grants & Contributions	52,810	51,407
Other	14,118	13,774
<b>Payments:</b>		
Employee Benefits & On-costs	(100,813)	(95,572)
Materials & Contracts	(45,909)	(38,702)
Borrowing Costs	(1,313)	(989)
Other	(38,075)	(35,817)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>85,893</b>	<b>90,084</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
<b>Receipts:</b>		
Sale of Infrastructure, Property, Plant & Equipment	12,570	3,245
Deferred Debtors Receipts	3	12
<b>Payments:</b>		
Purchase of Investments	-	-
Purchase of Investment Property	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(81,532)	(91,729)
Purchase of Interests in Joint Ventures & Associates	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(68,959)</b>	<b>(88,472)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
<b>Receipts:</b>		
Proceeds from Borrowings & Advances	15,000	4,305
<b>Payments:</b>		
Repayment of Borrowings & Advances	(5,248)	(4,742)
Repayment of Finance Lease Liabilities	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	<b>9,752</b>	<b>(437)</b>
Net Increase/(Decrease) in Cash & Cash Equivalents	26,686	1,175
plus: Cash & Cash Equivalents and Investments - beginning of year	117,971	116,796
<b>Cash &amp; Cash Equivalents and Investments - year to date</b>	<b>144,657</b>	<b>117,971</b>

<b>WOLLONGONG CITY COUNCIL</b>		
CASH FLOW STATEMENT		
as at 30 June 2015		
	YTD Actual 2014/15 \$ '000	Actual 2013/14 \$ '000
<b>Total Cash &amp; Cash Equivalents and Investments - year to date</b>	<b>144,657</b>	<b>117,971</b>
<b>Attributable to:</b>		
External Restrictions (refer below)	73,313	63,961
Internal Restrictions (refer below)	46,338	24,384
Unrestricted	25,006	29,626
	<b>144,657</b>	<b>117,971</b>
<b>External Restrictions</b>		
Developer Contributions	15,091	11,758
RMS Contributions	143	238
Specific Purpose Unexpended Grants	4,855	10,910
Special Rates Levy Wollongong Centre Improvement Fund	-	-
Special Rates Levy Wollongong Mall	201	251
Special Rates Levy Wollongong City Centre	4	11
Local Infrastructure Renewal Scheme	24,295	18,791
Unexpended Loans	7,020	12,877
Domestic Waste Management	10,697	6,408
Private Subsidies	4,820	1,883
West Dapto Home Deposit Assistance Program	5,816	-
Stormwater Management Service Charge	371	834
<b>Total External Restrictions</b>	<b>73,313</b>	<b>63,961</b>
<b>Internal Restrictions</b>		
Property Development	4,122	(252)
Property Investment Fund	7,845	-
Strategic Projects	11,208	-
Future Projects	6,941	-
Sports Priority Program	514	850
Car Parking Strategy	253	489
MacCabe Park Development	690	391
Darcy Wentworth Park	165	99
Garbage Disposal Facility	9,533	20,281
Telecommunications Revenue	118	279
West Dapto Development Additional Rates	81	71
Southern Phone Natural Areas	489	-
Carbon Price	4,379	2,176
<b>Total Internal Restrictions</b>	<b>46,338</b>	<b>24,384</b>

## PRELIMINARY END OF YEAR REPORT OF MANAGER FINANCE

The following tables provide details of contracts ( other than contractors that are on Council's preferred supplier list that have a value equivalent of 1% of estimated income from continuing operations or \$50K, whichever is the lesser) and amounts expended on consultancies and legal fees for 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

Contract Listing						
Budget Review for Quarter ended June 2015						
Contractor	Contract Detail & Purpose	Contract Value \$000's	Commencement Date	Duration of Contract	Budgeted Y/N	
Malsave Pty Ltd	Nicholson Park Woonona Amenities Upgrade	360	9/04/2015	FY 2014/2015	YES	
Select Civil Pty Ltd	Blue Mile Heritage Walk Stage 2 - Promenade	1,359	13/04/2015	FY 2014/2016	YES	
Affective Services Australia Pty Ltd	Refurbishment of Austinmer Sea Pool	658	15/04/2015	FY 2014/2016	YES	
Encat Pty Ltd	Sublime Point Lookout Topping Slab Construction	89	20/04/2015	FY 2014/2015	YES	
CG The GC Group Company Pty Ltd	Grand Pacific Walk Stage 1, Lawrence Hargrave Dr, Coalcliff	354	27/04/2015	FY 2014/2015	YES	
T&C Services Pty Ltd	Austinmer Beach Retaining Wall Construction	52	1/05/2015	FY 2014/2015	YES	
T&C Services Pty Ltd	North Beach Seawall Renewal	80	5/05/2015	FY 2014/2015	YES	
Corrigan Electrics Pty Ltd	Kenny & Burelli Streets Traffic Signals	161	8/05/2015	FY 2014/2015	YES	
Project Coordination (Australia) Pty Limited	Berkeley Community Centre Refurbishment	2,409	11/05/2015	FY 2014/2016	YES	
Malsave Pty Ltd	Stanwell Park Children's Centre Works	97	9/06/2015	FY 2014/2016	YES	
Bang The Table	Online Engagement Provider	87	29/06/2015	FY 2014/2018	YES	

Consultancy and Legal Expenses		
Budget Review for Quarter ended June 2015		
Expense	Expenditure YTD \$000's	Budgeted (Y/N)
Consultancies	1,190	YES
Legal Fees	969	YES

Statement of responsible accounting officer

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

Bank reconciliations have been completed as at 30 June 2015.

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

Brian Jenkins

Responsible Accounting Officer

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

5 Year Action	On track	Not Scheduled to Commence	Delayed	Deferred	Ongoing / Complete
1.1.1.1 Implement programs and events which facilitate community participation	0%	0%	0%	0%	100%
1.1.2.1 Impacts from development on the environment are assessed, monitored and mitigated	17%	0%	0%	0%	83%
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	33%	0%	0%	0%	67%
1.1.3.2 Implement a coordinated approach to floodplain and stormwater management	33%	0%	0%	0%	67%
1.1.4.1 Implement priority actions from the Illawarra Biodiversity Strategy	33%	0%	33%	0%	33%
1.1.4.2 Implement priority actions from the Illawarra Escarpment Strategic Management Plan	0%	0%	0%	0%	100%
1.2.1.1 Finalise and implement the Coastal Zone Management Plan	50%	0%	0%	0%	50%
1.2.2.1 Assess the impact of day visitors on service levels	0%	0%	0%	0%	100%
1.2.2.2 Coordinate a range of Water Safety Education programs to enhance safe community access to our beaches	0%	0%	0%	0%	100%



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

5 Year Action	On track	Not Scheduled to Commence	Delayed	Deferred	Ongoing / Complete
1.3.1.1 Develop and implement programs that encourage community participation in reducing Wollongong's ecological footprint	33%	0%	0%	0%	67%
1.3.2.1 Finalise and deploy Council's Waste & Resource Recovery Strategy in consultation with industry leaders	100%	0%	0%	0%	0%
1.3.2.2 Implement water and energy saving strategies	0%	0%	0%	0%	100%
1.3.2.3 Emissions are monitored and reduction methods are investigated and utilised	0%	0%	0%	0%	100%
1.3.2.4 Investigate a landfill gas management system for Whytes Gully	100%	0%	0%	0%	0%
1.3.3.1 Develop and implement an Environmental Sustainability Policy and Strategy	50%	0%	50%	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	0%	0%	0%	0%	100%
1.4.1.1 Work in partnership with others to promote a diverse range of heritage education and promotion programs	0%	0%	0%	0%	100%
1.4.1.2 Implement priority actions of the Heritage Strategy	33%	0%	33%	0%	33%

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

5 Year Action	On track	Not Scheduled to Commence	Delayed	Deferred	Ongoing / Complete
1.4.1.3 Implement community and cultural promotions program	33%	0%	0%	0%	67%
1.4.2.1 Work with the local Aboriginal community in the management of Indigenous heritage	0%	0%	0%	0%	100%
1.5.1.1 Facilitate a range of programs and activities which improve food security and local food production	50%	0%	0%	0%	50%
1.6.1.1 Review planning controls for environmentally sensitive locations	0%	0%	0%	0%	100%
1.6.2.1 Implement the West Dapto Release Area Masterplan	67%	0%	0%	0%	33%
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)	0%	0%	0%	0%	100%
1.6.3.2 Maximise sustainability principles in the design and construction of Wollongong's built form	0%	0%	0%	0%	100%
1.6.3.3 Prepare for the introduction and implementation of the NSW State Government Planning Reforms	0%	0%	0%	0%	100%
2.1.1.1 Support regional activities and partnerships that result in increased business investment and jobs growth	67%	0%	0%	0%	33%
2.1.2.1 Ensure that Wollongong is attractive to diverse companies for business expansion, establishment and relocation	50%	0%	50%	0%	0%

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

5 Year Action	On track	Not Scheduled to Commence	Delayed	Deferred	Ongoing / Complete
2.1.2.2 Progress implementation of the CBD Action Plan	50%	0%	0%	50%	0%
2.1.3.1 Build on partnerships which enable the retention of local talent	25%	0%	0%	0%	75%
2.1.3.2 Establish Wollongong City Council as a employer of choice	60%	0%	0%	0%	40%
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	50%	0%	0%	0%	50%
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	0%	0%	0%	0%	100%
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	50%	0%	0%	0%	50%
2.2.1.1 Facilitate the delivery of business and tourism information services	50%	25%	25%	0%	0%
2.2.2.1 Support projects that investigate opportunities for the provision of tourism infrastructure	0%	0%	0%	0%	100%
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	0%	0%	0%	0%	100%

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

5 Year Action	On track	Not Scheduled to Commence	Delayed	Deferred	Ongoing / Complete
2.3.1.1 Undertake major refurbishment works in the City Centre	25%	0%	0%	0%	75%
2.3.1.2 Manage and deliver improved marketing and promotion of the City Centre	0%	0%	0%	0%	100%
2.3.1.3 Provide a diverse range of activities in the City Centre that target and engage a broad community	0%	0%	0%	0%	100%
2.3.1.4 Improve policies and systems to support the revitalisation of the City Centre	0%	0%	0%	0%	100%
2.3.1.5 Deliver the Access and Movement Strategy for the City Centre	0%	0%	0%	0%	100%
2.3.2.1 Review the current investment to deliver a more efficient and targeted destination marketing program	0%	0%	0%	0%	100%
2.3.2.2 Deliver Visitor Information Services to the city and our visitors	0%	0%	0%	0%	100%
2.3.2.3 Pursue initiatives that promote the region as place to holiday to both the domestic and international markets	0%	0%	0%	0%	100%
2.4.1.1 Support the creation & expansion of green industries	0%	0%	0%	0%	100%
2.4.2.1 Ensure that Wollongong is attractive to research & development based companies & organisations	0%	0%	0%	0%	100%

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

5 Year Action	On track	Not Scheduled to Commence	Delayed	Deferred	Ongoing / Complete
2.5.1.1 Implement a range of programs that incorporates learning and development	0%	0%	0%	0%	100%
3.1.1.1 Promote Made in Wollongong through a variety of locally produced events, productions and programs	0%	0%	0%	0%	100%
3.1.2.1 Provide support to existing and emerging arts workers & their networks	0%	0%	0%	0%	100%
3.1.2.2 Provide opportunities for local artists and performers to exhibit, promote and perform at Council venues and events	33%	0%	0%	0%	67%
3.1.3.1 Successful collaborations with other organisations and agencies are established	0%	0%	0%	0%	100%
3.2.1.1 Seek funding for the promotion of heritage sites and museums to the community and visitors	0%	0%	0%	0%	100%
3.2.2.1 Encourage the integration of urban design & public art	0%	0%	0%	0%	100%
3.2.3.1 Deliver and support a range of projects and programs which build harmony and understanding	0%	0%	0%	0%	100%
3.3.1.1 Implement a coordinated approach to event acquisition & provision in Wollongong via the delivery of the Events Strategy	33%	0%	0%	0%	67%
3.3.1.2 Encourage Sports Associations to conduct regional, state and national events in the city	0%	0%	0%	0%	100%

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

5 Year Action	On track	Not Scheduled to Commence	Delayed	Deferred	Ongoing / Complete
3.3.1.3 Implement a sustainable program of local events via the Events Strategy	0%	0%	0%	0%	100%
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	0%	0%	0%	0%	100%
3.3.1.5 Coordinate Council's support and investment in events and festivals	0%	0%	0%	0%	100%
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	50%	0%	0%	0%	50%
3.4.1.1 Support the coordination of an externally funded delivered calendar of activities across the City	0%	0%	0%	0%	100%
3.4.2.1 Develop a new Cultural Plan	0%	0%	100%	0%	0%
3.4.3.1 Deliver a program of activities in local communities	75%	0%	0%	0%	25%
4.1.1.1 Ensure an effective community engagement framework connects the community to Council decision making	0%	0%	0%	0%	100%
4.1.2.1 Expand Council's use of social media and online options for communication and engagement	40%	0%	0%	0%	60%
4.1.3.1 A coordinated approach to communication is developed and implemented	0%	0%	50%	0%	50%

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

5 Year Action	On track	Not Scheduled to Commence	Delayed	Deferred	Ongoing / Complete
4.1.3.2 Re-establish Council's commitment to partnering with our local Aboriginal community	100%	0%	0%	0%	0%
4.1.3.4 Continue to provide regular information updates to the community about Council's Financial Sustainability Review	0%	0%	0%	0%	100%
4.2.1.1 Increase opportunities for the community to connect with volunteering organisations	67%	0%	0%	0%	33%
4.2.1.2 Support community participation in non-profit activities	29%	0%	0%	0%	71%
4.2.1.3 Build the capability of community based organisations in managing, developing and sustaining their volunteers	0%	0%	0%	0%	100%
4.2.2.1 Support a range of projects and programs in the city	0%	0%	0%	0%	100%
4.2.3.1 Contribute to activities and programs that enhance civic pride in Wollongong	0%	0%	0%	0%	100%
4.3.1.1 Lobby for the expansion of NBN to all suburbs within the LGA within the next five years	100%	0%	0%	0%	0%
4.3.2.2 Investigate the provision of a district level community and library centre for the southern suburbs	100%	0%	0%	0%	0%
4.3.2.3 Review and implement a revised library service model for Unanderra and surrounding suburbs	100%	0%	0%	0%	0%



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

5 Year Action	On track	Not Scheduled to Commence	Delayed	Deferred	Ongoing / Complete
4.3.3.1 Continue to participate and contribute to an integrated community service network	0%	0%	0%	0%	100%
4.4.1.1 Improve community understanding and awareness of Council decisions	0%	0%	0%	0%	100%
4.4.1.2 Ensure appropriate strategies and systems are in place, monitored and reviewed	0%	0%	0%	0%	100%
4.4.1.3 Continue to build a professional, customer focussed quality organisation	50%	0%	0%	0%	50%
4.4.1.4 Lead continuous improvement in Council's health and safety culture and behaviour	50%	0%	0%	0%	50%
4.4.2.1 Coordinate a service review program with a focus on business development and improvement	67%	0%	0%	0%	33%
4.4.2.2 Deliver the Asset Management Strategy and Improvement Plan 2012-17	0%	0%	0%	0%	100%
4.4.2.3 Investigate provision of cremation services across the region and determine Council's role in the market	100%	0%	0%	0%	0%
4.4.3.1 Improve systems for recording community & staff ideas	0%	0%	0%	0%	100%
4.4.4.1 Ensure policies and procedures are regularly reviewed, updated and promoted	0%	0%	0%	0%	100%

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

5 Year Action	On track	Not Scheduled to Commence	Delayed	Deferred	Ongoing / Complete
4.4.4.2 Streamline reporting across the organisation and provide user friendly, plain English reports	50%	0%	0%	0%	50%
4.4.5.1 Effective and transparent financial management systems are in place	40%	0%	0%	0%	60%
4.4.5.1 Carry out Council's Financial Sustainability Program	100%	0%	0%	0%	0%
4.4.5.10 Explore innovative options to increase revenue at Council facilities	100%	0%	0%	0%	0%
4.4.5.11 Improve the efficiency of supply management in order to achieve operational efficiencies	100%	0%	0%	0%	0%
4.4.5.12 Pursue alternative funding options to deliver Council services and facilities	0%	0%	0%	0%	100%
4.4.5.2 Achieve an operational savings as a part of Council's financial sustainability Review with savings to be directed to asset renewal	100%	0%	0%	0%	0%
4.4.5.3 Reduce Council's discretionary spend (excluding assets) by 2.75% with savings to be directed to asset renewal	100%	0%	0%	0%	0%
4.4.5.4 Undertake a review of Council's employment conditions including the consideration of more flexible employment conditions and Enterprise Agreement	100%	0%	0%	0%	0%
4.4.5.5 Continue to pursue alternative funding option to deliver financially sustainable services and facilities	0%	0%	0%	0%	100%

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

5 Year Action	On track	Not Scheduled to Commence	Delayed	Deferred	Ongoing / Complete
4.4.5.6 Apply for a special rate variation of 6.13% in 2014-15, 6.23% in 2015-16 and 6.24% in 2016-17 with additional funds to be directed to asset renewal	100%	0%	0%	0%	0%
4.4.5.7 Review and increase fees and charges to achieve a minimum of \$500,000 to ensure the financial sustainability of service provision	0%	0%	0%	0%	100%
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	0%	0%	0%	0%	100%
4.4.6.1 Deliver a consistent and effective integrated frontline customer service centre	0%	0%	0%	0%	100%
5.1.1.1 Partner with community based organisations in the provision of services	0%	0%	0%	0%	100%
5.1.2.1 Actively engage children and young people in planning and design processes	0%	0%	0%	0%	100%
5.1.3.1 Partner with agencies and health authorities to support improvements to the region's medical services	0%	0%	0%	0%	100%
5.1.4.1 Assess the changing profile of the community and reprioritise services appropriately	0%	0%	33%	0%	67%
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	0%	0%	0%	0%	100%

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

5 Year Action	On track	Not Scheduled to Commence	Delayed	Deferred	Ongoing / Complete
5.1.4.3 Investigate the future provision of Aquatic Services across the local government area and implement improvements	0%	0%	0%	0%	100%
5.1.5.1 Continue to undertake social, land use and environmental planning activities that assists in service planning	33%	0%	0%	0%	67%
5.1.5.2 Carry out commercial business management of Council's operational lands	33%	0%	0%	0%	67%
5.1.5.3 Develop a sustainable financial model and strategy for the maintenance and management in perpetuity for Council cemeteries, in response to the Cemeteries Act and establishment of 'Cemeteries NSW'	100%	0%	0%	0%	0%
5.1.6.1 Review planning controls for priority locations	80%	0%	0%	20%	0%
5.1.6.2 Provide an appropriate and sustainable range of quality passive and active open spaces and facilities	0%	0%	0%	0%	100%
5.1.6.3 Policies and plans are developed, reviewed and implemented to encourage physical activity	0%	0%	0%	0%	100%
5.2.1.1 Prepare a Housing Study and Strategy incorporating Affordable Housing Issues	0%	0%	50%	50%	0%
5.2.2.1 Integrated services are provided to residents in need of urgent shelter	0%	0%	0%	0%	100%
5.3.1.1 Promote and enforce compliance with litter reduction	20%	0%	0%	0%	80%

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

5 Year Action	On track	Not Scheduled to Commence	Delayed	Deferred	Ongoing / Complete
5.3.2.1 Manage and maintain public facilities	0%	0%	0%	0%	100%
5.3.2.3 Use additional funds achieved through the financial sustainability review for renewal of major building projects as per capital program	0%	0%	0%	0%	100%
5.3.3.1 Manage and maintain community infrastructure portfolio with a focus on asset renewal	40%	20%	0%	0%	40%
5.4.1.1 Facilitate a range of partnerships and networks to develop community safety initiatives	50%	0%	0%	0%	50%
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.	0%	0%	0%	0%	100%
5.4.2.2 Deliver projects and programs to reduce crime in the Wollongong Local Government Area	50%	0%	0%	0%	50%
5.4.3.1 Safety is considered in the planning and design of any development	0%	0%	0%	0%	100%
5.5.1.1 Maintain and establish corridors and parks that strengthen open space connections and people movement.	0%	0%	0%	0%	100%
5.5.1.2 Coordinate an access improvement program through pre-planning and renewal activities	0%	0%	0%	100%	0%

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

5 Year Action	On track	Not Scheduled to Commence	Delayed	Deferred	Ongoing / Complete
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	75%	0%	0%	0%	25%
5.5.2.2 Implement Council's Planning, People, Places Strategy	75%	0%	0%	0%	25%
5.5.2.3 Develop a Regional Botanic Garden of Excellence	0%	0%	0%	0%	100%
5.5.2.4 Provide statutory services to appropriately manage and maintain our public spaces	33%	0%	0%	33%	33%
5.5.2.5 Develop a play strategy to support the planning of high quality centralised and integrated park facilities	0%	0%	0%	0%	100%
5.5.2.6 Use additional achieved through the Financial Sustainability Review to replace below standard playground facilities informed by the Play Strategy	0%	0%	0%	0%	100%
5.5.3.1 Deliver a range of programs for older people	0%	0%	0%	0%	100%
5.5.3.2 Deliver a range of recreational pursuits for older people	0%	0%	0%	0%	100%
5.6.1.1 Deliver a diverse suite of projects to the community that foster and enhance community strengths	0%	0%	0%	0%	100%
6.1.1.1 Establish a strategic framework and a plan for cycleways and bicycle facilities within Wollongong	0%	0%	0%	0%	100%

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

5 Year Action	On track	Not Scheduled to Commence	Delayed	Deferred	Ongoing / Complete
6.1.2.1 Assess the feasibility to expand the Gong Shuttle service to outer suburbs	0%	0%	67%	0%	33%
6.1.3.1 Improve the connectivity of the local government area through the upgrade in our network of footpaths and cycleways	80%	0%	0%	0%	20%
6.1.3.2 Use additional funds achieved through the Financial Sustainability Review to accelerate the footpath renewal program by about \$4M	100%	0%	0%	0%	0%
6.1.3.3 Extend the average lives of footpaths to 80 years to create about \$1M saving in depreciation annually	100%	0%	0%	0%	0%
6.1.3.4 Use funds obtained from Restart NSW Illawarra to design and construct the Grand Pacific Walk - Stage one	0%	0%	100%	0%	0%
6.1.4.1 Work in partnership with key stakeholders to consider the establishment of a 'Park n Ride' commuter bus network	0%	0%	100%	0%	0%
6.2.1.1 Develop an integrated Transport Strategy	100%	0%	0%	0%	0%
6.2.1.2 Deliver sustainable transport asset renewal programs	100%	0%	0%	0%	0%
6.2.1.3 Allocate approximately \$6M of additional funds achieved through the Financial Sustainability Review to road resurfacing and reconstruction	100%	0%	0%	0%	0%
6.2.2.1 In collaboration with agencies deliver the infrastructure required to support the first stage of the West Dapto Release Area	0%	0%	0%	0%	100%

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

5 Year Action	On track	Not Scheduled to Commence	Delayed	Deferred	Ongoing / Complete
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.	0%	0%	0%	0%	100%
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	0%	0%	0%	0%	100%
6.3.1.1 Develop an alternative service delivery, governance model and auspice for Community Transport in response to the Federal Governments Aged Care reform legislation	100%	0%	0%	0%	0%
Total Annual Deliverable Progress	29%	1%	5%	2%	64%