

ITEM 13 DRAFT QUARTERLY REVIEW STATEMENT DECEMBER 2017

The draft Quarterly Review Statement December 2017 outlines progress made to achieve Council's Wollongong 2022 Strategic Management Plans, in particular the Delivery Program 2012-17 and Annual Plan 2017-18. It addresses the financial and operational performance of Council for the second quarter of 2017-18. The draft Quarterly Review Statement also includes the Quarterly Review Budget Report.

RECOMMENDATION

- 1 The draft Quarterly Review Statement December 2017 be adopted.
- 2 The Budget Review Statement as at December 2017 be adopted and revised totals of income and expenditure be approved and voted.

REPORT AUTHORISATIONS

Report of: Clare Phelan, Manager Governance and Information (Acting)
Authorised by: David Farmer, General Manager

ATTACHMENTS

- 1 Draft Quarterly Review Statement December 2017

BACKGROUND

Council's draft Quarterly Review Statement December 2017 outlines the operational and financial performance of Council's Wollongong 2022 Strategic Management Plans, in particular the Delivery Program 2012-17 and Annual Plan 2017-18.

This report also provides an overview of the significant achievements against priority areas and demonstrates organisational performance through the inclusion of performance indicators.

During the Quarter there were a number of significant highlights including:

- Wollongong's award winning arts and culture festival, Viva la Gong held in November.
- Adoption of the West Dapto Section 94 Development Contributions Plan. The Plan is a key document for the West Dapto Urban Release Area and provides the mechanism to collect development contributions to fund essential local infrastructure.
- Christmas on Crown program delivered and New Year's Eve event held.
- Launch of The Lab at Wollongong Central Library and the commencement of independent learning and training service LYNDAs.

CONSULTATION AND COMMUNICATION

Consultation took place with Council's Executive Management Committee and Senior Management Group.

PLANNING AND POLICY IMPACT

This report contributes to the delivery of Wollongong 2022 goal 4 "We are a connected and engaged community".

It specifically delivers on core business activities as detailed in the Corporate Strategy Service Plan 2017-18.

FINANCIAL IMPLICATIONS

Full financial performance details and implications on Council's financial position are contained within the attached Quarterly Review Statement.

The December Quarterly Review Statement proposes an improvement in the Operating Result [pre capital] of \$0.4M that includes an increase in interest revenue of \$0.2M, a decrease in domestic waste collection contracts expense \$0.4M, and a range of other more minor adjustments, offset by additional expense brought forward from future years to accelerate an asset inspection project \$0.3M. There is also a decrease in commercial waste income of \$0.9M that is fully offset by a corresponding reduction in EPA levy expense.

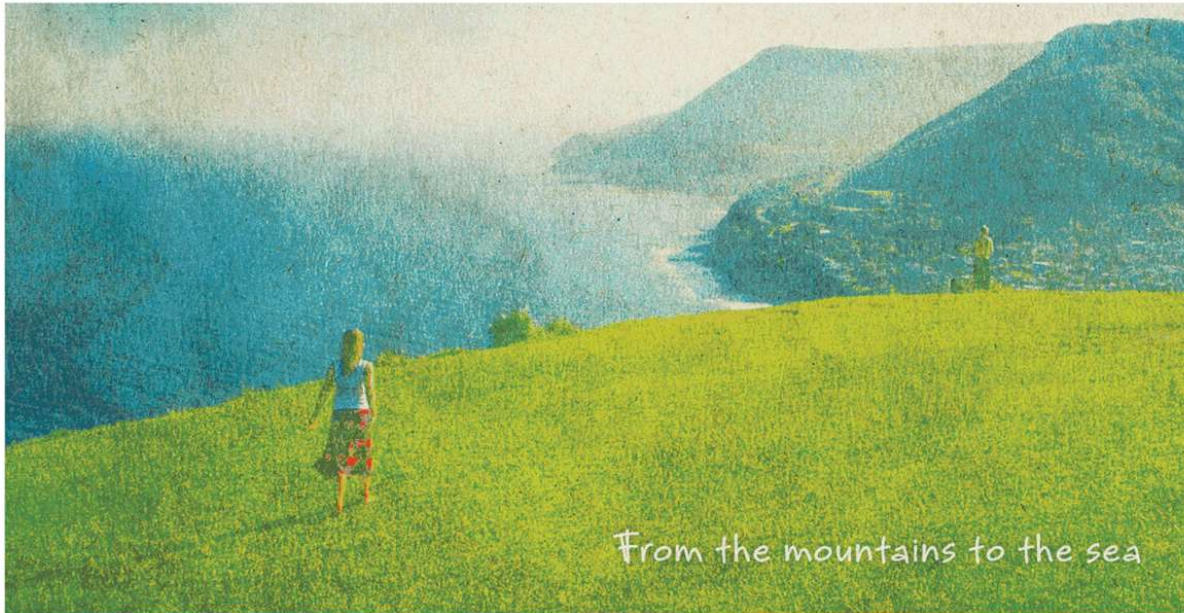
The proposed improvements in interest revenue and domestic waste collection do not flow on to the Funds Result as these adjustments are offset by transfers to restricted cash resulting in a projected deterioration of \$0.3M in this result. The deterioration is largely due to expenses brought forward from future years for asset inspections that will have a corresponding improvement in those year's forecasts. The Funds Result also includes a proposed increase in capital expenditure has been fully offset by associated funding from internally and externally restricted cash and has been approved by Council through the monthly reporting process.

Supporting Documents – Planning Studies & Investigations

During the quarter a number of relatively minor changes have been proposed to individual study budgets. These changes did not have an impact on the overall result as they have been offset within in this category of projects or from divisional budgets. Details of these are provided in the schedules contained in the attached Quarterly Review Statement

CONCLUSION

The draft Quarterly Review Statement December 2017 has been prepared following input and assistance from all Divisions within the organisation. It is submitted for consideration by Council.



WOLLONGONG CITY COUNCIL

WOLLONGONG 2022

Draft Quarterly Review Statement

December 2017

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Table of Contents

Message from the General Manager	2
Strategic Programs Progress Report.....	3
Annual Plan 2017-18 Progress Summary	8
Goal 1: We value and protect our natural environment	12
Goal 2: We have an innovative and sustainable economy	16
Goal 3: Wollongong is a creative, vibrant city.....	21
Goal 4: We are a connected and engaged community	24
Goal 5: We are a healthy community in a liveable city	27
Goal 6: We have sustainable, affordable and accessible transport	31
How We Performed against Budgets	35
Report of Manager Finance	36
Appendix 1: Annual Deliverables Progress By 5 Year Action - Delivery Program 2012-17	51

MESSAGE FROM THE GENERAL MANAGER

WOLLONGONG CITY COUNCIL

This draft Quarterly Review Statement reports the period from October – December 2017 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 2017-18. Highlights and significant progress with key projects from the Annual Plan 2017-18 are reported by the six Community Goals from the Wollongong 2022 Community Strategic Plan.

Highlights from this quarter include:

1. Wollongong's award winning arts and culture festival, Viva la Gong held in November.
2. Christmas on Crown and New Year's Eve Celebrations.
3. Adoption of the West Dapto Section 94 Development Contributions Plan. The Plan is a key document for the West Dapto Urban Release Area and provides the mechanism to collect development contributions to fund essential local infrastructure.
4. Launch of The Lab at Central Library and the commencement of independent learning and training service LYNDAs.

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

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

I would like to thank all staff and the community for their contributions to the achievements identified in this draft Quarterly Review and Budget Review Statement. This review will inform the Annual Report due in November 2018.

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 2012-2017.

Progress made in the December 2017 quarter is outlined below:

1 Financial Sustainability

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

Project Sponsor: General Manager
Project Manager: Executive Strategy Manager [Acting]

Strategic Program Progress

✓ On Track

Program Achievements

The Securing our Future financial sustainability program was formally closed at the December 2016 Quarterly Review, having achieved overall targets ahead of schedule, and without the need to pursue high impact service adjustments. A revised financial approach will be considered in the next Delivery Program which is aimed at providing Council flexibility in meeting emerging community needs.

STRATEGIC PROGRAMS PROGRESS REPORT

2 West Dapto Urban Release

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

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

Strategic Program Progress

✓ On Track

Program Achievements

There have been some significant achievements during the December quarter including:

- Adoption of the West Dapto Section 94 Development Contributions Plan
The West Dapto Section 94 Development Contributions Plan was adopted by Council on 12 December 2017 following endorsement by the Minister for Planning and Secretary of the Department of Planning and Environment. The Plan is a key document for the West Dapto Urban Release Area as it provides the mechanism to collect development contributions to fund essential local infrastructure.
- Calderwood Voluntary Planning Agreement
Council formally entered into a planning agreement with the developer of the Calderwood Development in December 2017. The planning agreement ensures development contributions will be made by the developer, to fund local infrastructure including the upgrade of Marshall Mount Road and Yallah Road.
Adoption of the West Dapto Section 94 Development Contributions Plan 2017 and execution of the Calderwood planning agreement substantially reduces the financial risk to Council in the funding of essential local infrastructure. Biennial review of the Section 94 Plan will ensure the plan continues to reflect local infrastructure requirements.
- Work continues on the early stages of the Fowlers Road to Fairwater Drive extension with tendering of the main bridge and roadworks programmed for mid-2018.
- Concept design works continue for a number of the Section 94 funded roads within the West Dapto Access Strategy.

Program Risks

Both access projects [Fowlers Road to Fairwater Drive and Wongawilli/West Dapto Roads] have risk registers which identify a number of significant risks. Reviews of the project risk assessments are being undertaken at regular milestones to manage these risks. Work on the West Dapto Road, Darkes Road and Sheaffes Road project has indicated engineering challenges in this area. Council is currently commencing design consideration of an alternative proposal.

STRATEGIC PROGRAMS PROGRESS REPORT

3 Waste Management

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

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

Strategic Program Progress

✓ On Track

Program Achievements

The current priority actions in progress over the December quarter and contained in our Waste and Resource Recovery Strategy include:

New Community Recycling Centre development

The facility is currently in the final stages of construction with signage being installed, with staff currently receiving training. The facility is expected to be open early in 2018.

New leachate management system at Whytes Gully

Laboratory bench scale analysis continued during the December quarter. This analysis will help Council develop a concept design as a basis for a future construction.

Environmental rehabilitation of Helensburgh landfill

Council continued to consult with the NSW Environmental Protection Authority during the December quarter to verify the technical design solution proposed by Council. It is anticipated that final environmental design approval will be received late in the calendar year.

New and ongoing arrangement for landfill gas extraction and power generation at Whytes Gully

Gas flaring and quality and quantity investigation continued during the December quarter. Additionally, the concept design of a landfill gas management system has been completed and a joint regional tender specification between Wollongong, Shellharbour and Shoalhaven Councils has commenced with a view to implementing a long term gas collection and power generation facility at Whytes Gully.

Construction of new landfill cell stages at Whytes Gully

Stage 2 construction has continued on site at Whytes Gully.

Program Risks

To ensure the uninterrupted ability to landfill waste, the new landfill cell Stage 2 must be constructed and subsequently achieve EPA approval prior to being commissioned for use. The technical nature of the construction and lack of surety with regard to approval timeframes contributes risk to this project. This risk is mitigated by engaging an expert project management team and ensuring that the project team has an ongoing dialogue with the EPA to help minimise any potential approval delays.

STRATEGIC PROGRAMS PROGRESS REPORT

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 Community Services | *Creative and Innovative City*
Project Manager: Manager Community, Cultural and Economic Development

Strategic Program Progress

✓ On Track

Program Achievements

Council continues to deliver a coordinated approach to the City Centre Revitalisation Strategy.

The Gehl Study 'Public Spaces Public Life' builds on the 2007 Revitalisation Vision which sets a 25 year strategic framework for the City Centre to deliver a high quality liveable city.

Projects include:

- City Centre Planning review;
- Access and Movement Strategy;
- Ongoing implementation of Crown Street Mall activity policy;
- Ongoing delivery of free City Centre Wi-Fi Service;
- Installation of Crown Street Mall Public Art including extensive stakeholder engagement with surrounding businesses;
- Continuing to engage with other local councils on the Night Time Economy (NTE) working group;
- Coordinated delivery of Christmas programme of activities within Crown Street Mall;
- Continue to manage contract deliverables and support operations of Thursday night Eat Street and Friday Foragers Markets within Crown Street Mall;
- Partnering with Police and local business to deliver anti-social strategy for Crown Street Mall which has seen reduction in anti-social behaviour;
- Continue to deliver a programme of activation and events within the City Centre in partnership with a variety of stakeholders to improve amenity and perceptions of the City Centre.

STRATEGIC PROGRAMS PROGRESS REPORT

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 + Works | *Connectivity Assets + Liveable City*
Project Manager: Manager Infrastructure Strategy + Planning

Strategic Program Progress

✓ On Track

Program Achievements

The Wollongong Bike Plan was adopted in May 2014. Actions identified within the bike plan are incorporated into the capital works and operational programs for progressive implementation. The Wollongong Pedestrian Plan was completed and adopted by Council on 11 December 2017.

The concept design of the Smith and Kembla Street on road cycleway which will provide dedicated access for cyclists into the city centre is nearing completion and a grant application under the NSW Active Transport Program has been made for detailed design.

Funding submissions have also been made under this program for the Smith Street rail underpass and 15 other active transport projects across the City.

Construction for the Tramway Seawall and sharepath has commenced and is progressing well.

A significant proportion of the footpath and sharepath capital works program has commenced with the following projects being completed during the quarter:

- Miller Street - Fox Avenue to Auburn Street north, Coniston - Footpaths [Reconstruction / Upgrades];
- Flinders Street - Bourke to Edward Streets, Wollongong - Footpaths [Reconstruction / Upgrades];
- Maidstone Street - The Ridge to The Crescent, Helensburgh - Footpaths [New];
- Florence Street - Princes Highway to end south side, Towradgi - Footpaths [New] and
- Swan Street - Corrimal Street to Keira Street north side, Wollongong - Footpaths [New].

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 being progressed such that construction programs can be rescheduled to ensure continued delivery of the improvement program.

ANNUAL PLAN 2017-18 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 2017-18 annual deliverables [Council’s programs, projects and activities] and highlights significant progress with annual projects as outlined in the Wollongong 2022 community goals. This exception based reporting provides an overview of achievements for the December 2017 quarter. The organisations performance is also reported by the key performance indicators, budget summary information and Budget Review Statement.

The Annual Plan 2017-18 contains three hundred and eleven (311) annual deliverables across the six community goals. Table 1 below outlines how Council is tracking in the December quarter to achieve the annual deliverables for each community goal.

Table 1: Annual Deliverable Progress by Community Goal

Goal	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects Only)
1 We value and protect our natural environment	83.87%	1.61%	8.06%	0%	3.23%
2 We have an innovative and sustainable economy	88.89%	0%	4.44%	0%	4.44%
3 Wollongong is a creative, vibrant city	96.15%	3.85%	0%	0%	0%
4 We are a connected and engaged community	90.32%	1.61%	4.84%	1.61%	0%
5 We are a healthy community in a liveable city	93.26%	2.25%	4.49%	0%	0%
6 We have sustainable, affordable and accessible transport	100%	0%	0%	0%	0%
Total Annual Deliverable Progress	90.73%	1.66%	4.64%	0.33%	1.32%

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

ANNUAL PLAN 2017-18 PROGRESS SUMMARY

Overall 4.64% of annual deliverables were reported to be delayed, while 0.33% were deferred.

Table 2 outlines all annual deliverables that were reported as delayed or deferred at the end of December 2017.

Table 2

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		Council officers continue to make representations to NSW Department of Planning and Environment to seek support for the per lot levy and estimated levy cost forwarded to the Department in December 2015.
	Continue to monitor and participate in the NSW Coastal Reforms	Y		The new Coastal Management Act and its associated policy framework are yet to be enacted, and the State Government is continuing to accept Coastal Zone Management Plans, prepared under the current Coastal Protection Act (1979), for certification. Council has updated its Coastal Zone Management Plan in response to comments received from the State Government, and resubmitted it for certification.
	Prepare a Coastal Zone Management Plan (CMP) for Lake Illawarra	Y		The draft Coastal Management Plan (CMP) is due to be submitted to Wollongong and Shellharbour Councils for review in late December 2017. A workshop with Council staff and external stakeholders to review the draft CMP is planned for early February 2018, with the draft CMP presented to the Lake Illawarra Estuary Management Committee in March 2018.
	Coordinate the Heritage Advisory Committee	Y		The Heritage Advisory Committee has not yet been reformed following the election, and is waiting on a report on Council Committees to be reported to Council.
	Review and update the Heritage Schedule	Y		Work on the Heritage Schedule review has been delayed and will recommence in the next quarter.

ANNUAL PLAN 2017-18 PROGRESS SUMMARY

Community Goal	Annual Deliverable	Delayed	Deferred	Comment
2 We have an innovative and sustainable economy	Resolve options for key services including power and water supply to the Mt Keira summit	Y		The access track has been completed and summer weed management along the corridor is to occur early in 2018. NPWS has advised the construction Licence and Deed of Agreement is currently with their Director for Execution. The submission to Endeavour Energy of the electrical design for re certification is being withheld pending resolution of capital contributions from relevant stakeholders.
	Finalise the Mt Keira Summit Park Plan of Management	Y		No progress during quarter.
4 We are a connected and engaged community	Deliver Council's ICT (Information & Communications Technology) Strategy	Y	N	Council's ICT Strategy is currently being refreshed to reflect current business environment and changing technology landscape. A draft Strategy was developed in December, with the final version to be refined across early 2018.
	Develop Social Infrastructure Supporting Document	Y		A Councillor Briefing was delivered on 27 November 2017 to introduce Councillors to the project and provide an opportunity for them to express ideas and opinions on project directions. Elton Consulting delivered Progress Report 3 and met with the PCG twice during November to provide initial analysis and commentary on allocation, utilisation, needs and functionality of social infrastructure. Draft Principles for Provision and clarification of the role of Council as a SI provider were also delivered during November.
	Prepare the end of term State of the Environment Report	Y		Work is underway to prepare a State of the Environment Report as per the Department of Local Government requirements. The report will cover the period from 2012 to 2017. A draft report has been prepared and is being reviewed prior to finalisation.

ANNUAL PLAN 2017-18 PROGRESS SUMMARY

Community Goal	Annual Deliverable	Delayed	Deferred	Comment
	Work in collaboration with the Aboriginal community to develop the Aboriginal specific space and its operations at the Kembla Grange Cemetery	Y		This project has been delayed due to the necessity for a road to be constructed to gain access to the proposed site. No further action can be progressed until the road is complete.
5 We are a healthy community in a liveable city	Reinstate Waterfall (Garrawarra) Cemetery	Y		An outcome of the Aboriginal Lands Claim has yet to be received which has not allowed any progress to date on this project. The NSW Department of Industry has however requested our comment on returning the land in which Garrawarra sits back to the responsibility of National Parks and Wildlife Services. Responsibility for reinstatement would then rest with the NSW Government. Garrawarra is located on Crown Land however is currently held in trust for its care and maintenance by Council.
	Undertake an access audit of Council's Administration Building to inform upgrades	Y		Project will be considered as part of internal accommodation review.
	Undertake programmed renewal works at Council's rock pools in accordance with the capital works programme	Y		Austinmer Rock Pools - Handrail to eastern wall of the northern rock pool has been installed. The redesign of the precast panels for the eastern wall of the southern pool has progressed and their installation is being programmed for after the summer period in early 2018. As previously mentioned, this system should allow for quicker installation against the short opportunities offered by the tide, sea and swell conditions. Coalcliff Pool - Works have been completed.
	Finalise the Mt Keira Plan of Management	Y		No progress during quarter.

GOAL 1 WE VALUE AND PROTECT OUR NATURAL ENVIRONMENT

WOLLONGONG CITY COUNCIL

Deliver Surf Sense to Primary Schools and Water Safety Education to target groups including University, TAFE and at risk groups

During the December quarter, Council Lifeguards delivered our Surf Sense and Water Safety Education Program to target groups including primary schools, culturally diverse and refugee groups and University Of Wollongong (UOW) students. A special beach safety session for the city's multicultural communities was held in October which provided an important opportunity for new audiences to learn safety information that could save lives. The session targeted people aged 12-24 years from diverse backgrounds.



IMAGE: Council Lifeguards conducting beach safety session for multicultural communities, 3 October 2017

GOAL 1: WE VALUE AND PROTECT OUR NATURAL ENVIRONMENT

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

During the quarter, the Rise and Shine campaign saw the collection of 12 tonnes of litter collected from roadsides, parks and natural areas. The theme for National Recycling Week and at Viva la Gong Festival this year was Plastic Free Wollongong and reuse. A total of two hundred and ninety two (292) people were engaged at Viva and young and old alike were able to make a reusable bag out of old t-shirts. Rise and Shine also partnered with Surfrider Foundation Australia for the second annual Illawarra Clean Beach Festival at Port Kembla Beach in November. The Festival aims to educate people about the detrimental effects of plastics on our oceans, beaches and wildlife. The Festival also included activities such as a surfing competition, disabled surfing display and a sand sculpture competition.



IMAGE: The Lord Mayor Cr Gordon Bradbery OAM, helps remove litter from Port Kembla Beach at the Clean Beach Festival, November 2017

GOAL 1: WE VALUE AND PROTECT OUR NATURAL ENVIRONMENT

Deliver Waste Minimisation Programs in accordance with the Waste Strategy

Waste minimisation programs conducted throughout the quarter included November Asbestos Awareness month, The Chemical Cleanout and the Garage Sale Trail.

November was Asbestos Awareness month and was promoted via a radio campaign, social media distribution of flyers, outdoor banners and a promotional day at Bunnings Warrawong with 89 people engaged. The Chemical Cleanout was also held in November and was attended by seven hundred and thirty four (734) residents resulting in 31,454kg of materials collected. The nation's biggest garage sale 'Garage Sale Trail' was held in October, with a total of three hundred and sixty one (361) stalls and four thousand seven hundred and twenty three (4,723) reported shoppers. This sustainable event aims to promote personal responsibility for the waste individuals generate by reusing items that might otherwise be put out for waste collection and potentially end up in landfill. The event also enables local community connections and fundraising for local community groups and charities.



IMAGE: Deputy Lord Mayor Cr David Brown with Council staff at the Garage Sale Trail 2017

GOAL 1: WE VALUE AND PROTECT OUR NATURAL ENVIRONMENT

Coordinate the Urban Greening Strategy

The Urban Greening Strategy 2017-37 was adopted by Council on 11 December 2017. Urban greening involves strategically improving the quality and quantity of vegetation in the built environment. The Strategy provides a clear framework for urban greening and will contribute to intergenerational equity moving forward. Benefits of effective Urban Greening include: improved shade and cooling; storing and sequestering carbon; reducing sun exposure; promoting a sense of local identity; encouraging outdoor activity; reconnecting people with nature; and investment attraction. The Implementation Plan 2017-21 includes a range of detailed actions which will address immediate priorities. These include those actions which will contribute to the business case outlining the resource implications for a more strategic, targeted and proactive approach to urban greening.

PERFORMANCE MEASURES

- Participation rate in environmental programs | 11,349 (Q2 2016-17 - 5,261)
- Number of volunteers for environmental programs - Greenhouse Park | 41 (Q2 2016-17 - 44)
- Plants propagated | 20,302 (Q2 2016-17 - 31,524)
- Plants distributed | 13,564 (Q2 2016-17 - 17,625)
- Tonnes of rubbish collected from clean-up activities | 12 (Q2 2016-17 - 15)

GOAL 2 WE HAVE AN INNOVATIVE AND SUSTAINABLE ECONOMY

WOLLONGONG CITY COUNCIL

Deliver a new and refreshed integrated marketing and activation program that reflects the 'city experience'

Throughout the quarter, a range of items were delivered in the City Centre including:

The Christmas on Crown programme delivered a range of integrated activities and events within the mall, such as school concerts, window displays, a piano in the mall, carol performances and participatory chalk activation.

Council also facilitated the delivery of over twenty eight (28) commercial and or community hires/use of Crown Street Mall, including a number of charitable events a Zumba display, Choral and musical performances, radio 198 Illawarra Convoy fundraising and Honk Oz launch.

Council officers engaged with businesses to assist with retail promotions in association with events such as the Christmas - One Day Sale. Thirty seven (37) City Centre retailers participated in the event, up from 22 in 2016.

Council continues to work with the Foragers Markets to grow and develop the markets, including a revitalised layout to accommodate new public artwork in the Mall, entertainment and use of space within Crown Street Mall.



IMAGE: Lighting of Crown Street Mall's outdoor tree, November 2017

GOAL 2: WE HAVE AN INNOVATIVE AND SUSTAINABLE ECONOMY

Contribute to the delivery of Paint the Town REaD early literacy program

The Paint the Gong REaD reading tent engaged over thirty (30) children at the launch of the Lord Mayors Giving Tree in November. The event was an excellent opportunity to engage with passers-by who asked about Paint the Gong REaD. Many of those inquiring were grandparents and discussed ideas about engaging their grandchildren in reading.

Twelve (12) children and families participated in the Paint the Gong REaD reading tent story time at the Port Kembla Moonlight Movies. Twenty (20) information bags with the key messages promoting the importance of reading, talking, singing and rhyming with children from birth were distributed. It was a successful event with some very young families participating and engaged in the reading tent.

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

Capital investment has continued during the December quarter, with three new cabins built by TAFE students installed at Bulli Tourist Park to replace three ageing cabins. The cabins were opened in time for the peak Christmas period. Eighteen (18) students constructed the cabins as part of their prevocational course in Construction. Construction is a major driver of the local economy and the program is one way Council is playing a role in developing skills in this area. Along with the new cabins, a number of old holiday van sites have been reinstated as powered sites for tourist use.



IMAGE: Lord Mayor Cr Gordon Bradbery OAM congratulates the completion of the new cabins with TAFE students Anthony Ellem, Aleksander Jaime and Lachlan Marshall at Bulli Beach Tourist Park

GOAL 2: WE HAVE AN INNOVATIVE AND SUSTAINABLE ECONOMY

Work with local high schools, TAFE and the University of Wollongong (UOW) to promote Council's Youth Development Program and attract students to the program

During the quarter, Council continued to work closely with schools, TAFE and UOW. A school workplace learning program targeting High School students with disabilities was completed in November 2017, in partnership with the NSW Department of Education.

The program known as "Workers of Wollongong" was undertaken at both Bulli and Corrimal Tourist Parks and provided students with invaluable work experience, preparing them for the work force. During the program students were supervised by both Tourist Park and Department of Education staff to undertake a range of work activities including gardening, washing down of on-site cabins, deep cleaning of barbecues and camp kitchens, restocking of linen in the commercial laundry and consumables in cleaning trollies. The program aims to build student confidence and self-esteem to attempt new tasks while working in a positive and supportive environment. Students also develop a deeper understanding of Workplace Health and Safety principles and the importance of working effectively as part of a team.



IMAGE: Students from Corrimal and Keira High Schools after completing the Workers of Wollongong program, November 2017

GOAL 2: WE HAVE AN INNOVATIVE AND SUSTAINABLE ECONOMY

Research and assess the applicability of emerging technologies for library service provision

During the quarter, The Lab service at Central Library was launched to help people refine their Information and Technology (IT) and employment skills. The Lab is a collaborative learning space designed to provide local residents as well as community education partners with access to technology. The Lab is supported by the State Library of NSW and allows Council to provide greater access to technology for people who are unemployed or at high risk of becoming unemployed. An agreement with Settlement Services International will also facilitate technology training and collaborative learning for members of the refugee community. The Lab includes 3D printers, iPads, laptop computers and sewing machines which will be available for community organisations providing assistance to job seekers.

Council also purchased a subscription to LYNDA, a self-directed training tool that can be accessed from the library or through your home personal computer. LYNDA offers training courses in wide range of topics from coding in Java to learning how to sell photography.



IMAGE: Dr John Vallance, State Librarian and Cr Jenelle Rimmer talk with a visitor at The Lab

GOAL 2: WE HAVE AN INNOVATIVE AND SUSTAINABLE ECONOMY

PERFORMANCE MEASURES

- Number of visitations to the tourism information centres | 11,766 (Q2 2016-17 - 14,494)
- Tourist parks occupancy rate of unpowered sites | 46 % (Q2 2016-17 - 30%)
- Tourist parks occupancy rate of powered sites | 49 % (Q2 2016-17 - 44%)
- Tourist Park occupancy rate of cabins | 61 % (Q2 2016-17 - 58%)
- Occupancy rates of paid on street parking | 79 % (Q2 2016-17 - 73%)

GOAL 3 WOLLONGONG IS A CREATIVE, VIBRANT CITY

WOLLONGONG CITY COUNCIL

Deliver the recommendations from the Cultural Plan and Live Music Action Plan

Six creative dialogue events were held during the quarter. Three creative dialogue workshops were held in October in collaboration with Wingecarribee Shire Council, Kiama Municipal Council and Shellharbour City Council. The workshops provide capacity building and discussion on local issues, funding opportunities and planning of artist run initiatives to over sixty (60) emerging artists of all disciplines. Two creative dialogue events in partnership with Content Creators provided discussion and networking opportunities for twenty (25) filmmakers, designers, writers and producers in the local screen and television community. A creative dialogue event in partnership with South Coast Writers Centre and Wollongong Writers Festival was also held in November to discuss women in prison and the role of narrative and art in confinement.

Host six Major Events reflecting priority sectors

Council via Destination Wollongong supported the following events during the December quarter:

- Yours and Owls Music Festival
- Harley Days
- Beats N Eats
- Beach Netball
- Wonderwalls Festival
- Sydney Sixers Double Header
- Australian Indigenous Games
- MS - Sydney to Gong
- Australian Baseball League - Wollongong Classic
- Santa Pub Crawl
- Let All Men Sing.

The Wollongong Wonderwall Festival was a three day art festival held in November with building facades, underground parking stations and concrete walls transformed into colourful street murals. Consisting of an art exhibition, free artists talks, Q&A sessions and large scale murals painted throughout the Wollongong CBD.



IMAGE: Large scale wall art mural created for the Wonderwalls Festival, November 2017

GOAL 3: WOLLONGONG IS A CREATIVE, VIBRANT CITY

Deliver the Public Art Strategy

During the quarter, Crown Street Mall artwork began its reveal with the installation of a ten metre palm tree on a ten metre high pole at the intersection of Church and Crown Streets. This piece forms part of the broader public art program in the Mall that includes palm tree seats, sandstone boulders and a children's play space. The Cabbage Tree palms used are native to the Illawarra area and the project uses over 200 tonnes of stone.



IMAGE: Crown Street Mall palm tree - Public Art reveal, 27 October 2017.

Deliver Council's Annual Community Events Program

During this quarter the summer Twilight Markets at Flagstaff Hill returned, run by the Rotary Club of Corrimal.

The Moonlight Movies also returned with Council delivering Moonlight Movies in three locations, Port Kembla, Corrimal and Berkeley. The Thirroul Moonlight Movie event was rescheduled due to inclement weather and will be screening in February 2018.

Wollongong's New Year's EVeryone event at Belmore Basin recognised our city's diversity and focused on accessibility and improving the way those with disability are able to get involved and participate in events. The event saw over 15,000 people attending and included live music, aerial performers, amusement rides, circus workshops for kids, food and novelty stalls and fireworks display.

GOAL 3: WOLLONGONG IS A CREATIVE, VIBRANT CITY



IMAGE: Lord Mayor Cr Gordon Bradbery OAM at the 2018 New Year's Eve Celebrations

PERFORMANCE MEASURES

- Library visitations | 253,926 (Q2 2016-17 = 202,821)
- Library – total number of loans | 338,835 (Q2 2016-17 = 330,536)
- Library programs: number of programs | 452 (Q2 2016-17 = 491)
- Library programs: number of participants | 10,000 (Q2 2016-17 = 9,296)

GOAL 4 WE ARE A CONNECTED AND ENGAGED COMMUNITY

WOLLONGONG CITY COUNCIL

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

Engagement activities for the Keiraville and Gwynneville Movement and Access Study commenced this quarter including an Expression of Interest process to recruit residents and businesses to participate in a series of workshops and use of an on-line mapping tool. The community were invited to provide feedback on a diverse range of pilot projects implemented in response to the City Centre and Corrimal Town Plans. Beaton Park Plan of Management, Kanahooka Road and Brownsville Avenue traffic lights design and plans for the refurbishment of the amenities building were presented to the community for feedback. Engagement on flood studies for Brooks Creek and Mullet Creek were undertaken, with community information sessions and online feedback tools used.

The refresh of the Community Strategic Plan commenced during the quarter, with the launch of Our Wollongong 2028 – Have Your Say website, as well as engagement exercises at Neighbourhood Forums, Kiosks at Viva la Gong, visits to local primary schools and workshops with community and business groups.

Engagement is also ongoing along the Grand Pacific Walk route with targeted engagement of impacted residents being undertaken this quarter.

West Dapto continues to be a major focus with engagement undertaken for upgrades to Wongawilli Road and the proposed naming of Karreuirra Reserve, Wongawilli presented to Council.



IMAGE: Our Wollongong 2028 Engagement Kiosk at Viva la Gong 2017

GOAL 4: WE ARE A CONNECTED AND ENGAGED COMMUNITY

Identify additional opportunities for working in partnership with the Aboriginal community

Throughout the quarter, discussions were held with the Wollongong Northern Districts Aboriginal Community group in relation to establishing a two day a week mobile pre-school for Aboriginal children. A community meeting was called and thirty people from various organisations and families within the area attended. Ongoing discussions are taking place and Council continues to connect the group with relevant stakeholders.

Planning for a Reconciliation Symposium aimed at providing education around Aboriginal culture for child care workers is progressing well with two meetings held and seventeen people in attendance. The symposium is planned for June 2018. The program has been drafted on the feedback from the committee on their needs and challenges identified when developing a Reconciliation Action Plan and ways in which they can respectfully embed Aboriginal culture into the centre program and practice.

Wollongong City Council was involved in a project initiated by University of Wollongong which saw the launch of 'Caring for Community'. This project provides information and support around health issues to Aboriginal men.

Provide information updates via quarterly community newsletters and redesign new Council website

Council's quarterly newsletter was issued in mid-December and focused on providing an update on key Council news over the past twelve months, including Comic Gong, Crown Street Mall Art, Grand Pacific Walk, Blue Mile Tramway, Port Kembla, Rex Jackson Oval and West Dapto. A wrap up of Council summer events including New Year's Eve, Moonlight Movies and Australia Day and information on Councils closure over the Christmas-New Year break.

A 2505 specific newsletter was delivered in to 2,900 addresses in Port Kembla in October. The update focused on local projects funded via Port Kembla Community Infrastructure Fund.

Delivery of civic activities which recognises and celebrates the city's people

During the quarter, a recognition reception was held in October recognising the contribution and achievements of locals. The bi-annual event involved recognising recipients of The Queen's Birthday Honours List 2017; new Order of Australia Medals; volunteers nominated for their long term commitment; our dedicated young people volunteering at the Discovery Centre; recognition of those involved in Wollongong's Living Books program; and individuals and organisations who contributed to the 2017 NAIDOC awards.

Council also delivered a New Year's Eve launch event. Council continued to host monthly citizenship ceremonies in the Administration Building throughout the quarter, and planning is underway for the annual Australia Day Citizenship ceremony held at the Town Hall. This quarter also saw Council open registrations for the first Ozzy Doggy show, a new element of the upcoming Australia Day Celebrations. Dogs and their owners will have the opportunity to show creativity in a dedicated fenced ring at Lang Park.



IMAGE: Deputy Lord Mayor Cr David Brown promoting the launch of the Australia Day Ozzy Dog Show registrations, 29 November 2017

GOAL 4: WE ARE A CONNECTED AND ENGAGED COMMUNITY

Expand Council's on-line profile including increased use of digital media and delivery of an organisational strategy

Forty nine media releases were published to Council's website during the December quarter, with 5,427 views. This number was down on the previous quarter, which had been influenced by the September Council elections, an increase on the April-June quarter of 14 per cent.

The five most viewed media releases were Hill 60 Shaping Up (458 views), Work to start on Crown Street Mall Artwork (213 views), Engaging Refugees for a Disaster-Resilient Illawarra (173 views), Change comes to Cliff Road, Wollongong (170 views) and Fig tree to be Removed (145 views).

Between 1 October and 14 December 2017, City of Wollongong Facebook likes increased 3.5% to 22,391 up from 21,645 at the start of the quarter; Twitter followers increased by 2.7% to 5267, up from 5127 at the start of the quarter; Instagram has also shown an increase of 6% bringing followers to 3790, up from 3,577 the previous quarter.

Between 1 October and 14 December 2017, there were 382,973 page views on Council's website. The five most frequently visited pages were (in descending order) Homepage, Library, Jobs, View a Development Application and Contact Council.

Work is continuing on the e-newsletter with the ongoing review of the e-newsletter strategy ahead of the planned roll-out across the organisation. Destination Wollongong and Advantage Wollongong continue trial the e-newsletter option.

PERFORMANCE MEASURES

- Sick Leave | 7.57 Days (Q2 2016-17 – 7.28 Days)
- Number of Twitter followers for Council | 5,288 (Q2 2016-17 – 4,564)
- Carers Leave | 0.61 Days (Q2 2016-17 – 0.59 Days)
- Lost Time Injury Frequency Rate | 14.74 (Q2 2016-17 – 20.86)
- Number of media releases issued | 56 (Q2 2016-17 – 64)
- Number of Council Facebook page 'likes' | 22,471 (Q2 2016-17 – 16,764)
- Workers compensation costs as a percentage of payroll | 1.73 % (Q2 2016-17 – 0%)
- Telephone calls are answered within 30 seconds | 83 % (Q2 2016-17 – 81%)
- Enquiries made in person are welcomed and attended to within 5 minutes | 90 % (Q2 2016-17 – 93%)

GOAL 5 WE ARE A HEALTHY COMMUNITY IN A LIVEABLE CITY

WOLLONGONG CITY COUNCIL

Continue to refine practices for children to ensure continuous improvement and actively involve children in town and village planning, play space design and policy and planning

Thirty children from Balgownie Public School contributed their thoughts and reflections on the health and wellbeing for the State of Wollongong Children's report. The report examines the overall wellbeing of Wollongong City's children.

Approximately ninety children from Tarrawanna, Mount Saint Thomas and Windang Public Schools participated in engagement sessions on the development of a refreshed Community Strategic Plan - 'Our Wollongong 2028'.



IMAGE: Children from Windang Public School participate in Our Wollongong 2028 community engagement, November 2017

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

Implement, monitor and report on the Disability Inclusion Action Plan

Council worked in partnership with Shellharbour City Council to develop the 'EmployABILITY local stories' project. The project was launched on 4 December to coincide with International Day of People with Disability. Eight local people shared their employment stories as part of the project. Thirty one people attended the launch at Dapto Ribbonwood Centre with sixteen people participating in a community conversation. The panels were then displayed for a week at Corrimal Library.

Council produced a 'Celebration of Ability' calendar of events to celebrate International Day of People with a Disability. The calendar was launched on 26 October at the 'Sky's the Limit' mini Olympics with 1,000 copies of the calendar distributed.

Council submitted an Information Linkages and Capacity Building grant application to undertake 'Wollongong Enhancing Accessible Tourism' project.

Council's internal Disability Inclusion Action Plan Steering Group met in November to monitor the progress of the Plan.

Progress is under way with the development of the Access to the Beach Strategy which includes access appraisals of a number of tourist parks and links to the beach. Progress also continued on the development of the Public Toilet Strategy.



IMAGE: Employ-ABILITY story panel launch at Dapto Ribbonwood Centre, 4 December 2017

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

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

Youth Services developed a project in collaboration with Wollongong Cultural Services in the Warrawong area that assisted in providing the opportunity for young people to create an art work for the Viva la Gong festival. The project was facilitated at Warrawong High School and the Bundaleer Community Centre. During this time, the formulation and implementation of the "What's Next" Year 6 to Year 7 Transitional Program was initiated. The program aim is to provide support and education for young people making the transition into High School. This quarter, four schools participated in this program which included; Cringila Public School, Bellambi Public School, Koonawarra Public School and Warrawong Public School. The program has also encouraged the strengthening of relationships between Wollongong Youth Services and the schools in the Wollongong Local Government Area.

Other key events and highlights throughout the quarter include:

Two panel project launches 'I Love Wollongong because' panels featuring students from Bulli High School and feeder schools and from Figtree High School.

"Music for the Mind" event in partnership with Headspace was initiated by the 'Team Ignite' Committee which was developed to raise awareness of Mental Health month in October. The music event involved hiring local musicians to perform at the Youth Centre and provide inexpensive tickets for young people, with the aim of breaking the stigma surrounding mental health.

Wollongong Youth Centre hosted the Ready Arrived Work (RAW) program for young people of refugee background.

Council also partnered with the Aids Council of New South Wales to deliver an event for World AIDS Day that aimed to promote AIDS awareness and education.

Youth Services delivered programs and activities to 8,385 young people during this quarter including 3,829 in targeted programs, 2,520 for drop in, 1,037 in music and culture and 690 in engagement and community development.



IMAGE: Lord Mayor Cr Gordon Bradbery OAM attending the 'Music for the Mind' event, 13 October 2017

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

Increase utilisation of Council’s recreation and leisure assets

The introduction of new programs along with the review of programs at the leisure centres has enabled the centres to continue to deliver services to significant proportions of the community. Learn to Swim, Group Exercise Classes, Seniors and Kids programs are offered and are well patronised and have led to usage remaining at the same levels seen in previous years. A highlight of the quarter was the launch of FootGolf at Russell Vale Golf Course during November. FootGolf is played just like golf, with a football being kicked over nine holes, with large cups for holes. The new game is designed for a broad appeal, ideal for families and young people, as well as school groups and businesses looking for team building exercises. To celebrate their new rebranding and the launch of the FootGolf program, Russell Vale Golf Course hosted an open day in November, providing an opportunity for the community to try the new game for free.



IMAGE: Members of the public try out FootGolf in November 2017

PERFORMANCE MEASURES

- Community Transport trips | 35,824 (Q2 2016-17 – 33,834)
- Direct-Run District Level Community Facilities visitation | 57,549 (Q2 2016-17 – 58,338)
- Utilisation of Direct-Run District Level Community Facilities | 9,698 Hours (Q2 2016-17 – 8,617 Hours)
- Social Support hours of service | 8,234 Hours (Q2 2016-17 – 10,070 Hours)
- Total visits commercial heated pools: Corrimal | 44,677 (Q2 2016-17 – 45,839)
- Total visits commercial heated pools: Dapto | 24,736 (Q2 2016-17 – 25,741)
- Utilisation/visitation at pools | 342,689 (Q2 2016-17 – 381,067)
- Utilisation/visitation at beaches | 493,728 (Q2 2016-17 – 513,516)

GOAL 6 WE HAVE SUSTAINABLE, AFFORDABLE AND ACCESSIBLE TRANSPORT

WOLLONGONG CITY COUNCIL

Retain the free Gong Shuttle

On 1 November 2017, Transport for NSW announced that the previously free Gong Shuttle would have full Opal Fares introduced from 29 January 2018.

Council and the University of Wollongong recognised that this change, without warning, would have a significant adverse impact on members of our community, as well as placing significant pressure on both organisation's parking infrastructure. A public campaign was mounted which was followed by a suggestion that Council and the University consider funding 25% of the cost of the services, consistent with the general user fees contribution throughout the NSW transport network.

On 11 December 2017, Council endorsed funding for a further three years to co-fund the Gong Shuttle. The University of Wollongong also agreed to provide matching funding, ensuring that the Gong Shuttle remains free for all users for another three years.

The Gong Shuttle was recognised as playing an important role in our community, as an economic driver linking the Education Precinct, Health Precinct, Commercial Core, Waterfront Precinct and Innovation Campus as 'Metro Wollongong' in the Illawarra Shoalhaven Regional Plan.

Council also agreed in principle to maintain funding of approximately \$180,000 per annum to provide shelters, seats, bike racks and associated infrastructure at Gong Shuttle stops and to continue investigating a southern suburbs shuttle loop as outlined in Wollongong's Access and Movement Strategy 2013-2033.



GOAL 6: WE HAVE SUSTAINABLE, AFFORDABLE AND ACCESSIBLE TRANSPORT

Continue delivery of accelerated capital program for footpath renewal

During the quarter the following projects were at various stages of delivery:

Design underway or completed:

- Sublime Point - Lady Fuller Park footpath, Maddens Plains
- Devon Street - Bristol to Cornwell Place, Berkeley
- Seafoam Avenue - The Lookout to Church Street, Thirroul.

Construction completed:

- Miller Street - Fox Avenue to Auburn Street, Coniston
- Flinders Street - Bourke Street to Edward Street, Wollongong.

Promote access to community transport

Wollongong and Shellharbour Councils provide a range of services to support frail older people, people with disability and people who are transport disadvantaged to continue living independently in the community and to access essential services, including social activities, medical appointments and shopping. The service requires very minimal promotion, as the demand for service continues to grow beyond our expectations. This quarter, community transport received three hundred and thirty one (331) new referrals compared to two hundred and ninety seven (297) new referrals the previous quarter. Council staff also promoted the service at sector meetings within the region.

Council arranged a Christmas Morning Tea for our Koori Elders, an opportunity to engage with the Elders and to promote the services. Approximately fifty (50) Elders were in attendance and the event received positive feedback.

Continue to construct Stage 1 of the Grand Pacific Walk

Works have been continuing on the shared path construction throughout the quarter. Kerb and gutter construction along Section 2 is approximately 50% completed as well as the shared path immediately adjacent to it. The construction of the bored piles which will support the elevated board walk has been completed. The majority of the shared path along Section 4 has been completed with the main work remaining is the installation of handrails. Section 1 construction works have also been progressing however, more recently, activity has been occurring along Section 2.

GOAL 6: WE HAVE SUSTAINABLE, AFFORDABLE AND ACCESSIBLE TRANSPORT

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

Significant works are planned and underway to deliver continual improvements in Council's footpath and cycleway networks. Details are reported against separate actions including the Strategic Program – Connectivity and Walkability.

The Wollongong Pedestrian Plan 2017-2021 was completed during the quarter and subsequently adopted by Council in December 2017. The purpose of the plan is to assist Council in achieving its vision for walking across the local government area and addresses a number of factors that deter walking as a key mode of transport by focusing on five goals; 1 – Encourage Walking; 2 – Create Pedestrian Friendly Places; 3 – Make Walking Safe; 4 – Make Walking Easy and Convenient; 5 – Working Effectively to Implement the Pedestrian Plan. The plan also provides strategic direction, programs and actions to prioritise the use of existing funds allocated for pedestrian safety and infrastructure improvements.

During the quarter, Council made it easier and safer for pedestrians and cyclists to get about by closing access onto Cliff Road from the one-way road outside the Novotel Wollongong, North Beach. The temporary change is linked to the Blue Mile Tramway Seawall and Shared Path Upgrade, which has seen the historic tramway link between North Beach and Belmore Basin closed and is also consistent with the goals in the Wollongong Pedestrian Plan 2017-2021.



IMAGE: Council staff prepare for the temporary road closure on Cliff Road in an effort to increase pedestrian safety, December 2017

GOAL 6: WE HAVE SUSTAINABLE, AFFORDABLE AND ACCESSIBLE TRANSPORT

Finalise design and approvals and commence construction of the road link - West Dapto

Stage 1A works are substantially complete. Stage 1E of the link road project which covers the construction of the overflow bridge is in progress with recent works involving construction of the reinforced concrete piles. Stage 1B relates to the modifications to the Sydney Water main is ongoing. Stages 1C and 1D, relating to the relocation of powerlines within the rail corridor and Marshall Street have recently gone out to tender and submissions are currently being assessed. Design documentation for Stage 2 works are now scheduled to be received in January 2018.

PERFORMANCE MEASURES

- Delivery of Council's Capital Program | 46 % [2016/17 Q2 - 38%]

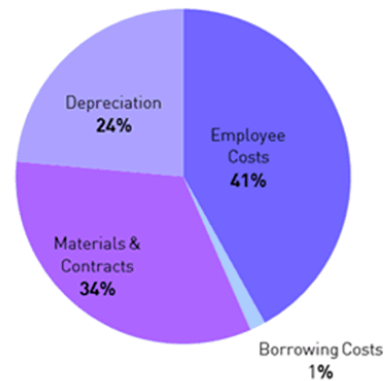
HOW WE PERFORMED AGAINST OUR BUDGETS

WOLLONGONG CITY COUNCIL

Budget 2017-18

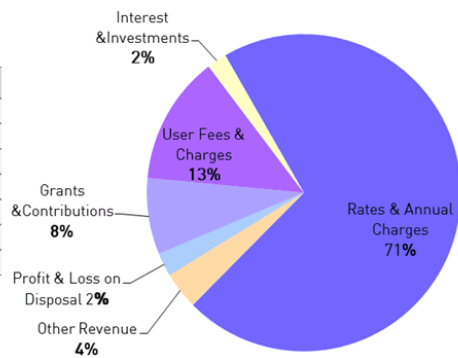
The graph below shows Council’s expenses from ordinary activities by expense type for the quarter:

Expense Type (\$'M)	YTD Actual	Proposed budget
Employee Costs less Internal Charges	53.3	110.7
Borrowing Costs	1.9	3.9
Materials & Contracts	42.0	91.2
Depreciation	30.0	62.4
Loss on Disposal of Assets	0.0	0.0
Total	127.3	268.2



The graph below shows Council’s revenue from ordinary activities: by

Income Type (\$'M)	YTD Actual	Proposed budget
Rates & Annual Charges	95.4	191.3
Other Revenue	5.1	10.4
Profit on disposal of Assets	3.2	2.9
Grants & Contributions	10.5	21.0
User Fees & Charges	17.7	34.8
Interest & Investments	2.7	5.4
Total	134.7	265.8



REPORT OF MANAGER FINANCE

WOLLONGONG CITY COUNCIL

The following table provides a summary view of the organisation's overall forecast and proposed variations for the full year 2017-18 based on year to date performance and anticipated results to June 2018.

Table 1

FORECAST POSITION		Original Budget	Current Budget	Proposed Budget	YTD Actual	Proposed Variation
KEY MOVEMENTS		1-Jul	30-Sep	29-Dec	29-Dec	Q2
Operating Revenue	\$M	261.5	266.6	265.8	134.7	(0.8)
Operating Costs	\$M	(269.9)	(269.3)	(268.2)	(127.3)	1.2
Operating Result [Pre Capital]	\$M	(8.4)	(2.8)	(2.4)	7.5	0.4
Capital Grants & Contributions	\$M	44.9	26.7	26.9	11.2	0.2
Operating Result	\$M	36.4	23.9	24.5	18.6	0.6
Funds Available from Operations	\$M	54.4	56.3	56.0	31.6	(0.3)
Capital Works		91.4	92.9	94.9	43.6	2.0
Transfer to Restricted Cash		-	13.6	13.6	13.6	-
Contributed Assets		3.6	3.6	3.6	-	-
Borrowing Repaid		7.5	7.5	7.5	5.0	-
Funded from:						
- Operational Funds	\$M	54.4	56.3	56.0	31.6	(0.3)
- Other Funding	\$M	38.4	49.3	51.3	30.9	2.0
Total Funds Surplus/(Deficit)	\$M	(9.7)	(12.0)	(12.3)	0.3	(0.3)

**The Original Budget Total Funds deficit is the result of the early payment of part of the 2017-18 Financial Assistance Grant of \$9M in the prior year.*

The review of financial estimates at December propose an improvement in the Operating Result [pre capital] of \$0.4M that includes an increase in interest revenue of \$0.2M, a decrease in domestic waste collection contracts expense \$0.4M, and a range of other more minor adjustments that are outlined in tables later in this report, offset by additional expense brought forward from future years to accelerate an asset inspection project \$0.3M. There is also a decrease in commercial waste income of \$0.9M that is fully offset by a corresponding reduction in EPA levy expense.

The Funds Available from Operations excludes non cash adjustments and transfers to and from restricted cash. Forecasts at December indicate a deterioration of \$0.3M as the improvements from interest revenue and the domestic waste disposal contracts are offset by transfers to restricted cash. The deterioration is largely due to expenses brought forward from future years for asset inspections. This has been offset by a corresponding improvement in future year forecasts.

Council's third key financial indicator, the Total Funds Result, reflects the change in Council's Available Funds or unallocated funding and the result is inclusive of capital expenditure. While the revised forecasts include a proposed increase in capital expenditure that has been approved by Council through the monthly reporting process, this has been fully offset by associated funding from internally and externally restricted cash. The forecast deterioration in this result of \$0.3M is as above, largely due to the timing of the asset inspection program.

REPORT OF MANAGER FINANCE

Further details of variations are discussed through this report with favourable changes identified as (F) and unfavourable (U) with a more comprehensive list is provided in Table 7.

Income & Expense

- **Rates \$0.3M (U).** Minor variation based on objections on land valuations from prior financial years.
- **User Charges & Fees \$0.9M (U).** This variation is mainly due to a reduction in the Commercial Tipping Fees which is offset with reductions in EPA waste levy expenditure that is further discussed under Materials, Contracts & Other expenses below.
- **Interest and Investment Income \$0.2M (F).** The proposed increase in interest is attributed to higher cash holdings and positive fair value movements. As the higher cash holdings are largely related to Restricted Assets and the income is restricted, this improvement is offset by transfers to restricted assets for the Funds Available from Operations and Total funds results.
- **Other Revenue \$0.2M (F).** This increase in income is due to the cancellation of expenses accrued in prior years that were not subsequently invoiced from prior financial years and other more minor variations.
- **Grants and Contributions – Capital \$0.2M (F).** This variation is mostly due to the timing of City Centre & City Wide Developer Contributions.
- **Employee Costs \$0.3M (F).** Employee cost projections have been decreased due to vacancies in the Project Delivery division. This is offset by a decrease in internal labour usage for capital works.
- **Materials, Contracts and Other Expenses \$1.3M (F).** Proposed budget adjustments are mainly due to reductions to the EPA waste levy expenditure (\$0.9M) and expected cost of domestic waste collections contracts (\$0.4M) as well as a number of more minor adjustments that are listed in more detail in Table 7 including the acceleration of the asset inspection project. Recent trends indicate a decrease in commercial waste being received at Whytes Gully which in turn impacts on the EPA waste levy for both landfill and cover materials.
- **Internal Charges \$0.3M (U).** The unfavourable variance is largely due to Project Delivery vacancies leading to lower charges to capital works. This has been offset by lower employee costs.

Capital Budget

The capital projections that have been presented to Council through the Monthly Financial reporting process show an increase in the program from \$92.9M to \$94.9M that is related to the re-phasing of the delivery time of some funded projects.

Cash & Investments

The decrease in projected cash and investments of \$1.4M at December is mainly due to the increase in the capital works program for 2017-18 of \$2M that is partially offset by the improvements in Operating Result.

The Available Funds forecast shown below excludes movement in externally and internally restricted cash. As the increase in the capital works program is fully funded from restricted cash and the improvements in the Operating Result are largely offset by increases to restricted cash, the overall reduction of \$0.3M is mainly due to the additional expense introduced for the acceleration of the asset inspection project.

REPORT OF MANAGER FINANCE

Table 2

CASH, INVESTMENTS & AVAILABLE FUNDS					
	Actual 2016/17	Original Budget 2017/18	September QR 2017/18	December QR 2017/18	Actual Ytd Dec 2017
	\$M	\$M	\$M	\$M	\$M
Total Cash and Investments	167.6	153.5	144.9	143.5	170.7
Attributed to:					
External Restrictions					
Developer Contributions	16.4	96.9	22.0	22.7	18.9
Specific Purpose Unexpended Grants	3.3		2.0	1.6	3.6
Special Rates Levy City Centre	0.3		0.2	0.2	0.3
Unexpended Loans	27.4		24.8	24.5	24.3
Domestic Waste Management	11.1		11.6	12.1	12.1
Private Subsidies	4.9		5.1	5.0	4.9
West Dapto Home Assistance	10.2		10.4	10.5	10.3
Stormwater Management Charge	1.4		0.1	0.3	1.3
Carbon Pricing	0.9		-	0.0	0.0
Total External Restrictions	75.8	96.9	76.3	77.0	75.8
Internal Restrictions					
Property Investment Fund	8.3	49.8	3.9	3.9	8.4
Future Projects	5.2		4.6	4.6	4.9
Property Development	3.9		8.3	8.3	3.9
Strategic Projects	30.2		40.0	40.0	42.9
Sports Priority program	0.4		0.4	0.3	0.4
Car Parking strategy	1.1		0.9	0.9	1.3
MacCabe Park Development	1.0		1.1	1.1	1.1
Darcy Wentworth Park	0.2		0.2	0.2	0.2
Garbage Disposal Facility	5.9		2.2	0.4	2.3
Telecommunications Revenue	0.2		0.2	0.2	0.2
West Dapto additional rates	0.5		0.8	0.8	(0.3)
Natural Areas	0.4		0.4	0.4	0.3
Lake Illawarra Management Fund	0.2		0.1	0.2	0.3
Total Internal Restrictions	57.4	49.8	63.2	61.5	66.0
Available Cash	34.4	6.8	5.4	5.0	28.8
Net Payable & Receivables					
Current payables	(41.6)	(24.3)	(24.2)	(24.1)	(32.8)
Receivables	23.5	23.9	22.9	22.8	16.5
Other	10.7	11.0	11.0	11.0	14.9
Available Funds	27.0	17.3	15.0	14.7	27.4

REPORT OF MANAGER FINANCE

Long Term Financial Projections

The revised long term projections are continually reviewed through the annual planning process in line with the Financial Strategy targets to reflect current information from both external sources and internal analysis as it comes to hand. Historically, the Financial Targets created aspirational 'tram tracks' within which Council aimed to manage its key financial results. At the end of the 'Securing our Future' program in 2016-17, Council was meeting its financial targets and was able to set forecasts into the longer term that maintained that position. Financial sustainability through these measures means that Council is able to continue to provide the existing levels of service with the equivalent assets into the future without increases in rates or other revenue beyond indexation. While sustainability has been Council's aspirational target over a number of years, having reached that position the next consideration will be whether or not levels of improvement or enhancement of services are warranted and/or achievable. Through expectations of continued better than budget performance, Council has potentially created some longer term capacity within its forward estimates that will need to be considered through the review of the three-year Resourcing Strategy and 2018-19 Annual Planning process. The long term projections in the meantime will continue to reflect net results in line with the 'tram tracks' currently set, with an assumption included that improvements in the net result will be utilised through revised service programs, investment in income producing assets, or variation to income.

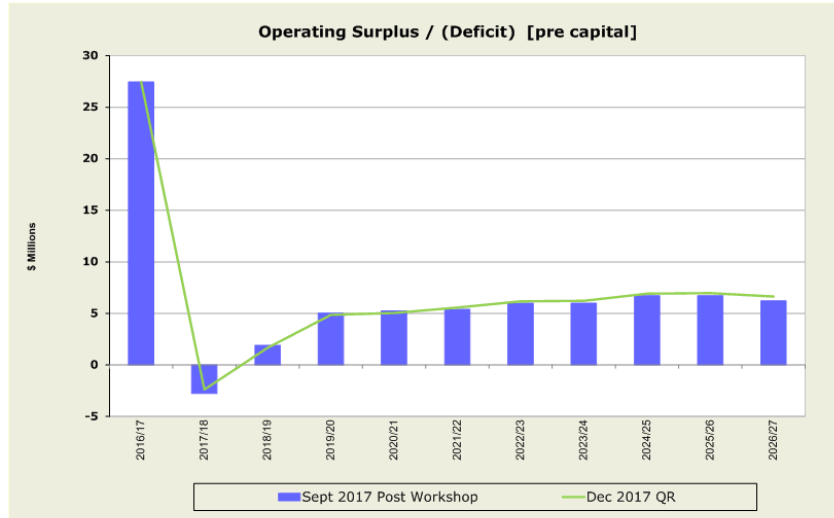
Council has a continuous budget process that revises the long term forecasts in line with quarterly changes and resets assumptions and indices annually or where new information leads to an immediate requirement to change the indices. During this quarter, Council received information that impacts the long term financial projections. IPART has advised that the approved rate increase (rate peg) for 2018-19 would be 2.3%. The long term financial projections for rate income at the September Quarterly Review were based on an assumed rate peg increase of 2.05%. The underlying cost increases that led to the adopted rate peg were higher than Council's modelled cost indices in some areas. Adjustment has been made to reflect the higher costs and revenue in the forward estimates that will be further tested and reviewed through the 2018/19 planning process. The largest variation and future risk to the estimates is in the salary and wages costs.

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

The Operating Result [pre capital] provides an indication of the long term viability of Council. In broad terms, a deficit from operations indicates that Council is not earning sufficient revenue to fund its ongoing operations (services) and continue to renew existing assets over the long term. The overall long term projections have not been materially changed though this Quarterly Review. These projections are based on past decisions and current assumptions that will be subject to review through the 2018-19 planning process.

REPORT OF MANAGER FINANCE

Table 3

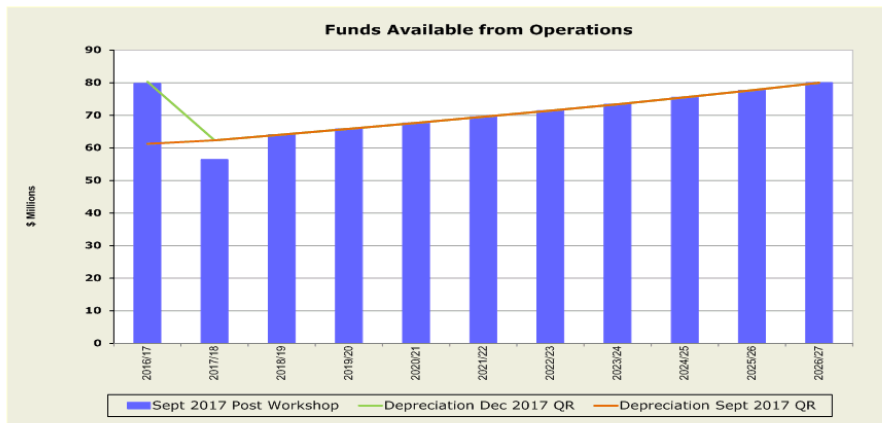


Funds Available from Operations

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

The following graph shows the forecast depreciation expenses compared to Funds Available from Operations. This indicator demonstrates the capacity to generate sufficient funds from operations to meet that level of asset renewal requirement. The graph currently shows Council generally meeting its target of providing Funds from Operations equal to depreciation.

Table 4



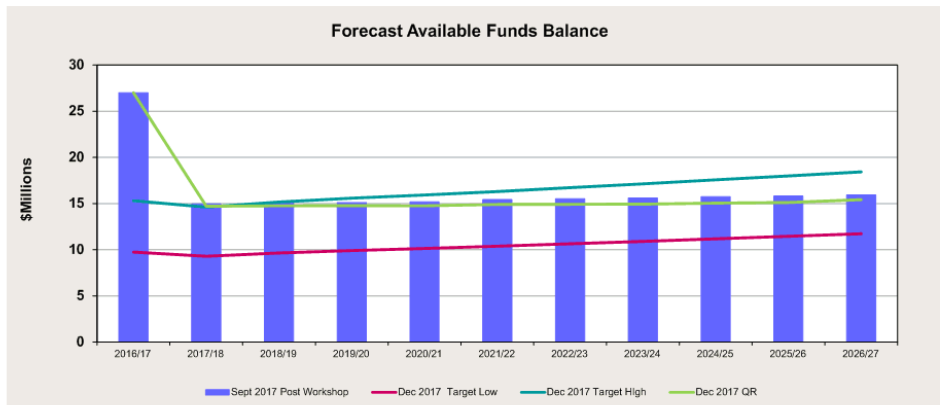
REPORT OF MANAGER FINANCE

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 December 2017 Quarterly Review, the target range for Available Funds is between \$9.3M and \$11.7M (lower range) and between \$14.6M and \$18.4M (upper range) over the life of the Long Term Financial Plan. The revised projections that include the updated indices and proposed December Quarterly Review adjustments indicate that Council is within these parameters.

Table 5



REPORT OF MANAGER FINANCE

Table 6

WOLLONGONG CITY COUNCIL					
December 2017 Quarterly Review					
	Original Budget \$'000	Current Budget \$'000	YTD Actual YTD \$'000	Proposed Variation \$'000	Proposed Budget \$'000
Income Statement					
Income From Continuing Operations					
Revenue:					
Rates and Annual Charges	190,941	191,532	95,420	(257)	191,276
User Charges and Fees	35,691	35,686	17,733	(855)	34,831
Interest and Investment Revenues	4,321	5,217	2,722	170	5,387
Other Revenues	9,705	10,204	5,136	197	10,401
Grants & Contributions provided for Operating Purposes	20,838	21,051	10,488	(55)	20,996
Grants & Contributions provided for Capital Purposes	44,858	26,702	11,166	248	26,949
Profit/Loss on Disposal of Assets	0	2,869	3,231	0	2,869
Total Income from Continuing Operations	306,353	293,261	145,896	(552)	292,709
Expenses From Continuing Operations					
Employee Costs	125,906	126,209	60,104	(262)	125,946
Borrowing Costs	3,849	3,859	1,918	(0)	3,859
Materials, Contracts & Other Expenses	93,150	94,111	42,649	(1,267)	92,844
Depreciation, Amortisation + Impairment	64,340	62,362	30,007	0	62,362
Internal Charges (labour)	(15,702)	(15,582)	(6,783)	322	(15,259)
Internal Charges (not labour)	(1,618)	(1,614)	(630)	14	(1,600)
Total Expenses From Continuing Operations	269,926	269,345	127,263	(1,193)	268,152
Operating Results From Continuing Operations	36,427	23,916	18,633	641	24,557
Net Operating Result for the Year	36,427	23,916	18,633	641	24,557
Net Operating Result for the Year before Grants & Contributions provided for Capital Purposes	(8,431)	(2,786)	7,467	394	(2,392)
NET SURPLUS (DEFICIT) [Pre capital] %	(2.8%)	(0.9%)	5.1%	(71.3%)	(0.8%)

Funding Statement					
Net Operating Result for the Year	36,427	23,916	18,633	641	24,557
Add back:					
- Non-cash Operating Transactions	80,942	76,548	35,060	245	76,793
- Restricted cash used for operations	13,286	15,476	5,768	(26)	15,450
- Income transferred to Restricted Cash	(63,548)	(46,502)	(21,383)	(880)	(47,382)
- Payment of Accrued Leave Entitlements	(12,718)	(13,171)	(6,482)	(247)	(13,418)
- Payment of Carbon Contributions	0	0	0	0	0
Funds Available from Operations	54,389	56,268	31,595	(267)	56,000
Advances (made by) / repaid to Council	0	0	0	0	0
Borrowings repaid	(7,486)	(7,486)	(5,017)	0	(7,486)
Operational Funds Available for Capital Budget	46,903	48,781	26,578	(267)	48,514
CAPITAL BUDGET					
Assets Acquired	(91,373)	(92,890)	(43,565)	(1,995)	(94,885)
Contributed Assets	(3,600)	(3,600)	0	0	(3,600)
Transfers to Restricted Cash	0	(13,625)	(13,625)	0	(13,625)
Funded From :-					
- Operational Funds	46,903	48,781	26,578	(267)	48,514
- Sale of Assets	1,750	11,000	10,299	10	11,010
- Internally Restricted Cash	9,241	10,848	7,373	1,854	12,701
- Borrowings	0	0	0	0	0
- Capital Grants	9,641	11,229	5,642	350	11,579
- Developer Contributions (Section 94)	6,665	6,925	3,241	(322)	6,603
- Other Externally Restricted Cash	5,630	5,013	4,110	55	5,068
- Other Capital Contributions	5,428	4,288	236	49	4,337
TOTAL FUNDS SURPLUS / (DEFICIT)	(9,715)	(12,032)	289	(267)	(12,299)



Table 7

MAJOR VARIATIONS PROPOSED	\$'000s	Offsetting Items for Fund	Surplus	Deficit	Net by type
REVENUES FROM ORDINARY ACTIVITIES					
Rates & Annual Charges				(257)	(257)
User Charges & Fees					
Commercial Tipping Fees		(900)			
Development Assessment Income		132			
Food Premises Inspections				(59)	
Other		(12)	(17)		(855)
Interest and Investment Income					
Interest on Investment Income		170			170
Other Revenue					
Development Applications		(105)			
Waste Management		75			
Deliveries not Invoiced			211		
Other			16		197
EXPENSES FROM ORDINARY ACTIVITIES					
Employee Costs					
Project Delivery offset by recovery		309			
Port Kembla 2505 Study		100			
Office Accommodation/Workspace Program		(96)			
Beaches & Pools Wages Reductions		20	9		
Neighbourhood Youth Program		(18)			
SPMAS 222 Central Funding not required			28		
Adjustment of funded projects					
Regional Illegal Dumping Program		(73)			
Other		(17)			262
Materials, Contracts & Other Expenses					
Tfr To/From Employee Costs					
Port Kembla 2505 Study		(100)			
Neighbourhood Youth Program		18			
Office Accommodation/Workspace Program		96			
Helensburgh Pool Feasibility Study		(20)			
Adjustments to funded projects					
Lake Illawarra Estuary Management Fund		167	20		
Watercourse - Stormwater		109			
Stormwater Operational Management		(100)			
CTWS - HACC Transport		(25)			
Other		(6)			
Waste Contracts		440			
EPA Commercial Levy		500			
EPA Levy on Landfill		400			
Whytes Gully Materials & Contracts		(75)			
Major Plant Fuel & Oil			52		
Inspections for Works & Services brought forward from future years				(253)	
ICT Maintenance & Support Agreements				(24)	
Cringila Hills Site Assessment		20			
Continental Pool Kiosk Feasibility		(20)			
Beaton Park Precinct Masterplan		(31)			
Centralised Studies & Plans		31			
Design Review Panel		(27)			
December 2017 QR Shortfall			160		
Various other adjustments		(10)	(9)	(44)	1,268
Borrowing Costs					-
Depreciation					-

REPORT OF MANAGER FINANCE

MAJOR VARIATIONS PROPOSED	\$'000s	Offsetting Items for Fund	Surplus	Deficit	Net by type
Internal Charges					
Project Delivery Labour Recovery		(309)		(11)	
Adjustments to funded projects		(6)			
Other				(10)	(336)
Profit on Sale of Assets					
Grants & contribution - Operating					
Community Transport		(26)			
LIRS Subsidy Correction				(74)	
Social Support & Respite		(55)			
Illegal Kerbside Dumping		73			
Other		27			(55)
Operating Variation [pre capital]		655	471	(731)	394
Capital Grants & Contributions					
Developer Contributions					
City Wide		198			
City Centre		50			
Other					248
Operating Variation [post capital]		903	471	(731)	641
FUNDING STATEMENT					
Non Cash Items					
Leave Liability		247		(2)	245
Payment of Leave Entitlements		(247)			(247)
Restricted Cash Used for Operations					
Internally funded project adjustments					
Lake Illawarra Estuary Management Fund		(109)			
Externally funded project adjustments					
Lake Illawarra Estuary Management Fund		(57)			
Watercourse - Stormwater		(109)			
Interpreter Services		8			
CTWS - HACCC Transport		28			
Regional Illegal Dumping Program		73			
Stormwater Operational Management		100			
Other		41			(26)
Income Transferred to Restricted Cash					
Developer Contributions		(248)			
Grants & contributions - operational		(19)		(4)	
Interest applicable to restricted assets		(170)			
Domestic Waste		(440)			
Other					(880)
OPERATIONAL FUNDS AVAILABLE FOR CAPITAL		(0)	471	(737)	(267)
CAPITAL BUDGET					
Increase in capital program		1,946			
Increase in associated funding		(1,946)			
Property Investment Expenditure Tfr to Cap		(49)			
Property Investment Funding Tfr to Cap		49			
Net Change in Capital					-
TOTAL FUNDS SURPLUS/(DEFICIT)		(0)	471	(737)	(267)

REPORT OF MANAGER FINANCE

CAPITAL PROJECT REPORT							
as at the period ended December 2017							
Program	\$'000		\$'000		Expenditure	\$'000	
	Current Budget		Proposed Budget			variation	
	Expenditure	Other Funding	Expenditure	Other Funding		Expenditure	Other Funding
Roads And Related Assets							
Traffic Facilities	2,998	(2,646)	3,185	(2,688)	1,118	187	(42)
Public Transport Facilities	290	(120)	340	(170)	198	50	(50)
Roadworks	11,890	(2,784)	13,000	(2,989)	5,360	1,110	(205)
Bridges, Boardwalks and Jetties	2,300	(50)	2,405	(5)	777	105	45
Total Roads And Related Assets	17,478	(5,600)	18,930	(5,852)	7,453	1,452	(252)
West Dapto							
West Dapto Infrastructure Expansion	8,113	(8,113)	8,128	(8,128)	5,196	15	(15)
Total West Dapto	8,113	(8,113)	8,128	(8,128)	5,196	15	(15)
Footpaths And Cycleways							
Footpaths	4,158	(1,023)	4,012	(1,027)	1,869	(146)	(4)
Cycle/Shared Paths	12,307	(3,639)	12,307	(3,639)	7,591	(0)	0
Commercial Centre Upgrades - Footpa ^l	3,715	(645)	3,715	(645)	1,325	(0)	0
Total Footpaths And Cycleways	20,181	(5,308)	20,034	(5,311)	10,785	(146)	(4)
Carparks							
Carpark Construction/Formalising	590	(265)	510	(265)	62	(80)	0
Carpark Reconstruction or Upgrading	1,853	(73)	1,933	(73)	1,205	80	0
Total Carparks	2,443	(338)	2,443	(338)	1,267	0	0
Stormwater And Floodplain Management							
Floodplain Management	2,442	(717)	2,477	(717)	759	35	0
Stormwater Management	4,104	(1,074)	3,930	(935)	1,357	(174)	139
Stormwater Treatment Devices	491	(186)	361	(56)	65	(130)	130
Total Stormwater And Floodplain M^e	7,037	(1,977)	6,768	(1,708)	2,180	(269)	269
Buildings							
Cultural Centres (IPAC, Gallery, Town ^t	1,360	0	1,360	0	166	0	0
Administration Buildings	2,024	(20)	2,024	(20)	611	0	0
Community Buildings	9,898	(740)	9,822	(704)	4,382	(76)	36
Public Facilities (Shelters, Toilets etc.)	615	0	686	0	500	71	0
Carbon Abatement	1,160	(825)	1,198	(825)	861	38	(0)
Total Buildings	15,056	(1,585)	15,089	(1,549)	6,520	33	36
Commercial Operations							
Tourist Park - Upgrades and Renewal	750	0	750	0	553	0	0
Crematorium/Cemetery - Upgrades an ⁱ	320	0	320	0	27	0	0
Leisure Centres & RVGC	150	0	150	0	5	0	0
Total Commercial Operations	1,220	0	1,220	0	585	0	0
Parks Gardens And Sportfields							
Play Facilities	1,372	(70)	1,448	(146)	526	76	(76)
Recreation Facilities	645	(562)	665	(582)	281	20	(20)
Sporting Facilities	1,461	(653)	1,460	(683)	148	(1)	(30)
Total Parks Gardens And Sportfields	3,478	(1,285)	3,573	(1,411)	955	95	(126)
Beaches And Pools							
Beach Facilities	211	0	211	0	50	(0)	0
Rock/Tidal Pools	1,160	(165)	1,160	(165)	832	0	0
Treated Water Pools	996	(72)	944	(20)	487	(51)	52
Total Beaches And Pools	2,367	(237)	2,315	(185)	1,370	(51)	52

REPORT OF MANAGER FINANCE

CAPITAL PROJECT REPORT							
as at the period ended December 2017							
Program	\$'000		\$'000		YTD	\$'000	
	Current Budget		Proposed Budget			variation	
	Expenditure	Other Funding	Expenditure	Other Funding		Expenditure	Other Funding
Natural Areas							
Natural Area Management and Rehabil	210	(10)	210	(10)	141	(0)	0
Total Natural Areas	210	(10)	210	(10)	141	(0)	0
Waste Facilities							
Whytes Gully New Cells	6,235	(6,235)	8,082	(8,082)	4,916	1,847	(1,847)
Whytes Gully Renewal Works	300	(300)	300	(300)	101	(0)	(0)
Helensburgh Rehabilitation	100	(100)	100	(100)	15	(0)	(0)
Total Waste Facilities	6,635	(6,635)	8,482	(8,482)	5,033	1,847	(1,847)
Fleet							
Motor Vehicles	1,822	(960)	1,822	(960)	626	(0)	(0)
Total Fleet	1,822	(960)	1,822	(960)	626	(0)	(0)
Plant And Equipment							
Portable Equipment (Mowers etc.)	220	(67)	220	(67)	27	(0)	0
Mobile Plant (trucks, backhoes etc.)	3,102	(807)	3,102	(808)	27	0	(0)
Fixed Equipment	340	0	350	(10)	(0)	10	(10)
Total Plant And Equipment	3,662	(874)	3,672	(884)	54	10	(10)
Information Technology							
Information Technology	1,170	(10)	1,216	(10)	305	46	0
Total Information Technology	1,170	(10)	1,216	(10)	305	46	0
Library Books							
Library Books	1,162	(6)	1,162	(6)	678	(0)	0
Total Library Books	1,162	(6)	1,162	(6)	678	(0)	0
Public Art							
Public Art Works	20	0	20	0	42	(0)	0
Art Gallery Acquisitions	115	0	164	(49)	77	49	(49)
Total Public Art	135	0	184	(49)	119	49	(49)
Emergency Services							
Emergency Services Plant and Equipme	250	0	250	0	237	0	0
Total Emergency Services	250	0	250	0	237	0	0
Land Acquisitions							
Land Acquisitions	100	0	149	(49)	58	49	(49)
Total Land Acquisitions	100	0	149	(49)	58	49	(49)
Non-Project Allocations							
Capital Project Contingency	361	0	(773)	0	0	(1,134)	0
Capital Project Plan	10	0	10	0	2	(0)	0
Total Non-Project Allocations	371	0	(763)	0	2	(1,134)	0
GRAND TOTAL	92,890	(32,939)	94,885	(34,934)	43,564	1,995	(1,995)

REPORT OF MANAGER FINANCE

Supporting Documents - Planning Studies & Investigations

Service & Project	2017/18	2017/18	2017/18	2017/18
	Adopted	Current	Proposed	Variance
	\$'s	\$'s	\$'s	\$'s
Environmental Services	13	13	13	0
Biocertification for West Dapto	13	13	13	0
Governance and Administration	887	887	887	(0)
West Dapto Review	887	887	887	(0)
Infrastructure Planning & Support	0	0	0	0
Leisure Services	40	118	149	31
Beaton Park Precinct Masterplan	40	110	141	31
Land Use Planning	432	455	467	12
City Centre Revitalisation	0	9	9	0
Berkeley Commercial Centre Study	0	0	0	0
Housing Study	30	30	60	30
Sandon Point Aboriginal Heritage Impact Permit	10	6	6	0
Port Kembla 2505 Study	187	195	195	(0)
South Wollongong Precinct Plan	20	18	0	(18)
Tourism Accommodation Review Planning Controls	0	0	0	0
Industrial Land Planning Controls Review	30	30	30	0
Dapto Town Centre Planning Study	10	3	3	0
Heritage Asset Management Strategy	25	25	25	0
Windang Town Centre Planning Study	0	0	0	0
Mt Kembla Village Centre Planning Study	0	0	0	0
Woonona Village Planning Study	0	0	0	0
Helensburgh Town Centre Planning Study	20	20	20	0
Fairy Meadow Town Centre Planning Study	0	0	0	0
Bulli Town Centre Planning Study	0	0	0	0
City Centre Planning Review	100	100	100	0
Mt Keira Masterplan & Plan of Mgmt.	0	19	19	0
Property Services	120	120	50	(70)
Bulli Showground Masterplan	50	50	50	0
Foreshore Parking Strategy	70	70	0	(70)
Parks and Sportsfields	100	130	110	(20)
Cringila Hills Site Assessment	100	100	80	(20)
Blue Mile Masterplan - update	0	0	0	0
Fairy Creek Corridor Recreation Masterplan	0	30	30	0
Transport Services	365	575	645	70
Corrimal Traffic Study and Access Movement	40	40	40	0
Accessible Car Parking and Bus Stops audit	75	75	75	0
Access and Movement Strategy Review	150	150	150	0
City Centre Parking Surveys - EMS Report	0	65	65	0
Foreshore Parking Strategy	0	0	70	70
Wollongong LGA Feasibility Studies	15	0	0	0
Wollongong City Pedestrian Plan	10	20	20	0
Gwynneville/Keiraville Access & Movement Study	60	135	135	0
Street Trees - Masterplan/Strategy	15	40	40	0
Real Time Parking Information Signage	0	50	50	0
Total Expenditure *	3,301	3,733	3,885	152

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

REPORT OF MANAGER FINANCE

WOLLONGONG CITY COUNCIL		
	Actual 2017/18 \$'000	Actual 2016/17 \$'000
Balance Sheet		
Current Assets		
Cash Assets	38,986	23,534
Investment Securities	110,652	119,458
Receivables	16,476	23,532
Inventories	6,072	6,089
Other	14,980	10,680
Assets classified as held for sale	0	6,381
Total Current Assets	187,166	189,672
Non-Current Assets		
Non Current Cash Assets	21,085	24,585
Property, Plant and Equipment	2,336,458	2,314,277
Investment Properties	4,775	4,775
Westpool Equity Contribution	1,835	1,835
Intangible Assets	454	653
Total Non-Current Assets	2,364,607	2,346,125
TOTAL ASSETS	2,551,773	2,535,797
Current Liabilities		
Current Payables	32,843	41,617
Current Provisions payable < 12 months	11,709	11,185
Current Provisions payable > 12 months	37,669	37,669
Current Interest Bearing Liabilities	7,513	7,513
Total Current Liabilities	89,733	97,984
Non-Current Liabilities		
Non Current Interest Bearing Liabilities	30,314	32,188
Non Current Provisions	49,115	48,121
Total Non-Current Liabilities	79,430	80,309
TOTAL LIABILITIES	169,162	178,292
NET ASSETS	2,382,611	2,357,505
Equity		
Accumulated Surplus	1,260,781	1,249,603
Asset Revaluation Reserve	980,026	974,736
Restricted Assets	141,805	133,166
TOTAL EQUITY	2,382,611	2,357,505

REPORT OF MANAGER FINANCE

WOLLONGONG CITY COUNCIL			
CASH FLOW STATEMENT			
as at 29 December 2017			
	YTD Actual	Actual	
	2017/18	2016/17	
	\$ '000	\$ '000	
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts:			
Rates & Annual Charges	103,748	162,086	
User Charges & Fees	24,256	39,818	
Interest & Interest Received	3,138	3,454	
Grants & Contributions	18,724	57,871	
Other	8,351	25,538	
Payments:			
Employee Benefits & On-costs	(53,750)	(102,880)	
Materials & Contracts	(24,280)	(60,479)	
Borrowing Costs	(640)	(1,447)	
Other	(28,307)	(44,390)	
Net Cash provided (or used in) Operating Activities	49,247	161,632	
CASH FLOWS FROM INVESTING ACTIVITIES			
Receipts:			
Sale of Infrastructure, Property, Plant & Equipment	10,299	3,239	
Deferred Debtor Receipts	-	-	
Payments:			
Purchase of Investments	-	-	
Purchase of Investment Property	-	-	
Purchase of Infrastructure, Property, Plant & Equipment	(24,244)	(60,313)	
Purchase of Interests in Joint Ventures & Associates	-	-	
Net Cash provided (or used in) Investing Activities	(43,945)	(57,074)	
CASH FLOWS FROM FINANCING ACTIVITIES			
Receipts:			
Proceeds from Borrowings & Advances	-	3,500	
Payments:			
Repayment of Borrowings & Advances	(2,156)	(7,159)	
Repayment of Finance Lease Liabilities	-	-	
Net Cash Flow provided (used in) Financing Activities	(2,156)	(1,659)	
Net Increase/(Decrease) in Cash & Cash Equivalents	3,546	5,787	
plus: Cash & Cash Equivalents and Investments - beginning of year	167,577	161,790	
Cash & Cash Equivalents and Investments - year to date	170,723	167,577	

WOLLONGONG CITY COUNCIL			
CASH FLOW STATEMENT			
as at 29 December 2017			
	YTD Actual	Actual	
	2017/18	2016/17	
	\$ '000	\$ '000	
Total Cash & Cash Equivalents and Investments - year to date	170,723	167,577	
Attributable to:			
External Restrictions (refer below)	75,788	75,788	
Internal Restrictions (refer below)	66,036	57,379	
Unrestricted	28,919	34,410	
	170,723	167,577	
External Restrictions			
Developer Contributions	16,850	16,307	
RMS Contributions	378	278	
Specific Purpose Unexpended Grants	3,242	3,549	
Special Rates Levy Wollongong Mail	260	228	
Special Rates Levy Wollongong City Centre	35	28	
Local Infrastructure Renewal Scheme	16,775	19,873	
Unexpended Loans	7,547	7,424	
Domestic Waste Management	12,026	11,114	
Private Subsidies	4,943	4,905	
West Dapto Home Deposit Assistance Program	10,253	10,085	
Stormwater Management Service Charge	1,332	1,403	
West Dapto Home Deposits Issued	85	85	
Carbon Price	5	891	
Total External Restrictions	75,788	75,788	
Internal Restrictions			
Property Development	3,813	3,812	
Property Investment Fund	6,371	8,288	
Strategic Projects	42,940	30,175	
Future Projects	4,942	5,239	
Sports Priority Program	442	362	
Car Parking Strategy	1,322	1,124	
MacCabe Park Development	1,065	891	
Darcy Wentworth Park	171	170	
Garbage Disposal Facility	2,320	5,915	
Telecommunications Revenue	249	193	
West Dapto Development Additional Rates	(254)	501	
Southern Phone Natural Areas	299	366	
Lake Bewsons Estuary Management Fund	295	155	
Total Internal Restrictions	66,036	57,379	

REPORT OF MANAGER FINANCE

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

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

Contract Listing					
Budget Review for Quarter ended December 2017					
Contractor	Contract Detail & Purpose	Contract Value \$000's	Commencement Date	Duration of Contract	Budgeted Y/N
Project Coordination	Stanwell Park Cafe Redevelopment	1,419	27/11/2017	2017/19	Y
Balmac Constructions Pty Ltd	Fernhill Soccer Club Amenities	542	2/10/2017	2017/18	Y
The Flagstaff Group	Tourist Park Linen Services	470	19/12/2017	2017/21	Y
GT Civil Pty Ltd	Brokers Road Dam Rehabilitation	210	12/10/2017	2017/18	Y
Stowe Australia	Bulli and Corimal Beach Tourist Parks Lighting Upgrade	163	9/10/2017	2017/18	Y
Golder Associates Pty Ltd	Cell 1B Rain shed Maintenance and Rain flap Decommissioning Works	140	9/10/2017	2017/18	Y
Programmed Facilities Management	Electrical Distribution Board Upgrades	138	30/10/2017	2017/18	Y
Advisian Pty Ltd	2017 Review of Fairy and Cabbage Tree Creek Flood Study	127	1/12/2017	2017/20	Y
Advisian Pty Ltd	Review of Allans Creek Flood Study	121	30/10/2017	2017/20	Y
Ledacon	Repairs to Benjamin Road Bridge Kembla Heights	99	19/12/2017	2017/18	Y
Parking and Traffic Consultants Partnership	Provision of City Centre Parking Surveys	61	22/11/2017	2017/18	Y

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

Consultancy and Legal Expenses		
Budget Review for Quarter ended December 2017		
Expense	Expenditure YTD \$000's	Budgeted (Y/N)
Consultancies	947	YES
Legal Fees	473	YES

STATEMENT OF RESPONSIBLE ACCOUNTING OFFICER

All investments held at 31 December 2017 were invested in accordance with Council's Investment Policy.

Bank reconciliations have been completed as at 31 December 2017.

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

BUDGET REVIEW STATEMENT - REVISION TO FULL YEAR ESTIMATES

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

It is my opinion that the financial statements and schedules contained within the Quarterly Review Statement for Wollongong City Council for the quarter ended 31 December 2017 indicate that Council's projected financial position at 30 June 2018 will be satisfactory having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

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

BRIAN JENKINS
RESPONSIBLE ACCOUNTING OFFICER

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

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects Only)
1.1.1.1 Implement programs and events which facilitate community participation	100%	0%	0%	0%	0%
1.1.2.1 Impacts from development on the environment are assessed, monitored and mitigated	100%	0%	0%	0%	0%
1.1.2.2 Establish effective urban stormwater management programs	100%	0%	0%	0%	0%
1.1.3.1 Manage vegetation to reduce bushfire risk in Asset Protection Zones on natural areas under Council care and control	100%	0%	0%	0%	0%
1.1.3.2 Implement a coordinated approach to floodplain and stormwater management	75%	0%	0%	0%	0%
1.1.4.1 Implement priority actions from the Illawarra Biodiversity Strategy	75%	0%	25%	0%	0%
1.1.4.2 Implement priority actions from the Illawarra Escarpment Strategic Management Plan	100%	0%	0%	0%	0%
1.2.1.1 Finalise and implement the Coastal Zone Management Plan	67%	0%	33%	0%	0%
1.2.2.1 Assess the impact of day visitors on service levels	100%	0%	0%	0%	0%
1.2.2.2 Coordinate a range of Water Safety Education programs to enhance safe community access to our beaches	100%	0%	0%	0%	0%

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

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects Only)
1.3.1.1 Develop and implement programs that encourage community participation in reducing Wollongong's ecological footprint	100%	0%	0%	0%	0%
1.3.2.1 Finalise and deploy Council's Waste & Resource Recovery Strategy in consultation with industry leaders	50%	0%	0%	0%	0%
1.3.2.2 Implement water and energy saving strategies	100%	0%	0%	0%	0%
1.3.2.3 Emissions are monitored and reduction methods are investigated and utilised	100%	0%	0%	0%	0%
1.3.2.4 Investigate a landfill gas management system for Whytes Gully	50%	0%	0%	0%	50%
1.3.3.1 Develop and implement an Environmental Sustainability Policy and Strategy	80%	20%	0%	0%	0%
1.3.3.3 Establish and maintain an Estuary Management Committee to protect the health of Lake Illawarra	100%	0%	0%	0%	0%
1.4.1.1 Work in partnership with others to promote a diverse range of heritage education and promotion programs	50%	0%	50%	0%	0%
1.4.1.2 Implement priority actions of the Heritage Strategy	50%	0%	50%	0%	0%
1.4.1.3 Implement community and cultural promotions program	0%	0%	100%	0%	0%

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

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects Only)
1.4.2.1 Work with the local Aboriginal community in the management of Indigenous heritage	100%	0%	0%	0%	0%
1.5.1.1 Facilitate a range of programs and activities which improve food security and local food production	100%	0%	0%	0%	0%
1.6.1.1 Review planning controls for environmentally sensitive locations	50%	0%	0%	0%	50%
1.6.2.1 Implement the West Dapto Release Area Masterplan	100%	0%	0%	0%	0%
1.6.3.1 Provide high quality development assessment and certification based on QBL principles (note: QBL or the Quadruple Bottom Line takes consideration of environmental, economic, social and governance factors)	100%	0%	0%	0%	0%
1.6.3.2 Maximise sustainability principles in the design and construction of Wollongong's built form	100%	0%	0%	0%	0%
1.6.3.3 Prepare for the introduction and implementation of the NSW State Government Planning Reforms	100%	0%	0%	0%	0%
2.1.1.1 Support regional activities and partnerships that result in increased business investment and jobs growth	100%	0%	0%	0%	0%
2.1.2.1 Ensure that Wollongong is attractive to diverse companies for business expansion, establishment and relocation	100%	0%	0%	0%	0%

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

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects Only)
2.1.2.2 Progress implementation of the CBD Action Plan	100%	0%	0%	0%	0%
2.1.3.1 Build on partnerships which enable the retention of local talent	100%	0%	0%	0%	0%
2.1.3.2 Establish Wollongong City Council as an employer of choice	75%	0%	0%	0%	25%
2.1.4.1 Develop and maintain partnerships with the business sector to fund and contribute to a broader range of community projects and activities	100%	0%	0%	0%	0%
2.1.5.1 Work with community, government and business partners to support development of local employment opportunity for people who are disadvantaged within the labour market	33%	0%	67%	0%	0%
2.1.6.1 In collaboration with key agencies, facilitate the West Dapto Taskforce to deliver the first stages of the West Dapto Urban Release area	100%	0%	0%	0%	0%
2.2.2.1 Support projects that investigate opportunities for the provision of tourism infrastructure	33%	0%	67%	0%	0%
2.2.3.1 In conjunction with partner organisations support the development of innovative industries	100%	0%	0%	0%	0%
2.3.1.1 Undertake major refurbishment works in the City Centre	100%	0%	0%	0%	0%

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

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects Only)
2.3.1.2 Manage and deliver improved marketing and promotion of the City Centre	100%	0%	0%	0%	0%
2.3.1.3 Provide a diverse range of activities in the City Centre that target and engage a broad community	100%	0%	0%	0%	0%
2.3.1.4 Improve policies and systems to support the revitalisation of the City Centre	100%	0%	0%	0%	0%
2.3.2.1 Review the current investment to deliver a more efficient and targeted destination marketing program	100%	0%	0%	0%	0%
2.3.2.2 Deliver Visitor Information Services to the city and our visitors	100%	0%	0%	0%	0%
2.3.2.3 Pursue initiatives that promote the region as place to holiday to both the domestic and international markets	100%	0%	0%	0%	0%
2.4.1.1 Support the creation & expansion of green industries	100%	0%	0%	0%	0%
2.4.2.1 Ensure that Wollongong is attractive to research & development based companies & organisations	100%	0%	0%	0%	0%
2.5.1.1 Implement a range of programs that incorporates learning and development	75%	0%	0%	0%	13%
3.1.1.1 Promote Made in Wollongong through a variety of locally produced events, productions and programs	100%	0%	0%	0%	0%

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

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects Only)
3.1.2.1 Provide support to existing and emerging arts workers & their networks	100%	0%	0%	0%	0%
3.1.2.2 Provide opportunities for local artists and performers to exhibit, promote and perform at Council venues and events	100%	0%	0%	0%	0%
3.1.3.1 Successful collaborations with other organisations and agencies are established	100%	0%	0%	0%	0%
3.2.1.1 Seek funding for the promotion of heritage sites and museums to the community and visitors	75%	25%	0%	0%	0%
3.2.2.1 Encourage the integration of urban design & public art	100%	0%	0%	0%	0%
3.2.3.1 Deliver and support a range of projects and programs which build harmony and understanding	100%	0%	0%	0%	0%
3.3.1.1 Implement a coordinated approach to event acquisition & provision in Wollongong via the delivery of the Events Strategy	100%	0%	0%	0%	0%
3.3.1.2 Encourage Sports Associations to conduct regional, state and national events in the city	100%	0%	0%	0%	0%
3.3.1.3 Implement a sustainable program of local events via the Events Strategy	100%	0%	0%	0%	0%
3.3.1.5 Coordinate Council's support and investment in events and festivals	83%	0%	0%	17%	0%

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

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects Only)
3.3.2.1 Coordinate an integrated approach to infrastructure improvement and service delivery in the Civic Plaza and through the re-establishment of an Arts Precinct in the city	100%	0%	0%	0%	0%
3.4.1.1 Support the coordination of an externally funded delivered calendar of activities across the City	100%	0%	0%	0%	0%
3.4.2.1 Develop a new Cultural Plan	100%	0%	0%	0%	0%
3.4.3.1 Deliver a program of activities in local communities	100%	0%	0%	0%	0%
4.1.1.1 Ensure an effective community engagement framework connects the community to Council decision making	100%	0%	0%	0%	0%
4.1.2.1 Expand Council's use of social media and online options for communication and engagement	75%	25%	0%	0%	0%
4.1.3.1 A coordinated approach to communication is developed and implemented	100%	0%	0%	0%	0%
4.1.3.2 Re-establish Council's commitment to partnering with our local Aboriginal community	50%	0%	50%	0%	0%
4.1.3.4 Continue to provide regular information updates to the community about Council's Financial Sustainability Review	100%	0%	0%	0%	0%

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

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects Only)
4.2.1.1 Increase opportunities for the community to connect with volunteering organisations	100%	0%	0%	0%	0%
4.2.1.2 Support community participation in non-profit activities	100%	0%	0%	0%	0%
4.2.1.3 Build the capability of community based organisations in managing, developing and sustaining their volunteers	100%	0%	0%	0%	0%
4.2.2.1 Support a range of projects and programs in the city	67%	0%	33%	0%	0%
4.2.3.1 Contribute to activities and programs that enhance civic pride in Wollongong	100%	0%	0%	0%	0%
4.3.1.1 Lobby for the expansion of NBN to all suburbs within the LGA within the next five years	100%	0%	0%	0%	0%
4.3.2.1 Review community facilities and consider rationalisation, replacement or refurbishment to achieve facilities that are strategically located, good quality and meet identified community need	100%	0%	0%	0%	0%
4.3.2.2 Investigate the provision of a district level community and library centre for the southern suburbs	100%	0%	0%	0%	0%
4.3.3.1 Continue to participate and contribute to an integrated community service network	100%	0%	0%	0%	0%

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

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects Only)
4.4.1.1 Improve community understanding and awareness of Council decisions	100%	0%	0%	0%	0%
4.4.1.2 Ensure appropriate strategies and systems are in place, monitored and reviewed	83%	0%	0%	17%	0%
4.4.1.3 Continue to build a professional, customer focussed quality organisation	100%	0%	0%	0%	0%
4.4.1.4 Lead continuous improvement in Council's health and safety culture and behaviour	100%	0%	0%	0%	0%
4.4.2.1 Coordinate a service review program with a focus on business development and improvement	100%	0%	0%	0%	0%
4.4.2.2 Deliver the Asset Management Strategy and Improvement Plan 2012-17	100%	0%	0%	0%	0%
4.4.2.3 Investigate provision of cremation services across the region and determine Council's role in the market	100%	0%	0%	0%	0%
4.4.3.1 Improve systems for recording community & staff ideas	100%	0%	0%	0%	0%
4.4.4.1 Ensure policies and procedures are regularly reviewed, updated and promoted	100%	0%	0%	0%	0%
4.4.4.2 Streamline reporting across the organisation and provide user friendly, plain English reports	67%	0%	33%	0%	0%

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

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects Only)
4.4.5.1 Effective and transparent financial management systems are in place	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	100%	0%	0%	0%	0%
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	0%	0%	0%	0%	0%
4.4.5.3 Reduce Council's discretionary spend (excluding assets) by 5% with savings to be directed to asset renewal	100%	0%	0%	0%	0%
4.4.5.4 Undertake a review of Council's employment conditions including the consideration of more flexible employment conditions and Enterprise Agreement	100%	0%	0%	0%	0%
4.4.5.5 Continue to pursue alternative funding option to deliver financially sustainable services and facilities	100%	0%	0%	0%	0%
4.4.5.6 Apply for a special rate variation of 6.13% in 2014-15, 6.23% in 2015-16 and 6.24% in 2016-17 with additional funds to be directed to asset renewal	100%	0%	0%	0%	0%

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

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects Only)
4.4.5.8 Investigate removing the pensioner and charitable waste exemptions	100%	0%	0%	0%	0%
4.4.5.9 Continue to actively seek grants and contributions to deliver core community infrastructure and services	100%	0%	0%	0%	0%
4.4.6.1 Deliver a consistent and effective integrated frontline customer service centre	100%	0%	0%	0%	0%
5.1.1.1 Partner with community based organisations in the provision of services	100%	0%	0%	0%	0%
5.1.2.1 Actively engage children and young people in planning and design processes	100%	0%	0%	0%	0%
5.1.3.1 Partner with agencies and health authorities to support improvements to the region's medical services	100%	0%	0%	0%	0%
5.1.4.1 Assess the changing profile of the community and reprioritise services appropriately	100%	0%	0%	0%	0%
5.1.4.2 Investigate provision of Leisure Services in the greater Dapto area, taking into account expansion of West Dapto, and determine Council's role in the market	100%	0%	0%	0%	0%
5.1.4.3 Investigate the future provision of Aquatic Services across the local government area and implement improvements	75%	0%	25%	0%	0%

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

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects Only)
5.1.5.1 Continue to undertake social, land use and environmental planning activities that assists in service planning	100%	0%	0%	0%	0%
5.1.5.2 Carry out commercial business management of Council's operational lands	67%	0%	33%	0%	0%
5.1.6.1 Review planning controls for priority locations	78%	22%	0%	0%	0%
5.1.6.2 Provide an appropriate and sustainable range of quality passive and active open spaces and facilities	100%	0%	0%	0%	0%
5.1.6.3 Policies and plans are developed, reviewed and implemented to encourage physical activity	100%	0%	0%	0%	0%
5.2.1.1 Prepare a Housing Study and Strategy incorporating Affordable Housing Issues	100%	0%	0%	0%	0%
5.2.2.1 In partnership with relevant agencies and networks lobby and advocate for improved service levels and quality and enhanced access to services	100%	0%	0%	0%	0%
5.3.1.1 Promote and enforce compliance with litter reduction	100%	0%	0%	0%	0%
5.3.2.1 Manage and maintain public facilities	80%	0%	20%	0%	0%
5.3.2.3 Use additional funds achieved through the financial sustainability review for renewal of major building projects as per capital program	100%	0%	0%	0%	0%

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

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects Only)
5.3.3.1 Manage and maintain community infrastructure portfolio with a focus on asset renewal	100%	0%	0%	0%	0%
5.4.1.1 Facilitate a range of partnerships and networks to develop community safety initiatives	100%	0%	0%	0%	0%
5.4.1.2 Provide lifeguarding services at beaches (in partnership with Surf Life Saving Illawarra) and Council pools	100%	0%	0%	0%	0%
5.4.2.1 Continue to liaise with Local Area Commands on key initiatives and crime reduction strategies.	100%	0%	0%	0%	0%
5.4.2.2 Deliver projects and programs to reduce crime in the Wollongong Local Government Area	100%	0%	0%	0%	0%
5.4.3.1 Safety is considered in the planning and design of any development	100%	0%	0%	0%	0%
5.5.1.1 Maintain and establish corridors and parks that strengthen open space connections and people movement.	100%	0%	0%	0%	0%
5.5.1.2 Coordinate an access improvement program through pre-planning and renewal activities	100%	0%	0%	0%	0%
5.5.2.1 Use data to assess the current community infrastructure available, community demand and develop a strategic framework and policies to either rationalise, enhance or expand to meet hanging community needs	100%	0%	0%	0%	0%

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

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

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

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects Only)
6.1.3.1 Improve the connectivity of the local government area through the upgrade in our network of footpaths and cycleways	100%	0%	0%	0%	0%
6.1.3.2 Use additional funds achieved through the Financial Sustainability Review to accelerate the footpath renewal program by about \$4M	100%	0%	0%	0%	0%
6.1.3.3 Extend the average lives of footpaths to 80 years to create about \$1M saving in depreciation annually	100%	0%	0%	0%	0%
6.1.3.4 Use funds obtained from Restart NSW Illawarra to design and construct the Grand Pacific Walk - Stage one	100%	0%	0%	0%	0%
6.1.4.1 Work in partnership with key stakeholders to consider the establishment of a 'Park n Ride' commuter bus network	100%	0%	0%	0%	0%
6.2.1.1 Develop an integrated Transport Strategy	100%	0%	0%	0%	0%
6.2.1.2 Deliver sustainable transport asset renewal programs	100%	0%	0%	0%	0%
6.2.1.3 Allocate approximately \$6M of additional funds achieved through the Financial Sustainability Review to road resurfacing and reconstruction	100%	0%	0%	0%	0%
6.2.2.2 Use funds obtained from Restart NSW Illawarra and funds contributed by Council to construct the road link between Fowlers Road Dapto to Fairwater Drive Horsley	100%	0%	0%	0%	0%

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

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects Only)
6.2.3.1 Work with State and Government agencies and lobby improve rail services and stations across the LGA.	100%	0%	0%	0%	0%
6.2.5.1 Work with key agencies and partners to continue and improve late night transport options	100%	0%	0%	0%	0%
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	91%	2%	5%	0%	1%