

## ITEM 17 DRAFT QUARTERLY REVIEW STATEMENT MARCH 2018

The draft Quarterly Review Statement March 2018 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 third quarter of 2017-18. The draft Quarterly Review Statement also includes the Quarterly Review Budget Report.

### RECOMMENDATION

- 1 The draft Quarterly Review Statement March 2018 be adopted.
- 2 The Budget Review Statement as at March 2018 be adopted and revised totals of income and expenditure be approved and voted.

### REPORT AUTHORISATIONS

Report of: Jen Menchin, Executive Strategy Manager (Acting)  
Authorised by: David Farmer, General Manager

### ATTACHMENTS

- 1 Draft Quarterly Review Statement March 2018

### BACKGROUND

Council's draft Quarterly Review Statement March 2018 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 Australia Day celebrations and Award Dinner held in January.
- Official opening of the Community Recycling Centre.
- Launch of Women's Safety initiative, 'I belong in the Gong'.
- Release of the tender for construction of Stages 2 and 3 of the Fowlers Road to Fairwater Drive Road Link Project.

### CONSULTATION AND COMMUNICATION

- Executive Management Committee.
- Senior Managers' 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.

Monthly performance trends over a period of time have indicated that Council is likely to achieve a better than current budget forecast result across all the three key result areas. The March Quarterly Review revised forecasts propose a number of changes that are reflective of these budget trends as well as addressing some technical reporting requirements in terms of classification of expenditure as capital or operating. Consistent with established practise, the revised forecasts also include a proposed transfer to Strategic Projects restricted cash of \$3.4M that reflects improvements in results beyond planned targets.

In addition to these proposed changes, the revised projections also include an adjustment for the recent announcement in the 2018 Federal Budget that the first two quarters of the 2018-19 Financial Assistance Grant would be paid to councils during the current financial year. This reflects as an improvement of \$9.3m in the 2017-18 forecasts with a corresponding deterioration for 2018-19.

The proposed variations through this Quarterly Review generate an improvement in the Operating Result [pre capital] \$11.8M, an improvement of \$9.5M in Funds Available from Operations and an improvement of \$8.1M in the Funds Result.

### **Supporting Documents – Planning Studies & Investigations**

During the quarter a number of relatively minor adjustments have been proposed to individual projects that are mainly due to expected completion times for these. Further detail of these are provided in the schedules contained in the attached Quarterly Review Statement

### **CONCLUSION**

This draft Quarterly Review Statement March 2018 has been prepared following input and assistance from all Divisions. It is submitted for consideration by Council.



WOLLONGONG CITY COUNCIL

WOLLONGONG 2022

Draft  
Review

March 2018

Quarterly  
Statement

**This page has intentionally been left blank**



## 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.....	19
Goal 4: We are a connected and engaged community .....	22
Goal 5: We are a healthy community in a liveable city .....	26
Goal 6: We have sustainable, affordable and accessible transport .....	31
How We Performed against Budgets .....	33
Report of Manager Finance .....	34
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 January – March 2018 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. Australia Day awards and celebrations.
2. Launch of women's safety initiative, I Belong in the Gong.
3. Community Recycling Centre official opening
4. Release of tender for Stages 2 and 3 of the Fowlers Road to Fairwater Drive Road Link

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 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 March 2018 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.

## 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

Adoption of the West Dapto Section 94 Development Contributions Plan 2017 and execution of the Calderwood planning agreement in December 2017 substantially reduced the financial risk to Council in the funding of essential local infrastructure. Council staff commenced the biennial review of the West Dapto Section 94 Plan during the quarter to ensure the Contributions Plan continues to reflect local infrastructure requirements with an aim to further reduce the financial risk to Council in the funding of essential local infrastructure. The biennial review will be completed by June 2019.

Work continues on the early stages of the Fowlers Road to Fairwater Drive extension with construction of the smaller bridge over the flood cut channel underway. The tender of the main bridge and roadworks is currently underway.

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 March quarter and contained in our Waste and Resource Recovery Strategy include:

New Community Recycling Centre development

The facility is now in operation and was officially opened in March.

New leachate management system at Whytes Gully

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

Environmental rehabilitation of Helensburgh landfill

Council is in the process of having the design documentation reviewed and certified prior to calling for tenders for construction.

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

Gas flaring and quality and quantity investigation continued during the quarter. Additionally, the concept design for a landfill gas management system has been completed and a joint regional tender specification with the Illawarra Shoalhaven Joint Organisation has commenced in 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 of the Stage 2 works has been progressing, with works in Package 3 reaching the stage where the cell lining materials can be placed, pending satisfactory test results. The construction of the new leachate pond is close to completion pending some rectification works which are to be undertaken.

#### 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.

## 4 City Centre Revitalisation

**Council's fourth strategic priority in the Delivery Program is to improve the attractiveness of the Wollongong City Centre to workers and visitors, 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 and a capital works program continues to be rolled out.

The final piece of the Crown Street Mall refurbishment has been completed with the launch of the Public Art.

Replanting of the Mall trees has also commenced with a mixed planting of Illawarra Flame, Japanese Elm and Weeping Lilli Pilli.

City Wide projects underway include:

- City Centre Planning review,
- Access and Movement Strategy
- Ongoing review and implementation of Crown Street Mall activity policy

## 5 Connectivity / Walkability

**Council aims 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 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's 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 shared path is ahead of schedule.

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

- Murphys Avenue – Robsons Road to Eastern Street, Keiraville - Footpaths [New];
- Lawrence Hargrave Drive (Local Road) Footpath Intersection Upgrade, [New];
- Moore Street footpath – south side [New];
- Fairy Street to Eastern Street, Keiraville - 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 March 2018 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 March 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	85.48%	1.61%	4.84%	4.84%	0%
2. We have an innovative and sustainable economy	95.56%	0%	2.22%	0%	0%
3. Wollongong is a creative, vibrant city	100%	0%	0%	0%	0%
4. We are a connected and engaged community	87.39%	3.03%	1.52%	1.52%	3.03%
5. We are a healthy community in a liveable city	89.89%	1.12%	6.74%	2.25%	0%
6. We have sustainable, affordable and accessible transport	100%	0%	0%	0%	0%
<b>Total Annual Deliverable Progress</b>	91.29%	1.29%	3.55%	1.94%	0.65%

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

Overall 3.55% of annual deliverables were reported to be delayed, while 1.94% were deferred.

Table 2 below outlines all annual deliverables that were reported as delayed or deferred at the end of March 2018.

**Table 2**

<b>Community Goal</b>	<b>Annual Deliverable</b>	<b>Delayed</b>	<b>Deferred</b>	<b>Comment</b>	
1. We value and protect our natural environment.	Monitor gas wells for gas quality and quantity	Y		During the quarter, the gas extraction system at Whytes Gully has captured and beneficially treated approximately 472,000 cubic metres of landfill gas that would have otherwise been released directly into the atmosphere. The composition of the landfill gas captured has been consistently analysed and the methane concentration present is expected to provide a suitable feedstock for power generation into the future.	
	Continue to pursue biodiversity certification of the West Dapto Urban Release Area (WDURA) including offsetting provisions	Y		Stocktake of biocertification proposal for the West Dapto Urban Release Area is being undertaken in consultation with Office of Environment and Heritage and Department of Planning and Environment. This aims to identify land use changes that have occurred in the area and current strategic planning and its impacts on the calculations for biocertification.	
	Coordinate the Escarpment Planning Reference Group	Y		The Escarpment Planning Reference Group did not meet during the quarter. The status of this and other similar committees is to be reviewed by Council. No meetings are planned until the review has been completed, and the way forward identified.	
	Coordinate the Estuary and Coastal Zone Management Committee	Y		No meeting of this committee was held over this quarter. The status of this and other similar committees is to be reviewed by the newly elected Council. No meetings are planned until the review has been completed, and the way forward identified.	
	Coordinate the Heritage Advisory Committee			Y	The Heritage Advisory Committee has not yet 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 is recommencing.
2. We have an innovative and sustainable economy.	Finalise the Mt Keira Summit Park Plan of Management	Y		Work to complete the draft Plan of Management for Mt Keira Summit Park is continuing, and will be reported to Council prior to public exhibition.	
3. Wollongong is a creative, vibrant city.	Renewal of North Wollongong Surf Life Saving Club		Y	Detailed designs to Development Application standard have been completed on the renewal of North Wollongong Surf Club. The Club have been advised a Development Application will	

Community Goal	Annual Deliverable	Delayed	Deferred	Comment
				be submitted during 2018 with preliminary budget scheduling works for the winter of 2021 subject to Development Consent and budget allocations.
4. We are a connected and engaged community.	Facilitate provision of training regarding Code of Conduct and Fraud / Corruption Risk Management	Y		<p>Council adopted the most recent version of its Codes of Conduct on 20 November 2017, into three distinct Codes. The Codes are consistent with the current Model Code of Conduct issued through Office of Local Government (OLG).</p> <p>Code of Conduct training is included at induction stage and periodically to all staff, as well as reminders to staff and Councillors being communicated.</p> <p>Organisation wide Code of Conduct refresher training is scheduled to be conducted by an external provider in the second half of 2018, and will include Public Interest Disclosure (PID) awareness training, as recommended by the NSW Ombudsman. The tender process for engagement of this provider has commenced.</p> <p>The Office of the PCC is to arrange an organisation wide Fraud Control Health Check in 2018 following the Code of Conduct training, as recommended by the NSW Audit Office. This piece of work focuses on perceptions staff have about the fraud control environment in their specific work area, and will be conducted in the form of an online anonymous questionnaire. Any gaps identified by this process are used to target specific training, which the Audit Office would run.</p>
5. We are a healthy community in a liveable city.	Reinstate Waterfall (Garrawarra) Cemetery	Y		An outcome of the Aboriginal Lands Claim has still not been received which has not allowed any progress to date on this project. The NSW Department of Industry has however requested returning Garrawarra 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.

Community Goal	Annual Deliverable	Delayed	Deferred	Comment
<p>5. We are a healthy community in a liveable city. (continued)</p>	<p>Implement Landscape Masterplan recommendations for Hill 60 Reserve at Port Kembla</p>	Y		<p>Wayfinding signage along Gloucester Boulevard and MM Beach were undertaken by renowned Indigenous artist Chris Edwards is finalising a commissioned artwork for installation in June 2018.</p> <p>Securing the Military tunnels at Hill 60 will again be initiated following vandalism to recently installed gates. Further works on Hill 60 will be deferred whilst a Conservation Management Plan and Aboriginal Heritage Impact Permit are being prepared during 2018/19.</p>
	<p>Fred Finch Park - Sports field Drainage</p>		Y	<p>Quotations have been evaluated and a funding request for additional funds has been supported. Consultation with Baseball Illawarra has confirmed, given the preliminary levelling and top soiling will impact on play. They require works to be delayed until after August 2018.</p>
	<p>Continue the preparation of the housing study</p>	Y		<p>Work is continuing on the Housing Study following, the Council resolution in July 2017 where Council considered a progress report on the Housing Study project. The report and supporting documentation was loaded to Council's website, and community input was sought into future housing options.</p>
	<p>Undertake an access audit of Council's Administration Building to inform upgrades</p>		Y	<p>Project will be considered as part of the planned staff accommodation review project.</p>
	<p>Undertake programmed renewal works at Council's rock pools in accordance with the capital works program</p>	Y		<p><b>Austinmer Rock Pools</b> - During the low tides in late March, stainless steel reinforcement was installed in the eastern pool wall however, rising seas prevented the installation of the large precast panels. Council will seek further opportunities to install these panels when the tide, sea and swell conditions allow.</p> <p><b>Coalcliff Pool</b> - Works have been completed.</p>
	<p>Undertake the Bulli Showground Masterplan which outlines the various options for use of the site</p>	Y		<p>Council officers have completed a project brief and presented to Ward Councillors in a briefing session. It is anticipated a consultancy firm will be engaged to pursue the Masterplan. Community engagement is anticipated to be undertaken during the 4th quarter.</p>
	<p>Finalise the Mt Keira Plan of Management</p>	Y		<p>Work is continuing on the draft Plan of Management for Mt Keira Summit Park</p>

# GOAL 1 WE VALUE AND PROTECT OUR NATURAL ENVIRONMENT

WOLLONGONG CITY COUNCIL

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 March, Clean Up Australia Day was held marking the 28th year of the event in Wollongong. The event saw 46 groups cover 46 Sites with 800 volunteers, nine businesses and local schools collecting 15.5 tonnes of litter and rubbish from our waterways, roadsides, parks and beaches and bushland throughout the city.



*IMAGE: Lord Mayor, Cr Gordon Bradbery AM participating in Clean Up Australia Day 2018.*



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

Throughout the quarter, a range of local studies projects were underway or completed:

Wollongong City Libraries has been selected to participate in 'Amplify-as-a-service-Pilot-Project' by the State Library of NSW. 'Amplify' is a tool designed to assist in the automated transcription of digitised oral history recordings. It is expected the technology will lead to significant efficiency improvements and enhanced service delivery.

Three new ScanPro 3000 machines were installed in February, providing improved microfilm scanning capabilities for customers and staff.

A project to add 20 oral history recordings from 'A social history of Wollongong Town Hall (2009)' to Illawarra Stories has commenced.

The Local Studies Team continues to digitise the Illawarra Mercury photographic collection.

Illawarra Images comprises the photographic collections of Wollongong City Libraries and other organisations. The collection has over 23,900 photographs of people, places, buildings and events covering the last two centuries of local history from the mid-1800s.

There are now over 1,750 profiles in the Illawarra Remembers database. Accessible from anywhere across the globe, people can view profiles, create new profiles or add new information to a current profile, for example, a comment, image, story, link, or other media. People can share an image by uploading it to the Library's images page.

## Deliver Waste Minimisation Programs in accordance with the Waste Strategy

Throughout the quarter, a number of waste minimisation programs were completed, including the launch of an anti-litter art trail installed along the foreshore in February and the official opening of the Community Recycling Centre.

A total of 8 anti-litter artworks were installed along Wollongong's foreshores in February. The works were created by international artist Rudy Kistler, using 3D chalk installations as part of Council's efforts to draw attention to the rubbish and plastics ending up in our waterways and oceans every day. The installation was made possible by support from the NSW Environmental Protection Authority and the Illawarra Shoalhaven Joint Organisation.

On 12 March, the Community Recycling Centre officially opened at Whytes Gully waste facility, Kembla Grange. The Centre will accept a large range of problem waste that cannot be collected from kerbside collections including paints, gas bottles, fire extinguishers, batteries and fluorescent tubes - free of charge. Residents are also able to dispose of mobile phones, scrap metal, computers and televisions, as well as fridges and freezers in a responsible way.

Managing waste in a sustainable manner is a significant challenge faced by communities and the opening of the Centre is an exciting new step in efforts to address this serious challenge. The Centre will also raise community awareness by engaging householders in good management of resource recovery and disposal options for their problem waste.

Parliamentary Secretary to the Premier Illawarra and South Coast, Parliamentary Secretary for Education, Gareth Ward and Lord Mayor Cr Gordon Bradbery AM attended the official opening. The project was made possible with support from the NSW Environmental Protection Authority's *Waste Less, Recycle More* initiative, funded from the waste levy.



*IMAGE: Parliamentary Secretary for the Premier Illawarra and South Coast, Gareth Ward, Lord Mayor Cr Gordon Bradbery AM and Cr Cameron Walters at the official opening of the Community Recycling Centre, Kembla Grange on 12 March 2018*

## Finalise and implement key priorities from the Integrated Stormwater Management Plan

During the quarter the following projects were progressed:

Designs completed:

- JJ Kelly Park swale drainage, Wollongong.
- Irvine Street, headwall drainage, Gwynneville.
- Buttenshaw Place, debris drainage control, Austinmer.
- Buttenshaw Drive, pipe replacement, Coledale.

Construction completed:

- Macarthur Parade, pipe relining, Mangerton.
- Murray Park Road, pipe relining, Figtree.
- O'Briens Road, pipe relining, Figtree.
- Denise Street, pipe relining, Lake Heights.
- JJ Kelly Park, swale drainage, Wollongong.
- Campbell Street, culvert reline, Wollongong.
- Lakelands Drive, culvert reconstruction, Dapto.
- Farrell Road, culvert rehabilitation, Bulli.

### PERFORMANCE MEASURES

- Participation rate in environmental programs | 28,165 (Q3 2016-17 - 19,111)
- Number of volunteers for environmental programs - Greenhouse Park | 31 (Q3 2016-17 - 20)
- Plants propagated | 9,846 (Q3 2016-17 - 9,757)
- Plants distributed | 8,716 (Q3 2016-17 - 15, 554)
- Tonnes of rubbish collected from clean-up activities | 26 (Q3 2016-17 - 23)

## 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 a marketing campaign, activation events and completion of the Crown Street Mall Public Art project.

A communication and marketing campaign for the City Centre has been developed in partnership with The GPT Group/ Wollongong Central named 'The Centre of it All'. The campaign celebrates the lifestyle of the Illawarra and positions the City Centre as the concentrated essence of everything that is great about the region in a sophisticated and modern way.

Initial roll out of the campaign commenced on 18 March and focuses on experiences in the Crown Street Mall with 30 and 60 second advertisements, photographs and editorials for strategic placement across our identified channels. Channels include television and radio advertisements, editorials and signage collateral.

Individually managed channels also include: Website, social media, digital media and electronic direct mail. 'Bus wrap' advertising has also been secured on a new northern suburbs route.

Activation throughout the quarter includes:

- Regular programme of live music, 'Playing in the City' in Crown Street Mall
- Honk Oz performances
- Chinese and Lunar New Year Festival
- Delivery and launch of Crown Street Mall Public Art Work.
- Engaging with businesses to assist with retail promotions in association with events including 'March One Day Sale'



*IMAGE: Artist Mike Hewson, Lord Mayor Cr Gordon Bradbery AM,*

*Lisa Havilah and Cr Leigh Colacino*

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

### Deliver a Wollongong Art Gallery Education and Public Programs

The Art Gallery delivers a range of education and public programs that aim to enhance visitor experience and access to the Art Gallery. A total of 63 events, programs and activities were delivered during the quarter, including:

- Adult art workshops
- 23 children's art workshops
- 7 artist/curator talks
- 8 guided tours
- 19 community/external functions - facility usages

### In partnership with NSW Department of Industry and the University of Wollongong, deliver the Advantage Wollongong program

The Advantage Wollongong partnership continues to promote Wollongong as a place to invest and do business. On 21 February 2018, Advantage Wollongong hosted an Auscontact Illawarra Site Tour, providing Wollongong with an opportunity to showcase the business benefits of doing business here to over 50 Auscontact representatives. The tour included site visits to two of Wollongong's newest contact centres operated by NEC and NSW - SES.

Advantage Wollongong hosted a Defence NSW Breakfast on 9 March 2018. This breakfast targeted local businesses with the capacity to service the defence industry, focusing on how they could help defence suppliers grow and network with other local suppliers. This will assist and encourage local businesses to pitch for part of the \$195 billion worth of defence projects over the coming decade.

### With Destination Wollongong implement a new visitor information strategy that best reflects visitor needs

Destination Wollongong has strategically placed Visitor Information 'Touch Screens' in locations with heavy visitor foot traffic, including: Novotel Wollongong Northbeach; Bald Hill; the University of Wollongong; and Wollongong City Council. These screens deliver real time information to visitors and provide the ability to book local accommodation and tourist attractions with the click of a button. Preparations for a Visitor Service Strategy for 2018 is currently underway.

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

### Provide funds to support Wollongong’s ability to attract and retain a tourist ship visitor industry

Council has signed an addendum to the Destination Wollongong funding agreement to provide additional funding to cover costs associated with supporting cruise ship visits to Wollongong. During the quarter, Wollongong welcomed two cruise ships, Radiance of the Seas on 29 January and Explorer of the Seas on 18 March, providing the opportunity to showcase the region to approximately 9,000 passengers.



*IMAGE: Cruise ship Radiance of the Seas approaching the Port Kembla Port.*

#### 1. PERFORMANCE MEASURES

- Number of visitations to the tourism information centres | 16,107 (Q3 2016-17 – 16,337)
- Tourist parks occupancy rate of unpowered sites | 63 % (Q3 2016-17 - 53%)
- Tourist parks occupancy rate of powered sites | 63 % (Q3 2016-17 - 65%)
- Tourist Park occupancy rate of cabins | 68 % (Q3 2016-17 - 60%)
- Occupancy rates of paid on street parking | 77 % (Q3 2016-17 - 71%)

## GOAL 3 WOLLONGONG IS A CREATIVE, VIBRANT CITY

### WOLLONGONG CITY COUNCIL

#### Provide mentoring opportunities to develop skills and gain experience in broadcasting and production

Summer Sounds mini music festival occurred in January, showcasing the skills and talent of young performers. The event provided an age appropriate and safe live music event accessible to young people. This project was organised with members of "Team Ignite" with 111 young people attending.

Council also facilitated 13 "On-Air Payout" radio shows in which young people are mentored and present radio shows on VoxFM. A total of eight young people have presented regularly during this quarter.

The "Team Ignite" program commenced during the quarter in which young people guide the creative performance programs and events delivered through Wollongong Youth Services. 13 sessions have occurred with a total of 37 attendances.

Young people involved in the "You Decide" project were able to assist in the coordination of the "On Stage" music project.

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

A new partnership was developed with the Illawarra Iranian Association, Illawarra Afghani Association, Kurdish community and Council to plan and deliver Wollongong's first ever public Naw Ruz – New Year - celebration in Crown Street Mall on 29 March 2018. Naw Ruz means 'new day' in Persian and is celebrated by Baha'is across the world, marking The Baha'i New Year. This was a highly successful event, with approximately 250 community members attending and enjoying a culturally diverse range of performances and speakers. Community participation was strong and included families and young children, of both CALD and non CALD backgrounds.

Community partner's feedback of the event was very positive and it is hoped the partnership can work together on delivering future events. Many community participants noted this was the first multicultural public Naw Ruz taking place anywhere, with one Sydney resident of 20 years wanting to share the success of the event with their local Council.



**IMAGE: Burhan Zangana, from the Kurdish community, Azita Azimi, Illawarra Afghani Association, Lord Mayor Cr Gordon Bradbery AM, with Zari Samird, Illawarra Iranian Association.**

## Continue to manage and deliver programs at the Wollongong Art Gallery

Exhibitions continuing throughout the quarter include:

Walking Upstream: Waterways of the Illawarra - artists Brogan Bunt, Lucas Ihlein and Kim Williams invite you to join them as they walk upstream, exploring the social, environmental and suburban fabric of our local creeks.

Claudia Chaseling: Silent - a contemporary exhibition where the artist is searching for a new perspective in painting hovering somewhere between the two and three-dimensional and capturing the multi-dimensional unstable realities we exist in today.

Povo Arts Presents: Maree Faulkner a Retrospective - Maree Faulkner's vibrant, complex imagery reflects ongoing struggles both personal and collective. This exhibition showcases decades of creativity from rarely seen early work, to dolly making and activist projects, writings postcards and the celebrated larger scale gouaches of later years.

Ornamental: Celebrating 15 years of the Mann-Tatlow Collection of Asian Art -Mann Tatlow- developed over 25 years the collection includes 227 Asian ceramics, objects and items of furniture from the Neolithic Period to early twentieth century.

What a Life: Wollongong - A series of specially produced photographs that highlight local rock stars and performers in iconic Illawarra locations. An addendum exhibition to the What a Life Rock photography of Tony Mott.

The Gallery's new exhibition programs this quarter presented the work of a leading local artist as well focussing on the Art Collection. Exhibitions included:

Debra Dawes: Measure (ii) - A new iteration of a recent survey exhibition by artist Debra Dawes one of Australia's leading contemporary artists who lived in the Illawarra for over 20 years. Debra's work is characterised by calculated and thoughtfully structured colour coded abstract paintings that have an almost hypnotic effect on the viewer.

Chromophilia: Works from the Collection - a riot of colour. From leafy greens, luscious yellows, bright oranges, moody blues and all colours of the rainbow - the collection comes alive in a display connecting objects by colour across a range of media and collecting areas. With poetry by Ali Jane Smith.

The Gathering: Indigenous Works from the Collection - Contemporary and historic works from the collection, by Indigenous artists from Illawarra and throughout Australia, including bark paintings, prints, photographs, sculpture and painting. With Wall texts by Dr. Garry Jones.

Exhibitions and their related education and access programs have also been well attended this quarter, with a number of school holiday workshops, talks and other events held. During the quarter, the gallery welcomed 23,400 visitors.

## Host Major Events reflecting priority sectors

Council, via Destination Wollongong, supported 12 events this quarter including: The Illawarra Folk Festival; Australia Day Aquathon; Wollongong Triathlon Festival; Athletics NSW Track and Field Championship; and a Sheffield Shield Cricket match at North Dalton Park. The Sheffield Shield match was held over 4 days in March, with the NSW Blues playing the Queensland Bulls. 1,500 people attended the event and it attracted National media coverage.



## Deliver Council's Annual Community Events Program

During the quarter, Council successfully delivered two moonlight movies in Thirroul and Figtree. A successful Australia Day event was held with approximately 35,000 people attending throughout the day. The Twilight Markets also continued, held on the first Friday of the month at Flagstaff Hill and managed by the Rotary Club of Corrimal.



*IMAGE: Evening fireworks at the 2018 Australia Day celebrations, Wollongong Harbour.*

### PERFORMANCE MEASURES

- Attendance at Australia Day event | 35,000 (Q3 2016-17 = 40,000)
- Attendance at Sunset Cinema season | 14,413 (Q3 2016-17 = 13,335)
- Library visitations | 235,968 (Q3 2016-17 = 231,556)
- Library – total number of loans | 327,990 (Q3 2016-17 = 368,102)
- Library programs: number of programs | 494 (Q3 2016-17 = 467)
- Library programs: number of participants | 10,118 (Q3 2016-17 = 8,998)

# GOAL 4

## WE ARE A CONNECTED AND ENGAGED COMMUNITY

WOLLONGONG CITY COUNCIL

### Actively engage people with disability and their carers in the evaluation and monitoring of the Disability Inclusion Action Plan

Council held a stall at the Illawarra Disability Options Expo on 8 March, approximately 400 local people with disability and their carers attended. Information was distributed which included Council's Aged and Disability Directory, Disability Access Guide and the Disability Inclusion Action Plan. Early planning is under way to engage with people with disability and their carers to review the progress of the Disability Inclusion Action Plan 2017 - 2021 in mid-2018. People with disability will also be engaged as part of the development of a draft Access to Beaches Strategy in the coming months.

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

38 media releases were published to Council's Media Release website during the March quarter. There were 6,734 views. This is an increase compared to the previous quarter, which had 5,427 views.

The five most viewed media releases were Author, Alexander McCall Smith to Speak (279 views), Illawarra Placed Landscape Launched (260 views), Grants to help you get to know your neighbour (256), Sheffield Shield at Wollongong Again (256 views) and Let's Get Moving (248 views).

Between 1 January and 31 March 2018, City of Wollongong Facebook likes increased 1.3% to 22,766 up from 22,470 at the end of the last quarter; Twitter followers increased by 2.4% to 5,396 up from 5,267 at the start of the quarter; Instagram has also shown an increase of 7% bringing followers to 4,012 up from 3,751 recorded in the previous quarter.

Between 1 January and 31 March 2018, there were 611,623 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.

## Identify additional opportunities for working in partnership with the Aboriginal community

During the March quarter, Council attended the Wollongong Northern District Aboriginal Committee (WNDAC) special projects group. WNDAC organised a community fun day at Bellambi Surf Club which was held on 22 January. It was well attended by the community for a first time event, with approximately 100 people in attendance, including children from 0-15 years of age. A number of organisations were represented including, early childhood, Youth Services, Illawarra Shoalhaven Local Health District, NSW Police, University of Wollongong Early Start program, Woolyungah and Illawarra Family Support. WNDAC committee meetings are continuing planning for other activities and events to be held which bring the Aboriginal and non-Aboriginal communities together.

Council has been organising a reconciliation conference focusing on improving the way early childhood and family support staff working with the Aboriginal community, can promote Aboriginal culture and reconciliation within the services they provide. Council has worked closely with members from Council's Aboriginal Reference Group, the Aboriginal Community Based Working Group (ACBWG) and 18 other organisations across the Local Government Area both Aboriginal and non-Aboriginal to develop the program.



***IMAGE: Dale Wright from Illawarra Shoalhaven Local Health District running an Indigenous games session at the community fun day in Bellambi on 22 January 2018.***

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

At the Australia Day Dinner held on Tuesday 23 January 2018 awards were presented to the Wollongong Citizen, Young Citizen, Senior Citizen, Community Group Award, Sports Achievement, Outstanding Achievement or Innovation Award and Arts & Cultural Achievement Awards. As part of Council's Australia Day celebrations, 120 people received citizenship.

Illawarra businesswoman and co-founder of the Illawarra International Women's Day Committee, Vicki Tiegs has been named 2018 Citizen of the Year. Since 2005, Ms Tiegs has raised over \$250,000 for local Illawarra women's charities. In 2016 Ms Tiegs helped establish an 'Orange Sky Laundry' van in the Illawarra where she brought together community leaders to drive the initiative. Orange Sky Laundry is a Brisbane based charity that offers a free mobile laundry service for the homeless and was founded in 2014.

Council also hosted a Civic Reception to welcome visiting rugby league teams Wigan Warriors and Hull FC in February. The teams received the shield, along with two boomerangs, from Indigenous artist Uncle Noel Butler who created them for the occasion. The Kenny-Sterling Shield is named after Australian Rugby League greats Brett Kenny and Peter Sterling. The teams were in Wollongong for the first Super League game played outside of Europe.



*IMAGE: Lord Mayor, Cr Gordon Bradbery AM with Vicki Tiegs, 2018 Citizen of the Year*

## PERFORMANCE MEASURES

- Sick Leave | 7.82 Days (Q3 2016-17 – 7.20 Days)
- Number of Twitter followers for Council | 5,496 (Q3 2016-17 – 4,802)
- Carers Leave | 0.61 Days (Q3 2016-17 – 0.58 Days)
- Lost Time Injury Frequency Rate | 13.14 (Q3 2016-17 – 20.04)
- Number of media releases issued | 41 (Q3 2016-17 – 51)
- Number of Council Facebook page 'likes' | 22,766 (Q3 2016-17 – 18,811)
- Workers compensation costs as a percentage of payroll | 1.73 % (Q3 2016-17 – 0%)
- Telephone calls are answered within 30 seconds | 82 % (Q3 2016-17 – 75%)
- Enquiries made in person are welcomed and attended to within 5 minutes | 92 % (Q3 2016-17 – 91%)

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

## WOLLONGONG CITY COUNCIL

Contribute to a range of community based initiatives in conjunction with partner organisations and volunteers, such as Illawarra White Ribbon Walk and Illawarra Reclaim the Night.

During the quarter, Council progressed the “I Belong in the Gong” an innovative women’s safety project. The project is a collaboration with NSW Police, Multicultural Communities Council of the Illawarra, Illawarra Multicultural Services and Strategic Community Assistance to Refugee Families. The initiative is aimed at reducing harassment and threatening behaviour towards women in the Wollongong CBD and surrounding areas and is funded by NSW Department of Justice.

As part of the project, Council created a safety survey to collect information about women’s experiences in the City. This data will be used to develop initiatives and education programs to reduce negative behaviour and provide appropriate support to women seeking assistance. Council is also creating a charter for local businesses in the City Centre wanting to join the project. These businesses will complete safety education modules and present the “I Belong in the Gong” sticker in shop fronts, signifying a safe and inclusive space.

Council is also working to produce a series of free to air commercials showcasing women from all walks of life with the message “I belong in the Gong” incorporating a voice over which reinforces the message that Wollongong does not tolerate harassing or threatening behaviour. The latest commercial, to air in July, will focus on security services and retailers. The messages will be, who to go to for help, where to go if you need help and what the community can do to help others if you see them being threatened or harassed”.

The City Centre security service have also come on board and will be conducting training to all current and new security guards to improve customer service for women seeking assistance.



*IMAGE: Community members, local police and Council staff at the “I Belong in the Gong” launch, 21 March 2018*

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

The March quarter saw an increase in engagement of young people participating in structured programs. Many haven't accessed the service in a typical drop-in capacity. For example, the establishment of Cosplay Program has seen a group of young people engaging with the service and subsequently attending a number of other programs.

To mark International Women's Day, "On Stage" included all female performers. Information and promotional materials were hung on walls around the space in centre to provide an opportunity for staff to engage young people in conversations about the day and what it means for young people.

There has been an increase in young people attending On Stage program that are new to youth services, increase in female participation in the audience and regular attendance across events.

Council also held a free football clinic, 'Kick It' at the Wollongong Youth Centre during the January school holidays. The fun clinic was run by representatives from Football South Coast, aimed at young people aged 12 to 18 years. The initiative allowed participants to get involved with sport, keep fit and have fun during the holidays and was followed by a barbecue lunch.



*IMAGE: Peter Dohnt, Claudia Boiano and Michael Panozzo at Kick It, 12 January 2018*

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

Engagement sessions were undertaken at the end of March at Bulli High School, Figtree Heights Public School and Cringila Public School to identify how children and young people would like to be consulted about issues affecting them. This information will inform future engagement strategies. The children and young people gave feedback that talking to them in their school environment, social media and surveys are good ways of providing input to Council.

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

During the quarter, Council teamed up with BaptistCare and the Illawarra Shoalhaven Local Health District to offer free outdoor fitness sessions at MM Beach, Port Kembla. The initiative aims to encourage community members to be more active, while demonstrating how to use the recently installed outdoor equipment and provide fitness ideas.

Council has also worked with the Local Health District to promote the NSW Health 'Make Healthy Normal' program. As part of this program, signs have been installed around Port Kembla to motivate community members to be active. These include signs on the path indicating how far you've walked.



*IMAGE: Members of BaptistCare using the outdoor fitness equipment at MM Beach, Port Kembla*

## Install Portable Lifeguard Tower – Scarborough Beach

During the quarter, Council secured \$25,000 in external grant funding from the Department of Primary Industries for a Portable Lifeguard (Shark) tower. An order has been placed, with the new portable tower to be delivered in July 2018.



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

During the quarter there were 114,862 visitors to the Botanic Garden. The Sunset Cinema season was also successfully delivered along with a range of activities including Ranger Parties, weddings, passive recreation and volunteer run guided tours. The Discovery Centre had 18,320 participants including schools, holiday activities and community workshops and tours, with 60 separate sessions.



*IMAGE: The Sunset Cinema during the 2018 season, Botanic Garden, Keiraville*

## Explore funding opportunities for the provision of Synthetic Surfaces at high utilisation Sports fields

Funding for the Synthetic football pitch at Ian McLennan sportsground has been secured with the project progressing to construction stage. Funding options for other facilities at Northfields Avenue Keiraville is currently being explored with a goal to pursue a further facility in planning districts one, with Thomas Gibson Park Football and Cricket field currently under assessment as a potential future site

### 1. PERFORMANCE MEASURES

- Community Transport trips | 37,837 (Q3 2016-17 – 35,921)
- Direct-Run District Level Community Facilities visitation | 49,351 (Q3 2016-17 – 51,516)
- Utilisation of Direct-Run District Level Community Facilities | 9,301 Hours (Q3 2016-17 – 8,885 Hours)
- Social Support hours of service | 7,882 Hours (Q3 2016-17 – 11,020 Hours)
- Total visits commercial heated pools: Corrimal | 52,257 (Q3 2016-17 – 50,348)
- Total visits commercial heated pools: Dapto | 28,017 (Q3 2016-17 – 27,480)
- Utilisation/visitation at pools | 608,271 (Q3 2016-17 – 606,391)
- Utilisation/visitation at beaches | 708,303 (Q3 2016-17 – 641,092)

## GOAL 6

# WE HAVE SUSTAINABLE, AFFORDABLE AND ACCESSIBLE TRANSPORT

WOLLONGONG CITY COUNCIL

### Finalise design, approvals and commence construction of the Fowlers Road to Fairwater Drive road link

Stage 1A is now complete. Stage 1E (the overflow bridge structure) is progressing with the deck slab currently being poured. Stage 1B works, relating to the modifications to the Sydney Water main is underway. A contractor has been engaged to carry out the Stage 1C and 1D works which relate to the relocation of powerlines within the rail corridor and Marshall Street.

During the quarter, Council also released the tender for construction of stage 2 and 3 of the Fowlers Road to Fairwater Drive road link project. This includes the construction of a 198-metre bridge with 11 spans, over the South Coast rail line and Mullet Creek floodplain. The structure also includes roadway embankments and intersection works. The road link is the biggest infrastructure project the current Council has embarked on, and will result in a new four lane, 1.3 kilometre road with a shared path providing flood reliable access to current and future residents of West Dapto.

### Blue Mile Tramway Seawall and Shared Path Upgrade

Construction of the Tramway Seawall and shared path upgrade has commenced and is ahead of schedule and planned to open in the June quarter. The refurbishment of the historic tramway link began in March last year and to date approximately 3,000 cubic metres of concrete has been laid, along with 8,500 individual stone pavers and 19,000 individual stone cobbles. This is in addition to the 140 precast reinforced concrete panels that make up the new seawall. Each panel weighs between 7.5 and 10 tonnes and were individually moved into place. The Blue Mile tramway seawall and shared path upgrade is jointly funded by the Australian Government through its National Stronger Regions Fund (\$900,000) and Wollongong City Council.



*IMAGE: Blue Mile Tramway Seawall path beginning to take shape, March 2018*

## Continue to construct Stage 1 of the Grand Pacific Walk

Works have been continuing on the shared path construction with considerable works undertaken in Sections 1 and 2. Work has recently commenced on the installation of the boardwalk in Section 2. Community engagement has also commenced on the selection of the route through Section 3 of the Grand Pacific Walk.

## Continue delivery of accelerated capital program for footpath renewal

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

Design completed:

- Flinders Street footpath – Flinders Street to Throsby Drive, Wollongong

Construction commenced:

- Sublime Point – Lady Fuller Park footpath, Maddens Plains

### PERFORMANCE MEASURES

- Delivery of Council's Capital Program | 65 % (2016/17 Q3 – 58%)

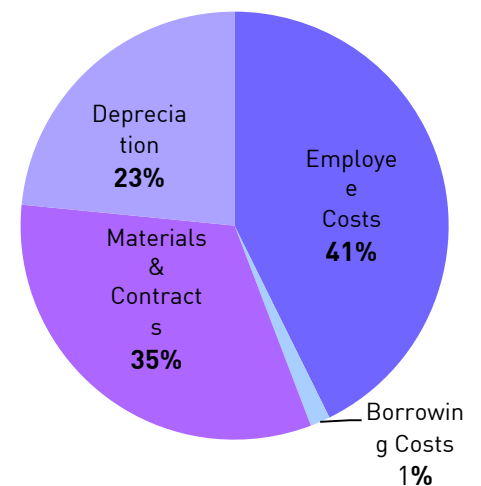
# HOW WE PERFORMED AGAINST OUR BUDGETS

WOLLONGONG CITY COUNCIL

## Budget 2017-18

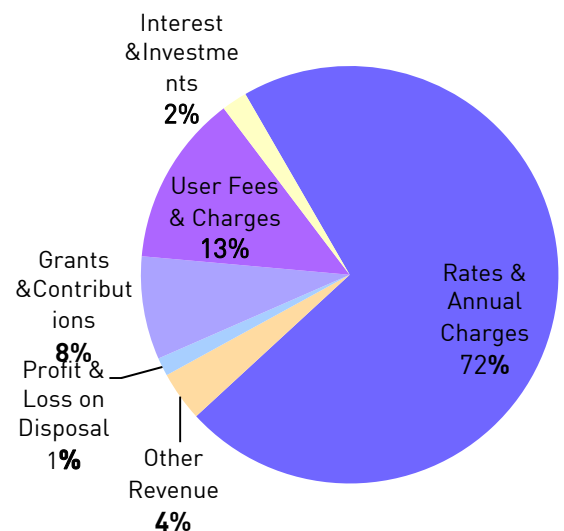
The graph below shows Council's expenses from ordinary activities by expense type for the quarter:

Expense Type (\$'M)	YTD Actual	Proposed budget
Employee Costs less Internal Charges	81.3	108.8
Borrowing Costs	2.9	3.9
Materials & Contracts	61.6	92.3
Depreciation	44.6	59.9
Loss on Disposal of Assets	0.0	0.0
<b>Total</b>	<b>190.4</b>	<b>264.9</b>



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

Income Type (\$'M)	YTD Actual	Proposed budget
Rates & Annual Charges	143.2	191.3
Other Revenue	7.7	10.4
Profit on disposal of Assets	2.8	1.2
Grants & Contributions	16.0	30.7
User Fees & Charges	26.6	35.3
Interest & Investments	3.9	5.4
<b>Total</b>	<b>200.4</b>	<b>274.2</b>



# REPORT OF MANAGER FINANCE

WOLLONGONG CITY COUNCIL

Monthly performance trends over a period of time have indicated that Council is likely to achieve a better than current budget forecast result across all the three key result areas. The March Quarterly Review revised forecasts propose a number of changes that are reflective of these budget trends as well as addressing some technical reporting requirements in terms of classification of expenditure as capital or operating. Consistent with established practise, the revised forecasts also include a proposed transfer to Strategic Projects restricted cash of \$3.4M that reflects improvements in results beyond planned targets.

In addition to these proposed changes, the revised projections also include an adjustment for the recent announcement in the 2018 Federal Budget that the first two quarters of the 2018-19 Financial Assistance Grant would be paid to councils during the current financial year. This reflects as an improvement in the 2017-18 forecasts with a corresponding deterioration for 2018-19.

The proposed variations through this Quarterly Review generate an improvement in the Operating Result [pre capital] \$11.8M, an improvement of \$9.5M in Funds Available from Operations and an improvement of \$8.1M in the Funds Result. The proposed improvement in the Operating Result [pre capital] is made up of both cash and non cash. The major adjustments are summarised broadly below.

## Cash Improvements

- Early payment of the first two quarters of the 2018-19 Financial Assistance Grant - **\$9.3M(F)**
- Employee Costs including vacancy and overtime savings across the organisation - **\$1.0M(F)**
- Workers' compensation expenditure including claims settlements - **\$0.6M(F)**
- Lake Illawarra works - **\$0.3M (F)**
- Waste Facilities net improvement - **\$0.3M (F)**
- Adjustment to specifically funded operational projects including projects in progress - **\$0.9M (F)**

## Non-Cash [no Fund impact]

- Depreciation - **\$2.5M (F)**
- Loss on disposal of assets - **\$1.6M (U)** - Prior financial year Works in Progress (WIP) that on completion did not meet Council's current capitalisation criteria.

## Funded Adjustments [no Fund impact]

These are adjustments that are funded from restricted cash or transfers of projects and budgets from capital budget to the operational budget to comply with accounting treatments. These adjustments include:

- Additional restricted income (transferred to restricted assets) - **\$0.4M (F)**
- Adjustment to projects funded from restricted asset [reduction transfer from] - **\$1.0M (F)**
- Reclassification of earthwork related expenditure from capital to operating - **\$2.9M (U)**

The following table and comments provide a summary view of the organisation's revised forecast and proposed variations for the 2017-18 financial year based on year to date performance and anticipated results to June 2018. Full financial performance details and implications on Council's financial position are contained within the attached Budget Review Statement.

**Table 1**

FORECAST POSITION		Original Budget	Current Budget	Proposed Budget	YTD Actual	Proposed Variation
KEY MOVEMENTS		1-Jul	29-Dec	30-Mar	30-Mar	O3
Operating Revenue	\$M	261.5	265.8	274.2	200.4	8.5
Operating Costs	\$M	(269.9)	(268.2)	(264.9)	(190.4)	3.3
<b>Operating Result [Pre Capital]</b>	\$M	<b>(8.4)</b>	<b>(2.4)</b>	<b>9.4</b>	<b>10.0</b>	11.8
Capital Grants & Contributions	\$M	44.9	26.9	27.6	16.9	0.6
<b>Operating Result</b>	\$M	<b>36.4</b>	<b>24.6</b>	<b>37.0</b>	<b>26.9</b>	<b>12.4</b>
<b>Funds Available from Operations</b>	\$M	<b>54.4</b>	<b>56.0</b>	<b>65.5</b>	<b>47.6</b>	<b>9.5</b>
<b>Capital Works</b>		<b>91.4</b>	<b>94.9</b>	<b>97.2</b>	<b>65.2</b>	<b>2.3</b>
Contributed Assets		3.6	3.6	7.8	-	4.2
Transfer to Restricted Cash		-	13.6	13.8	13.6	0.2
Borrowing Repaid		7.5	7.5	7.5	6.2	-
Funded from:						
- Operational Funds	\$M	54.4	56.0	65.5	47.6	9.5
- Other Funding	\$M	38.4	51.3	56.6	40.7	5.3
<b>Total Funds Surplus/(Deficit)</b>	\$M	<b>(9.7)</b>	<b>(12.3)</b>	<b>(4.2)</b>	<b>3.3</b>	<b>8.1</b>

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.

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

### Income & Expense

- **User Charges & Fees \$0.5M (F).** This variation is mainly due to increases in both Commercial Tipping and Household Drop off Fees that are partially offset by increased EPA levy expenses.
- **Grants and Contributions – Operating \$9.7M (F).** This variation is due to the early payment of two quarterly instalments of the 2018-19 Financial Assistance Grant (\$9.3) and additional grants largely in Community Transport and services that are offset by transfers to reserve and do not impact the funds result.
- **Grants and Contributions – Capital \$0.6M (F).** This variation is mostly due to the timing of City Wide Developer Contributions partially offset by the timing of works for the National Stronger Regions program. These are offset by transfers to reserve and do not impact the funds result.
- **Profit and Loss on Disposal – \$1.6M (U).** A number of projects or part projects in the building and recreation asset classes that were recorded WIP capital in the Annual Statements at 30 June 2017 are not considered to be capital under current practise. As this expenditure relates to prior years, it is proposed that these items be treated as an asset write off in the current year. This will result in deterioration in the Operating Result, but does not impact on the Fund Result.
- **Employee Costs \$3.1M (F).** The reduction in Employee Cost projections is due to vacancies and lower expenditure (\$2.5M) as well as lower workers' compensation costs (\$0.6M). Some of these vacancy savings relate to positions that undertake or support the capital works program and this adjustment is offset by a decrease in internal charges to capital works. This does not impact on the overall capital program delivery as alternative resources have been used.

- **Materials, Contracts and Other Expenses \$1.1M (U).** Proposed budget adjustments include a reclassification of earthworks, including disposal of unsuitable material from the West Dapto project in line with accounting requirements (\$2.9M). This is partially offset by lower expenditure on funded (\$0.7M) and other projects (\$0.6M), lower expenditure on the Lake Illawarra Works (\$0.3M) and other more minor adjustments.
- **Depreciation \$2.5M (F).** This revised forecast is based on current asset holdings with a small allowance for items that may be capitalised towards the end of this year. The lower depreciation is due to a range of factors including valuation of assets, adjustment to expected lives and timing of recognition of completed assets.
- **Internal Charges \$1.3M (U).** The unfavourable variance is largely due to Project Delivery and City Works vacancies leading to lower charges to capital works. This has been offset by lower employee costs.

### Capital Budget

During this Quarter the capital budget expenditure projections have been increased by \$6.5M with associated funding of \$5.3M. This includes capital program changes that have been reported and approved by Council through the monthly reporting process of \$4.0M that were offset by funding and the acceleration on the Tramway project \$1.2M which was offset by a reduction in the 2018-19 capital program.

Included in these changes, the March Quarterly Review proposes the recognition of contributed assets for West Dapto of \$4.2M along with notional funding for these and an adjustment to reduce the capital budget by \$2.9M for expenditure that in accordance with accounting practices is not considered being of a capital nature. This adjustment relates to the removal of unsuitable material at West Dapto and is supported by funding.

### Cash & Investments

The increase in projected cash and investments of \$3.0M at March is impacted by the expected early payment of the Financial Assistance Grant \$9.3M and net operational improvements offset by the acceleration of a number of capital works projects that were largely funded from restricted cash. The forecast Available Funds excludes the impact of adjustments with restricted cash funding. The improvement of \$8.1M is largely due to the early Financial Assistance Grant payment that offset the planned transfer to Strategic Projects restricted cash of \$3.4M representing the underlying improvement in forecasts compared to planned targets.



**Table 2**

CASH, INVESTMENTS & AVAILABLE FUNDS				
	Actual 2016/17	December QR 2017/18	March QR 2017/18	Actual Ytd Mar 2018
	\$M	\$M	\$M	\$M
<b>Total Cash and Investments</b>	167.6	143.5	146.5	162.0
Attributed to:				
External Restrictions				
Developer Contributions	16.4	22.7	21.1	20.2
Specific Purpose Unexpended Grants	3.3	1.6	0.2	3.7
Special Rates Levy City Centre	0.3	0.2	0.2	0.3
Unexpended Loans	27.4	24.5	20.5	22.0
Domestic Waste Management	11.1	12.1	12.4	12.3
Private Subsidies	4.9	5.0	5.2	4.6
West Dapto Home Assistance	10.2	10.5	10.5	10.4
Stormwater Management Charge	1.4	0.3	0.7	1.4
Carbon Pricing	0.9	-	-	-
<b>Total External Restrictions</b>	<b>75.8</b>	<b>77.0</b>	<b>70.9</b>	<b>75.0</b>
Internal Restrictions				
Property Investment Fund	8.3	8.3	8.3	8.4
Future Projects	5.2	4.6	-	5.1
Property Development	3.9	3.9	-	3.9
Strategic Projects	30.2	40.0	46.6	41.3
Sports Priority program	0.4	0.3	0.6	0.5
Car Parking strategy	1.1	0.9	1.0	1.4
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	0.4	0.4	2.0
Telecommunications Revenue	0.2	0.2	-	0.3
West Dapto additional rates	0.5	0.8	4.8	0.4
Natural Areas	0.4	0.4	0.2	0.3
Lake Illawarra Management Fund	0.2	0.2	0.2	0.3
<b>Total Internal Restrictions</b>	<b>57.4</b>	<b>61.5</b>	<b>63.4</b>	<b>65.0</b>
<b>Available Cash</b>	<b>34.4</b>	<b>5.0</b>	<b>12.2</b>	<b>22.0</b>
<b>Net Payable &amp; Receivables</b>	<b>(7.4)</b>	<b>9.7</b>	<b>10.7</b>	<b>8.3</b>
Current payables	(41.6)	(24.1)	(23.8)	(24.4)
Receivables	23.5	22.8	23.5	21.6
Other	10.7	11.0	11.0	11.2
<b>Available Funds</b>	<b>27.0</b>	<b>14.7</b>	<b>22.8</b>	<b>30.3</b>

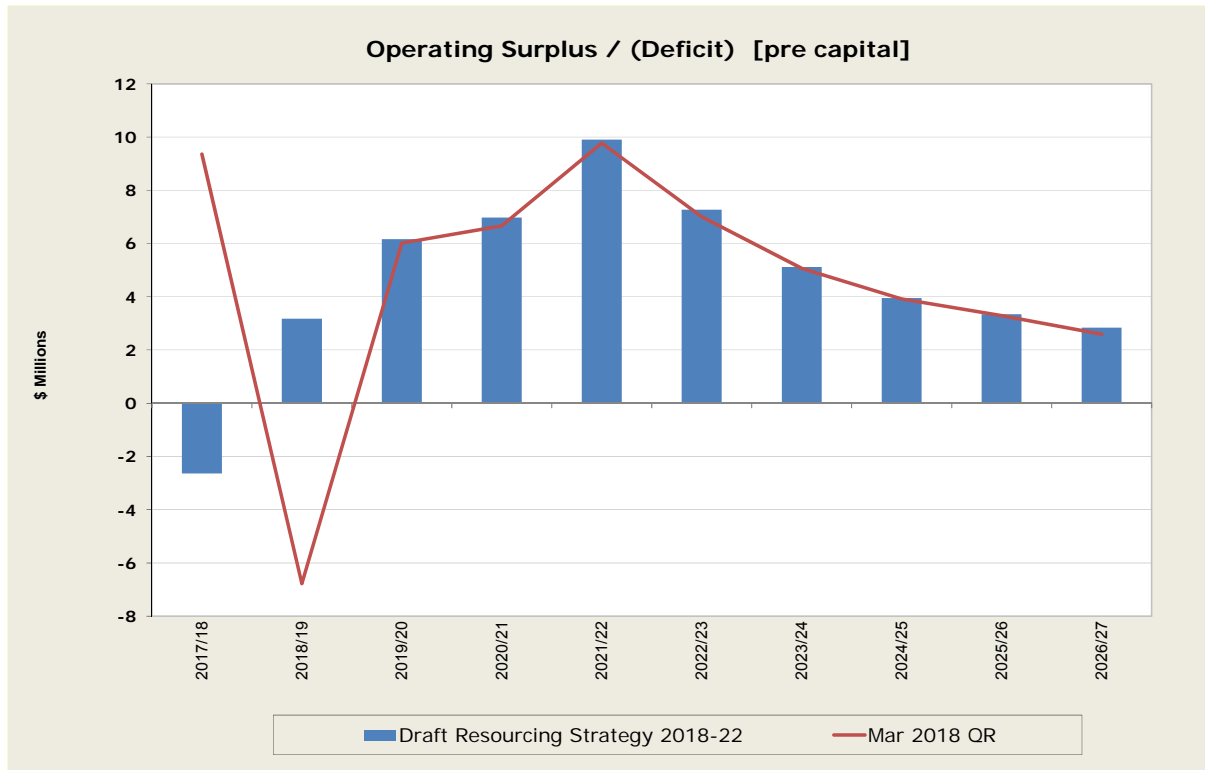
## **Long Term Financial Projections**

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, Council now has the opportunity to consider whether or not levels of improvement or enhancement of services are warranted and/or achievable. The draft Resourcing Strategy 2018-22 and 2018-19 Operational Plan that are currently on exhibition have included proposed service enhancements in a number of areas such as urban greening and pest management, economic development, enhanced public domain maintenance and library services at Helensburgh and Warrawong over the 10 year projections. The long term projections 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.

## **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 2017-18 and 2018-19 year projections have been impacted by the early payment of the 2018-19 Financial Assistance Grant. Other improvements recognised in 2017-18 are generally considered to be non-recurrent or have already been included in the long term projections to some degree and as such do not impact materially on subsequent year forecasts.

**Table 3**

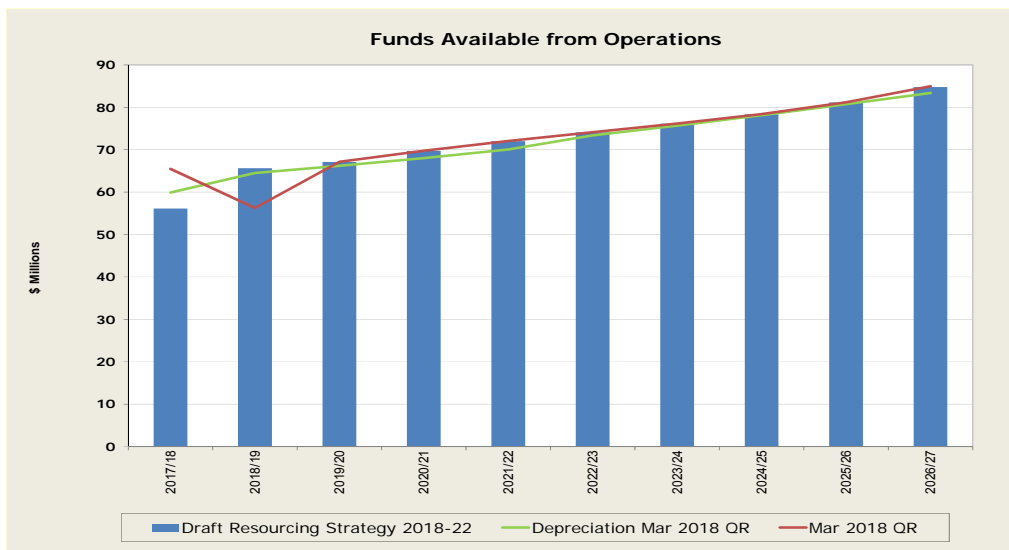


**Funds Available from Operations**

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 table 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 table currently shows Council generally meeting its target of providing Funds from Operations equal to depreciation.

**Table 4**



### Available Funds

Available Funds are the uncommitted funds of an organisation that assist in meeting the short term cash requirements, provide contingency for unexpected costs or loss of revenue and provide flexibility to take advantage of opportunities that may arise from time to time. Council’s Financial Strategy has a target to achieve and maintain an Available Funds position between 3.5% and 5.5% of operational revenue [pre capital].

Based on the March 2018 Quarterly Review, the target range for Available Funds is between \$9.3M and \$11.8M (lower range) and between \$14.6M and \$18.6M (upper range) over the life of the Long Term Financial Plan. The improvements identified for 2017-18 through the March Quarter indicated an Available Funds balance that would exceed the upper range. Consistent with established practise, the revised forecasts also include a proposed transfer to Strategic Projects restricted cash of \$3.4M that reflects improvements in results beyond planned targets.

**Table 5**

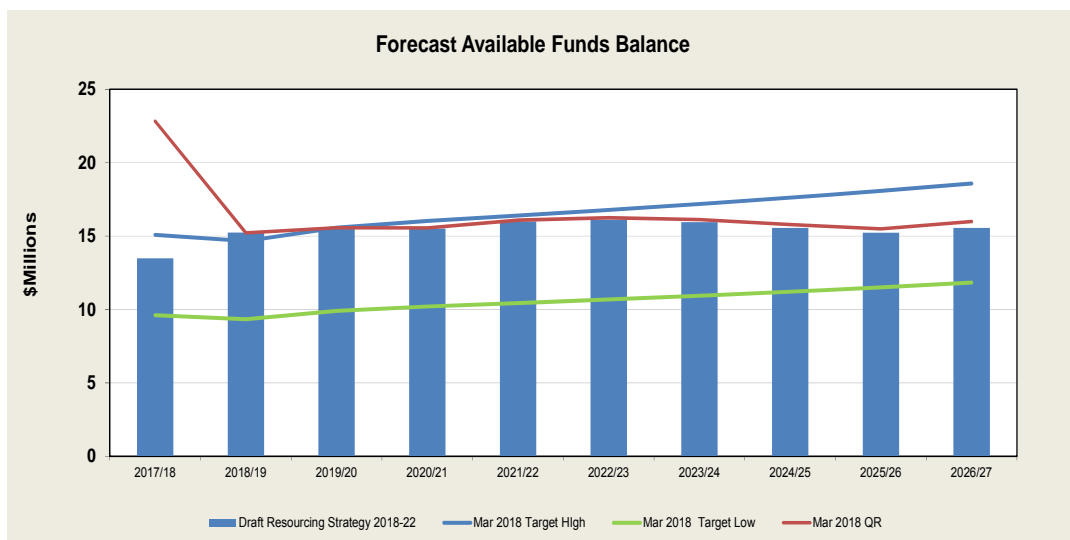


Table 6

<b>WOLLONGONG CITY COUNCIL</b>					
March 2018 Quarterly Review					
	Original Budget \$'000	Adopted Budget \$'000	2017/18 Actual YTD \$'000	Proposed Variation \$'000	Proposed Budget \$'000
<b>Income Statement</b>					
<b>Income From Continuing Operations</b>					
<b>Revenue:</b>					
Rates and Annual Charges	190,941	191,276	143,217	(17)	191,259
User Charges and Fees	35,691	34,831	26,604	469	35,300
Interest and Investment Revenues	4,321	5,387	3,949	(30)	5,357
Other Revenues	9,705	10,401	7,740	0	10,402
Grants & Contributions provided for Operating Purposes	20,838	20,996	16,000	9,699	30,695
Grants & Contributions provided for Capital Purposes	44,858	26,949	16,917	649	27,598
Profit/Loss on Disposal of Assets	0	2,869	2,846	(1,641)	1,228
<b>Total Income from Continuing Operations</b>	<b>306,353</b>	<b>292,709</b>	<b>217,274</b>	<b>9,129</b>	<b>301,838</b>
<b>Expenses From Continuing Operations</b>					
Employee Costs	125,906	125,946	90,920	(3,105)	122,841
Borrowing Costs	3,849	3,859	2,870	(10)	3,848
Materials, Contracts & Other Expenses	93,150	92,844	62,553	1,051	93,895
Depreciation, Amortisation + Impairment	64,340	62,362	44,623	(2,462)	59,900
Internal Charges (labour)	(15,702)	(15,259)	(9,633)	1,226	(14,033)
Internal Charges (not labour)	(1,618)	(1,600)	(950)	27	(1,573)
<b>Total Expenses From Continuing Operations</b>	<b>269,926</b>	<b>268,152</b>	<b>190,383</b>	<b>(3,273)</b>	<b>264,879</b>
<b>Operating Results From Continuing Operations</b>	<b>36,427</b>	<b>24,557</b>	<b>26,890</b>	<b>12,402</b>	<b>36,959</b>
<b>Net Operating Result for the Year</b>	<b>36,427</b>	<b>24,557</b>	<b>26,890</b>	<b>12,402</b>	<b>36,959</b>
<b>Net Operating Result for the Year before Grants &amp; Contributions provided for Capital Purposes</b>	<b>(8,431)</b>	<b>(2,392)</b>	<b>9,973</b>	<b>11,753</b>	<b>9,361</b>
<b>NET SURPLUS (DEFICIT) [Pre capital] %</b>	<b>(2.8%)</b>	<b>(0.8%)</b>	<b>4.6%</b>	<b>128.7%</b>	<b>3.1%</b>
<b>Funding Statement</b>					
<b>Net Operating Result for the Year</b>	<b>36,427</b>	<b>24,557</b>	<b>26,890</b>	<b>12,402</b>	<b>36,959</b>
Add back :					
- Non-cash Operating Transactions	80,942	76,793	54,251	(1,184)	75,609
- Restricted cash used for operations	13,286	15,450	9,069	2,101	17,551
- Income transferred to Restricted Cash	(63,408)	(47,382)	(32,595)	(4,235)	(51,617)
- Payment of Accrued Leave Entitlements	(12,718)	(13,418)	(10,034)	383	(13,035)
- Payment of Carbon Contributions	0	0	0	0	0
<b>Funds Available from Operations</b>	<b>54,529</b>	<b>56,000</b>	<b>47,582</b>	<b>9,467</b>	<b>65,468</b>
Advances (made by) / repaid to Council	0	0	0	0	0
Borrowings repaid	(7,486)	(7,486)	(6,174)	0	(7,486)
<b>Operational Funds Available for Capital Budget</b>	<b>47,043</b>	<b>48,514</b>	<b>41,408</b>	<b>9,467</b>	<b>57,981</b>
<b>CAPITAL BUDGET</b>					
Assets Acquired	(91,373)	(94,885)	(65,216)	(2,301)	(97,186)
Contributed Assets	(3,600)	(3,600)	0	(4,249)	(7,849)
Transfers to Restricted Cash	(140)	(13,625)	(13,625)	(140)	(13,765)
Funded From :-					
- Operational Funds	47,043	48,514	41,408	9,467	57,981
- Sale of Assets	1,750	11,010	10,434	(146)	10,864
- Internally Restricted Cash	9,241	12,701	9,340	912	13,613
- Capital Grants	9,641	11,579	10,010	1,589	13,168
- Developer Contributions (Section 94)	6,665	6,603	3,404	(658)	5,945
- Other Externally Restricted Cash	5,630	5,068	6,596	(1,145)	3,923
- Other Capital Contributions	5,428	4,337	934	4,789	9,126
<b>TOTAL FUNDS SURPLUS / (DEFICIT)</b>	<b>(9,715)</b>	<b>(12,299)</b>	<b>3,285</b>	<b>8,118</b>	<b>(4,181)</b>

Table 7

MAJOR VARIATIONS PROPOSED	\$'000s	Offsetting Items for		Net by type
		Fund	Surplus Deficit	
<b>REVENUES FROM ORDINARY ACTIVITIES</b>				
<b>Rates &amp; Annual Charges</b>				
Pensioner Rebate			(17)	(17)
<b>User Charges &amp; Fees</b>				
Stanwell Park Kiosk			(92)	
Commercial Tipping Fees	137	163		
Household Drop Off Fees	113	107		
Planning & Building Approvals	140			
Leisure Centre Income	(83)			
Tourist Parks	(25)			
Other	(20)	29		469
<b>Interest and Investment Income</b>				
Southern Phones Dividend	(107)			
Increased cash holdings partly offset by transfer to reserve		77		(30)
<b>Other Revenue</b>				
Leisure Centre Income	50			
Parking Enforcement			(50)	-
<b>Profit &amp; Loss on disposal</b>				
WIP balance reclassified as operational expense	(1,641)			(1,641)
<b>EXPENSES FROM ORDINARY ACTIVITIES</b>				
<b>Employee Costs</b>				
Recognition of lower expenditure trends to date		1,000		
Internal labour used for capital delivery - offset by recovery	1067			
Workers Compensation	67	553		
Environment Strategy & Planning Salaries	169			
Development Assessment Salaries	(129)			
Leisure Centres	33			
Tourist Parks	21			
Services/outcomes delivered by other resource categories	200			
Adjustment of funded projects including projects postponed				
Community Services	(43)			
West Dapto Review	(45)			
S94 Admin Officer	121			
Beat It Program	(9)			
Other (Largely Vacancy Savings)		100		3,105

MAJOR VARIATIONS YTD compared to Budget \$'000s	Offsetting Items for Fund			Net by type
		Surplus	Deficit	
<b>Materials, Contracts &amp; Other Expenses</b>				
Recognition of lower expenditure to date	500	600		
Lake Illawarra Works		297		
Motor Vehicle Expenses Inc Insurance, Fuel, Maintenance		105		
Pound Management Fee		60		
Project Delivery offset by recovery	169			
Domestic Waste Contracts	144			
Reclassification of Earthworks in line with reporting requirements	(2,875)			
Services/outcomes delivered by other resource categories	(200)			
EPA Levy - Commercial & Household drop off	(250)			
WHS Project	(67)			
Fred Finch Park			(30)	
Botanic Garden Water Rates	(25)		(25)	
Adjustment of funded projects including projects postponed				
Floodplain/Stormwater	203	17		
West Dapto Review	156			
Domestic waste recovery project	139			
Accessible Car Parking & Bus Stops Audit	50			
Signature Events 2016-18	46			
Community Services	(139)			
IMT Capability Development	(70)			
Sports Reserve Funded Projects	(65)			
City Centre Events	(62)			
Mountain Bike Strategy	(50)			
Port Kembla Façade	(50)			
Other Funded Projects	10			
Projects postponed to future periods				
Inspection Works & Services		81		
Crown St Mall Tree Replacement		150		
Trim Risk Audit		19		
Lake Illawarra Flood Studies		20		
Various other adjustments	(42)	133		(1,051)
<b>Borrowing Costs</b>		0	10	<b>10</b>
<b>Depreciation</b>	2,462			<b>2,462</b>
<b>Internal Charges</b>				
Reduction in internal labour used for capital	(1,236)			
Other	(16)		(1)	(1,253)
<b>Grants &amp; contribution - Operating</b>				
Financial Assistance Grant Early Payment		9,282		
Community Transport & Services	310			
Other	107			9,699
<b>Operating Variation [pre capital]</b>	<b>(835)</b>	<b>12,793</b>	<b>(205)</b>	<b>11,753</b>

MAJOR VARIATIONS YTD compared to Budget \$'000s	Offsetting Items for Fund			Net by type
		Surplus	Deficit	
<b>Capital Grants &amp; Contributions</b>				
Developer Contributions				
City Wide	1,142			
Austinmer SLSC Contribution	150			
National Stronger Regions	(537)			
Roads to Recovery	(125)			
Other	19			649
<b>Operating Variation [post capital]</b>	<b>(186)</b>	<b>12,793</b>	<b>(205)</b>	<b>12,402</b>
<b>FUNDING STATEMENT</b>				
<b>Non Cash Items</b>				
Depreciation	(2,462)			
Loss on Sale of Assets	1,641			
Leave Liability	(363)			(1,184)
<b>Payment of Leave Entitlements</b>				
Reduction in forecast leave payments reflecting lower salary & wages	363	20		383
<b>Restricted Cash Used for Operations</b>				
Internally funded project adjustments	(195)			
Externally funded project adjustments				
Funding associated with reclassification of Earthworks	2,875			
Funding associated with lower expenditure recognised	(500)			
Other	(79)			2,101
<b>Income Transferred to Restricted Cash</b>				
Improvement impacts transferred to Strategic Projects restriction			(3,400)	
Grants & contributions - capital	(649)			
Grants & contributions - operational	(417)			
Domestic Waste	(144)			
Southern Phones Dividend	107			
Interest applicable to restricted assets		119		
Other	9			(4,375)
<b>OPERATIONAL FUNDS AVAILABLE FOR CAPITAL</b>	<b>-</b>	<b>12,932</b>	<b>(3,605)</b>	<b>9,327</b>
<b>CAPITAL BUDGET</b>				
Tramway Works acceleration by reduction in future years			(1,209)	
Reclassification for reporting purposes	2,875			
Reclassification of funding	(2,875)			
Contributed assets	(4,249)			
Notional funding for contributed assets	4,249			
Other Capital program adjustments	(3,967)			
Funding associated with other adjustment	3,967			
Net Change in Capital				(1,209)
<b>TOTAL FUNDS SURPLUS/(DEFICIT)</b>	<b>-</b>	<b>12,932</b>	<b>(4,814)</b>	<b>8,118</b>



## CAPITAL PROJECT REPORT

as at the period ended March 2018

Program	\$'000		\$'000		YTD Expenditure	\$'000	
	Current Budget		Proposed Budget			variation	
	Expenditure	Other Funding	Expenditure	Other Funding		Expenditure	Other Funding
<b>Roads And Related Assets</b>							
Traffic Facilities	3,185	(2,688)	3,440	(2,458)	1,388	255	230
Public Transport Facilities	340	(170)	371	(170)	301	31	0
Roadworks	13,000	(2,989)	13,682	(2,921)	8,357	682	68
Bridges, Boardwalks and Jetties	2,405	(5)	2,370	(5)	1,157	(35)	0
<b>Total Roads And Related Assets</b>	<b>18,930</b>	<b>(5,852)</b>	<b>19,864</b>	<b>(5,554)</b>	<b>11,203</b>	<b>933</b>	<b>298</b>
<b>West Dapto</b>							
West Dapto Infrastructure Expansion	8,128	(8,128)	8,446	(8,446)	9,736	318	(318)
<b>Total West Dapto</b>	<b>8,128</b>	<b>(8,128)</b>	<b>8,446</b>	<b>(8,446)</b>	<b>9,736</b>	<b>318</b>	<b>(318)</b>
<b>Footpaths And Cycleways</b>							
Footpaths	4,012	(1,027)	3,779	(1,004)	2,440	(233)	23
Cycle/Shared Paths	12,307	(3,639)	14,481	(3,984)	11,291	2,174	(345)
Commercial Centre Upgrades - Footpa	3,715	(645)	3,639	(600)	2,089	(76)	45
<b>Total Footpaths And Cycleways</b>	<b>20,034</b>	<b>(5,311)</b>	<b>21,900</b>	<b>(5,588)</b>	<b>15,820</b>	<b>1,865</b>	<b>(277)</b>
<b>Carparks</b>							
Carpark Construction/Formalising	510	(265)	510	(265)	102	0	0
Carpark Reconstruction or Upgrading	1,933	(73)	1,933	(73)	1,347	(0)	0
<b>Total Carparks</b>	<b>2,443</b>	<b>(338)</b>	<b>2,443</b>	<b>(338)</b>	<b>1,450</b>	<b>0</b>	<b>0</b>
<b>Stormwater And Floodplain Management</b>							
Floodplain Management	2,477	(717)	2,216	(811)	1,170	(261)	(94)
Stormwater Management	3,930	(935)	3,987	(637)	2,522	57	298
Stormwater Treatment Devices	361	(56)	351	(46)	114	(10)	10
<b>Total Stormwater And Floodplain Ma</b>	<b>6,768</b>	<b>(1,708)</b>	<b>6,554</b>	<b>(1,494)</b>	<b>3,806</b>	<b>(214)</b>	<b>214</b>
<b>Buildings</b>							
Cultural Centres (IPAC, Gallery, Townh	1,360	0	1,360	0	479	0	0
Administration Buildings	2,024	(20)	1,574	(20)	1,175	(450)	(0)
Community Buildings	9,822	(704)	7,762	(854)	6,172	(2,060)	(150)
Public Facilities (Shelters, Toilets etc.)	686	0	636	0	516	(50)	0
Carbon Abatement	1,198	(825)	1,128	(825)	963	(70)	0
<b>Total Buildings</b>	<b>15,089</b>	<b>(1,549)</b>	<b>12,459</b>	<b>(1,699)</b>	<b>9,306</b>	<b>(2,630)</b>	<b>(150)</b>
<b>Commercial Operations</b>							
Tourist Park - Upgrades and Renewal	750	0	870	0	587	120	0
Crematorium/Cemetery - Upgrades and	320	0	320	0	96	(0)	0
Leisure Centres & RVGC	150	0	170	0	60	20	0
<b>Total Commercial Operations</b>	<b>1,220</b>	<b>0</b>	<b>1,360</b>	<b>0</b>	<b>744</b>	<b>140</b>	<b>0</b>
<b>Parks Gardens And Sportfields</b>							
Play Facilities	1,448	(146)	1,498	(146)	589	50	0
Recreation Facilities	665	(582)	617	(534)	375	(49)	49
Sporting Facilities	1,460	(683)	1,290	(567)	297	(170)	116
<b>Total Parks Gardens And Sportfields</b>	<b>3,573</b>	<b>(1,411)</b>	<b>3,405</b>	<b>(1,247)</b>	<b>1,262</b>	<b>(168)</b>	<b>164</b>
<b>Beaches And Pools</b>							
Beach Facilities	211	0	261	0	76	50	0
Rock/Tidal Pools	1,160	(165)	1,259	(165)	972	100	0
Treated Water Pools	944	(20)	944	(20)	782	(0)	0
<b>Total Beaches And Pools</b>	<b>2,315</b>	<b>(185)</b>	<b>2,465</b>	<b>(185)</b>	<b>1,830</b>	<b>150</b>	<b>0</b>

CAPITAL PROJECT REPORT								
as at the period ended March 2018								
Program	\$'000		\$'000		YTD Expenditure	\$'000		
	Current Budget		Proposed Budget			variation		
	Expenditure	Other Funding	Expenditure	Other Funding		Expenditure	Other Funding	
<b>Natural Areas</b>								
Natural Area Management and Rehabil	210	(10)	310	(10)	244	100	0	
<b>Total Natural Areas</b>	<b>210</b>	<b>(10)</b>	<b>310</b>	<b>(10)</b>	<b>244</b>	<b>100</b>	<b>0</b>	
<b>Waste Facilities</b>								
Whytes Gully New Cells	8,082	(8,082)	8,132	(8,132)	5,991	50	(50)	
Whytes Gully Renewal Works	300	(300)	300	(300)	135	(0)	(0)	
Helensburgh Rehabilitation	100	(100)	50	(50)	25	(50)	50	
<b>Total Waste Facilities</b>	<b>8,482</b>	<b>(8,482)</b>	<b>8,482</b>	<b>(8,482)</b>	<b>6,151</b>	<b>(0)</b>	<b>0</b>	
<b>Fleet</b>								
Motor Vehicles	1,822	(960)	1,545	(814)	908	(277)	146	
<b>Total Fleet</b>	<b>1,822</b>	<b>(960)</b>	<b>1,545</b>	<b>(814)</b>	<b>908</b>	<b>(277)</b>	<b>146</b>	
<b>Plant And Equipment</b>								
Portable Equipment (Mowers etc.)	220	(67)	195	(42)	58	(25)	25	
Mobile Plant (trucks, backhoes etc.)	3,102	(808)	3,178	(884)	151	76	(76)	
Fixed Equipment	350	(10)	350	(10)	0	(0)	0	
<b>Total Plant And Equipment</b>	<b>3,672</b>	<b>(884)</b>	<b>3,723</b>	<b>(936)</b>	<b>209</b>	<b>51</b>	<b>(51)</b>	
<b>Information Technology</b>								
Information Technology	1,216	(10)	1,216	(10)	584	(0)	0	
<b>Total Information Technology</b>	<b>1,216</b>	<b>(10)</b>	<b>1,216</b>	<b>(10)</b>	<b>584</b>	<b>(0)</b>	<b>0</b>	
<b>Library Books</b>								
Library Books	1,162	(6)	1,162	(6)	916	(0)	0	
<b>Total Library Books</b>	<b>1,162</b>	<b>(6)</b>	<b>1,162</b>	<b>(6)</b>	<b>916</b>	<b>(0)</b>	<b>0</b>	
<b>Public Art</b>								
Public Art Works	20	0	38	(18)	20	18	(18)	
Art Gallery Acquisitions	164	(49)	164	(49)	150	(0)	0	
<b>Total Public Art</b>	<b>184</b>	<b>(49)</b>	<b>202</b>	<b>(67)</b>	<b>170</b>	<b>18</b>	<b>(18)</b>	
<b>Emergency Services</b>								
Emergency Services Plant and Equipm	250	0	254	0	251	4	0	
<b>Total Emergency Services</b>	<b>250</b>	<b>0</b>	<b>254</b>	<b>0</b>	<b>251</b>	<b>4</b>	<b>0</b>	
<b>Land Acquisitions</b>								
Land Acquisitions	149	(49)	1,249	(1,149)	617	1,100	(1,100)	
<b>Total Land Acquisitions</b>	<b>149</b>	<b>(49)</b>	<b>1,249</b>	<b>(1,149)</b>	<b>617</b>	<b>1,100</b>	<b>(1,100)</b>	
<b>Non-Project Allocations</b>								
Capital Project Contingency	(773)	0	138	0	0	911	0	
Capital Project Plan	10	0	10	0	6	0	0	
<b>Total Non-Project Allocations</b>	<b>(763)</b>	<b>0</b>	<b>148</b>	<b>0</b>	<b>6</b>	<b>911</b>	<b>0</b>	
<b>GRAND TOTAL</b>	<b>94,885</b>	<b>(34,934)</b>	<b>97,186</b>	<b>(36,026)</b>	<b>65,213</b>	<b>2,301</b>	<b>(1,092)</b>	

\*Excludes contributed assets \$4.2M

### Supporting Documents – Proposed Project Changes

Supporting Documents - Planning Studies & Investigations							
Service & Project	2017/18	2017/18	2017/18	2018/19	2018/19	2018/19	Notes
	Current Budget \$000's	Proposed Budget \$000's	Variance \$000's	Current Forecast \$000's	Proposed Forecast \$000's	Variance \$000's	
<b>Community Programs</b>	<b>108</b>	<b>98</b>	<b>(10)</b>	<b>0</b>	<b>82</b>	<b>82</b>	
Dapto Pilot Project	58	23	(35)	0	82	82	1
Mountain Bike Strategy	0	50	50	0	0	0	2
Public Toilet Strategy	50	25	(25)	0	0	0	3
<b>Stormwater Services</b>	<b>967</b>	<b>728</b>	<b>(240)</b>	<b>815</b>	<b>967</b>	<b>152</b>	4
Floodplain Management Studies	97	47	(50)	295	175	(120)	
Review of Towradgi Creek FRMS - 2015/16	89	50	(39)	45	80	35	
Review of Hewitts Creek FRMS - 2015/16	99	60	(39)	60	95	35	
Lower Gurungaty Causeway Concept Design - 2015/16	0	30	30	0	0	0	
JJ Kelly Park Land Form Modification	0	20	20	0	50	50	
Review of Flood Studies & Floodplain Risk Mgmt Plans	168	118	(50)	79	99	20	
Duck Creek Flood Study	100	75	(25)	40	65	25	
Review of Collins Creek Flood Study	90	70	(20)	26	46	20	
Review of Allans Creek Flood Study	80	60	(20)	50	70	20	
Review of Wollongong City Flood Study	77	60	(17)	0	17	17	
Review of Fairy Cabbage Tree Creek Flood Study	50	40	(10)	110	120	10	
Brooks Creek Flood Study Phase 1 & 2	37	37	0	0	0	0	
Kully Bay Flood Study	40	30	(10)	50	60	10	
Minnegang Creek Flood Study Review	40	30	(10)	60	70	10	
Minnegang Creek Flood Study	0	0	0	0	20	20	
<b>Governance and Administration</b>	<b>887</b>	<b>776</b>	<b>(111)</b>	<b>807</b>	<b>918</b>	<b>111</b>	
West Dapto Review	887	776	(111)	807	918	111	5
<b>Transport Services</b>	<b>75</b>	<b>25</b>	<b>(50)</b>	<b>75</b>	<b>125</b>	<b>50</b>	
Accessible Car Parking and Bus Stops audit	75	25	(50)	75	125	50	5
<b>Total Expenditure *</b>			<b>(411)</b>			<b>395</b>	

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

#### Notes:

1. Part deferral of project & introduction of additional external funding in 2018/19
2. New project offset by reduction in Public Toilet Strategy & divisional savings.
3. Reassessment of project cost.
4. Redistribution of bulk budgets, revised timing and alignment of funding
5. Revised timing

<b>WOLLONGONG CITY COUNCIL</b>		
	Actual 2017/18 \$'000	Actual 2016/17 \$'000
<b>Balance Sheet</b>		
<b>Current Assets</b>		
Cash Assets	19,683	23,534
Investment Securities	116,192	119,458
Receivables	21,675	23,532
Inventories	6,074	6,089
Other	11,169	10,680
Assets classified as held for sale	0	6,381
<b>Total Current Assets</b>	<b>174,793</b>	<b>189,672</b>
<b>Non-Current Assets</b>		
Non Current Cash Assets	26,085	24,585
Non-Current Receivables	0	0
Property, Plant and Equipment	2,340,323	2,314,277
Investment Properties	4,775	4,775
Westpool Equity Contribution	1,835	1,835
Intangible Assets	357	653
<b>Total Non-Current Assets</b>	<b>2,373,375</b>	<b>2,346,125</b>
<b>TOTAL ASSETS</b>	<b>2,548,169</b>	<b>2,535,797</b>
<b>Current Liabilities</b>		
Current Payables	24,418	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
<b>Total Current Liabilities</b>	<b>81,308</b>	<b>97,984</b>
<b>Non-Current Liabilities</b>		
Non Current Interest Bearing Liabilities	26,360	32,188
Non Current Provisions	49,612	48,121
<b>Total Non-Current Liabilities</b>	<b>75,973</b>	<b>80,309</b>
<b>TOTAL LIABILITIES</b>	<b>157,281</b>	<b>178,292</b>
<b>NET ASSETS</b>	<b>2,390,887</b>	<b>2,357,505</b>
<b>Equity</b>		
Accumulated Surplus	1,270,937	1,249,603
Asset Revaluation Reserve	979,916	974,736
Restricted Assets	140,033	133,166
<b>TOTAL EQUITY</b>	<b>2,390,887</b>	<b>2,357,505</b>

<b>WOLLONGONG CITY COUNCIL</b>			
<b>CASH FLOW STATEMENT</b>			
<b>as at 30 March 2018</b>			
	<b>YTD Actual</b>	<b>Actual</b>	
	<b>2017/18</b>	<b>2016/17</b>	
	<b>\$ '000</b>	<b>\$ '000</b>	
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Receipts:</b>			
Rates & Annual Charges	150,443	182,005	
User Charges & Fees	26,457	39,819	
Interest & Interest Received	4,441	5,464	
Grants & Contributions	26,633	57,871	
Other	8,749	25,559	
<b>Payments:</b>			
Employee Benefits & On-costs	(86,847)	(102,860)	
Materials & Contracts	(31,484)	(60,479)	
Borrowing Costs	(1,379)	(1,447)	
Other	(31,844)	(44,300)	
<b>Net Cash provided (or used in) Operating Activities</b>	<b>65,169</b>	<b>101,632</b>	
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
<b>Receipts:</b>			
Sale of Infrastructure, Property, Plant & Equipment	10,434	3,239	
Deferred Debtors Receipts	-	-	
<b>Payments:</b>			
Purchase of Investments	-	-	
Purchase of Investment Property	-	-	
Purchase of Infrastructure, Property, Plant & Equipment	(75,064)	(90,313)	
Purchase of Interests in Joint Ventures & Associates	-	-	
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(64,630)</b>	<b>(87,074)</b>	
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
<b>Receipts:</b>			
Proceeds from Borrowings & Advances	-	5,500	
<b>Payments:</b>			
Repayment of Borrowings & Advances	(6,156)	(7,159)	
Repayment of Finance Lease Liabilities	-	-	
<b>Net Cash Flow provided (used in) Financing Activities</b>	<b>(6,156)</b>	<b>(1,659)</b>	
Net Increase/(Decrease) in Cash & Cash Equivalents	(5,617)	5,787	
plus: Cash & Cash Equivalents and Investments - beginning of year	167,577	161,790	
<b>Cash &amp; Cash Equivalents and Investments - year to date</b>	<b>161,960</b>	<b>167,577</b>	

<b>WOLLONGONG CITY COUNCIL</b>			
<b>CASH FLOW STATEMENT</b>			
<b>as at 30 March 2018</b>			
	<b>YTD Actual</b>	<b>Actual</b>	
	<b>2017/18</b>	<b>2016/17</b>	
	<b>\$ '000</b>	<b>\$ '000</b>	
<b>Total Cash &amp; Cash Equivalents and Investments - year to date</b>	<b>161,960</b>	<b>167,577</b>	
<b>Attributable to:</b>			
External Restrictions (refer below)	75,017	75,788	
Internal Restrictions (refer below)	65,016	57,379	
Unrestricted	21,927	34,410	
	<b>161,960</b>	<b>167,577</b>	
<b>External Restrictions</b>			
Developer Contributions	20,184	16,367	
RMS Contributions	363	216	
Specific Purpose Unexpended Grants	3,383	3,049	
Special Rates Levy Wollongong Mall	323	228	
Special Rates Levy Wollongong City Centre	23	28	
Local Infrastructure Renewal Scheme	14,885	19,973	
Unexpended Loans	7,087	7,424	
Domestic Waste Management	12,328	11,114	
Private Subsidies	4,634	4,905	
West Dapto Home Deposit Assistance Program	10,329	10,085	
Stormwater Management Service Charge	1,393	1,423	
West Dapto Home Deposits Issued	85	85	
Carbon Price	-	891	
<b>Total External Restrictions</b>	<b>75,017</b>	<b>75,788</b>	
<b>Internal Restrictions</b>			
Property Development	3,913	3,912	
Property Investment Fund	8,360	8,266	
Strategic Projects	41,276	30,175	
Future Projects	5,094	5,239	
Sports Priority Program	495	362	
Car Parking Strategy	1,386	1,124	
MacCabe Park Development	1,103	991	
Darcy Wentworth Park	171	170	
Garbage Disposal Facility	2,044	5,915	
Telecommunications Revenue	259	193	
West Dapto Development Additional Rates	352	501	
Southern Phone Natural Areas	308	366	
Lake Illawarra Estuary Management Fund	255	165	
<b>Total Internal Restrictions</b>	<b>65,016</b>	<b>57,379</b>	

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 March 2018					
Contractor	Contract Detail & Purpose	Contract Value \$000's	Commencement Date	Duration of Contract	Budgeted Y/N
Kenpass Pty Ltd	O'Briens Road Pedestrian Bridge Replacement	438	5/01/2018	2017/18	Y
Batmac Constructions Pty Ltd	Cringilla Community Hall (Large) Refurbishment	619	8/01/2018	2017/18	Y
Batmac Construction Pty Ltd	Construction of Ensuite Blocks and onsite AstroTurf Annex Sites at Windang Beach Tourist Park	277	15/01/2018	2017/18	Y
Batmac Constructions Pty Ltd	Coniston Community Centre Refurbishment	499	17/01/2018	2017/18	Y
R J McMillan Plumbing	Windang Tourist Park Amenities Hot Water Upgrade	86	29/01/2018	2017/19	Y
GHD Pty Ltd	Foreshore Parking Strategy	70	2/02/2018	2017/18	Y
Rhelm Pty Ltd	Kully Bay Flood Study Review	80	10/02/2018	2017/18	Y
Architectus Pty Ltd	Wollongong City Centre Urban Design Framework	143	12/02/2018	2017/19	Y
Body Bike Australia	Purchase of new RPM bikes for Beaton Park Leisure Centre	61	14/02/2018	2017/22	Y
Panel	Administration of Project Management Services Panel - PMS	1,500	11/03/2018	2017/21	Y
Infrastructure Management Group Pty Ltd	Roads and Footpaths Video and Condition Assessment	176	12/03/2018	2017/18	Y
Bibliothece Pty Ltd	Wollongong City Libraries RFID self-check units	212	26/03/2018	2017/19	Y
Peloton Construction Pty Ltd	Austinmer Boatshed Extension Project	514	1/05/2018	2017/19	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 March 2018		
Expense	Expenditure YTD \$000's	Budgeted (Y/N)
Consultancies	1,404	YES
Legal Fees	661	YES

**STATEMENT OF RESPONSIBLE ACCOUNTING OFFICER**

All investments held at 31 March 2018 were invested in accordance with Council's Investment Policy.

Bank reconciliations have been completed as at 31 March 2018.

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 March 2018 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**

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	50%	0%	50%	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%
1.3.1.1 Develop and implement programs that encourage community participation in reducing Wollongong's ecological footprint	100%	0%	0%	0%	0%

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects Only)
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%	50%	0%	0%
1.3.3.1 Develop and implement an Environmental Sustainability Policy and Strategy	80%	20%	0%	0%	0%
1.3.3.2 Seek external funds to support programs for Lake Illawarra, following the closure of the Lake Illawarra Authority	100%	0%	0%	0%	0%
1.3.3.3 Establish and maintain an Estuary Management Committee to protect the health of Lake Illawarra	100%	0%	0%	0%	0%
1.4.1.1 Work in partnership with others to promote a diverse range of heritage education and promotion programs	50%	0%	0%	50%	0%
1.4.1.2 Implement priority actions of the Heritage Strategy	0%	0%	100%	0%	0%
1.4.1.3 Implement community and cultural promotions program	100%	0%	0%	0%	0%
1.4.2.1 Work with the local Aboriginal community in the management of Indigenous heritage	100%	0%	0%	0%	0%



5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects Only)
1.5.1.1 Facilitate a range of programs and activities which improve food security and local food production	100%	0%	0%	0%	0%
1.6.1.1 Review planning controls for environmentally sensitive locations	100%	0%	0%	0%	0%
1.6.2.1 Implement the West Dapto Release Area Masterplan	100%	0%	0%	0%	0%
1.6.3.1 Provide high quality development assessment and certification based on QBL principles (note: QBL or the Quadruple Bottom Line takes consideration of environmental, economic, social and governance factors)	100%	0%	0%	0%	0%
1.6.3.2 Maximise sustainability principles in the design and construction of Wollongong's built form	100%	0%	0%	0%	0%
2.1.1.1 Support regional activities and partnerships that result in increased business investment and jobs growth	100%	0%	0%	0%	0%
2.1.2.1 Ensure that Wollongong is attractive to diverse companies for business expansion, establishment and relocation	100%	0%	0%	0%	0%
2.1.2.2 Progress implementation of the CBD Action Plan	100%	0%	0%	0%	0%
2.1.3.1 Build on partnerships which enable the retention of local talent	100%	0%	0%	0%	0%
2.1.3.2 Establish Wollongong City Council as an employer of choice	100%	0%	0%	0%	0%

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects Only)
2.1.4.1 Develop and maintain partnerships with the business sector to fund and contribute to a broader range of community projects and activities	100%	0%	0%	0%	0%
2.1.6.1 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	67%	0%	33%	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%
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%

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects Only)
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	88%	0%	0%	0%	0%
3.1.1.1 Promote Made in Wollongong through a variety of locally produced events, productions and programs	100%	0%	0%	0%	0%
3.1.2.1 Provide support to existing and emerging arts workers & their networks	100%	0%	0%	0%	0%
3.1.2.2 Provide opportunities for local artists and performers to exhibit, promote and perform at Council venues and events	100%	0%	0%	0%	0%
3.1.3.1 Successful collaborations with other organisations and agencies are established	100%	0%	0%	0%	0%
3.2.1.1 Seek funding for the promotion of heritage sites and museums to the community and visitors	100%	0%	0%	0%	0%
3.2.2.1 Encourage the integration of urban design & public art	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%

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects Only)
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	100%	0%	0%	0%	0%
3.3.2.1 Coordinate an integrated approach to infrastructure improvement and service delivery in the Civic Plaza and through the re-establishment of an Arts Precinct in the city	100%	0%	0%	0%	0%
3.4.1.1 Support the coordination of an externally funded delivered calendar of activities across the City	100%	0%	0%	0%	0%
3.4.2.1 Develop a new Cultural Plan	100%	0%	0%	0%	0%
3.4.3.1 Deliver a program of activities in local communities	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%

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects Only)
4.1.3.2 Re-establish Council's commitment to partnering with our local Aboriginal community	100%	0%	0%	0%	0%
4.1.3.4 Continue to provide regular information updates to the community about Council's Financial Sustainability Review	100%	0%	0%	0%	0%
4.2.1.1 Increase opportunities for the community to connect with volunteering organisations	100%	0%	0%	0%	0%
4.2.1.2 Support community participation in non-profit activities	100%	0%	0%	0%	0%
4.2.1.3 Build the capability of community based organisations in managing, developing and sustaining their volunteers	100%	0%	0%	0%	0%
4.2.2.1 Support a range of projects and programs in the city	67%	0%	0%	33%	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%

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects Only)
4.3.3.1 Continue to participate and contribute to an integrated community service network	100%	0%	0%	0%	0%
4.4.1.1 Improve community understanding and awareness of Council decisions	100%	0%	0%	0%	0%
4.4.1.2 Ensure appropriate strategies and systems are in place, monitored and reviewed	100%	0%	0%	0%	0%
4.4.1.3 Continue to build a professional, customer focussed quality organisation	50%	0%	50%	0%	0%
4.4.1.4 Lead continuous improvement in Council's health and safety culture and behaviour	100%	0%	0%	0%	0%
4.4.2.1 Coordinate a service review program with a focus on business development and improvement	50%	25%	25%	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	100%	0%	0%	0%	0%

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	0%	0%	0%	0%	100%
4.4.5.2 Achieve an operational savings as a part of Council's financial sustainability Review with savings to be directed to asset renewal	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	0%	0%	0%	0%	100%
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 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects Only)
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%
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	88%	13%	0%	0%	0%
5.1.6.2 Provide an appropriate and sustainable range of quality passive and active open spaces and facilities	82%	0%	9%	9%	0%
5.1.6.3 Policies and plans are developed, reviewed and implemented to encourage physical activity	100%	0%	0%	0%	0%



5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects Only)
5.2.1.1 Prepare a Housing Study and Strategy incorporating Affordable Housing Issues	0%	0%	100%	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%	0%	20%	0%
5.3.2.3 Use additional funds achieved through the financial sustainability review for renewal of major building projects as per capital program	100%	0%	0%	0%	0%
5.3.3.1 Manage and maintain community infrastructure portfolio with a focus on asset renewal	100%	0%	0%	0%	0%
5.4.1.1 Facilitate a range of partnerships and networks to develop community safety initiatives	100%	0%	0%	0%	0%
5.4.1.2 Provide lifeguarding services at beaches (in partnership with Surf Life Saving Illawarra) and Council pools	100%	0%	0%	0%	0%
5.4.2.1 Continue to liaise with Local Area Commands on key initiatives and crime reduction strategies.	100%	0%	0%	0%	0%
5.4.2.2 Deliver projects and programs to reduce crime in the Wollongong Local Government Area	100%	0%	0%	0%	0%
5.4.3.1 Safety is considered in the planning and design of any development	100%	0%	0%	0%	0%

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects Only)
5.5.1.1 Maintain and establish corridors and parks that strengthen open space connections and people movement.	100%	0%	0%	0%	0%
5.5.1.2 Coordinate an access improvement program through pre-planning and renewal activities	100%	0%	0%	0%	0%
5.5.2.1 Use data to assess the current community infrastructure available, community demand and develop a strategic framework and policies to either rationalise, enhance or expand to meet hanging community needs	67%	0%	33%	0%	0%
5.5.2.2 Implement Council's Planning, People, Places Strategy	100%	0%	0%	0%	0%
5.5.2.3 Develop a Regional Botanic Garden of Excellence	100%	0%	0%	0%	0%
5.5.2.4 Provide statutory services to appropriately manage and maintain our public spaces	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 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects Only)
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%
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%

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects Only)
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%
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%
<b>Total Annual Deliverable Progress</b>	91%	1%	5%	1%	1%