

## ITEM 17 DRAFT QUARTERLY REVIEW STATEMENT MARCH 2017

The draft Quarterly Review Statement March 2017 outlines progress made to achieve Council's Wollongong 2022 Strategic Management Plans, in particular the Delivery Program 2012-17 and Annual Plan 2016-17. It addresses the financial and operational performance of Council for the third quarter of 2016-17. The draft Quarterly Review Statement also includes the Quarterly Review Budget Report.

### RECOMMENDATION

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

### REPORT AUTHORISATIONS

Report of: Elise Woods, Corporate Development Officer  
Authorised by: David Farmer, General Manager

### ATTACHMENTS

- 1 Draft Quarterly Review Statement March 2017

### BACKGROUND

Council's draft Quarterly Review Statement December 2016 outlines the operational and financial performance of Council's Wollongong 2022 Strategic Management Plans, in particular the Delivery Program 2012-17 and Annual Plan 2016-17.

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:

- the opening of a new and accessible amenities block at Stuart Park
- celebrations for Youth Week 2017
- Sheffield Shield match (NSW v Tas) held at Dalton Park and
- work commenced on the Blue Mile Tramway Project.

### CONSULTATION AND COMMUNICATION

Executive Management Committee

Senior Management Group

### PLANNING AND POLICY IMPACT

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

It specifically delivers on core business activities as detailed in the Corporate Strategy Service Plan 2016-17.

### FINANCIAL IMPLICATIONS

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

The proposed variations through this Quarterly Review generate an improvement in the Operating Result [pre capital] \$6.8M and a relatively minor reduction in the Fund Result of \$0.1M compared to the current budget for 2016-17. The Operating Result includes:

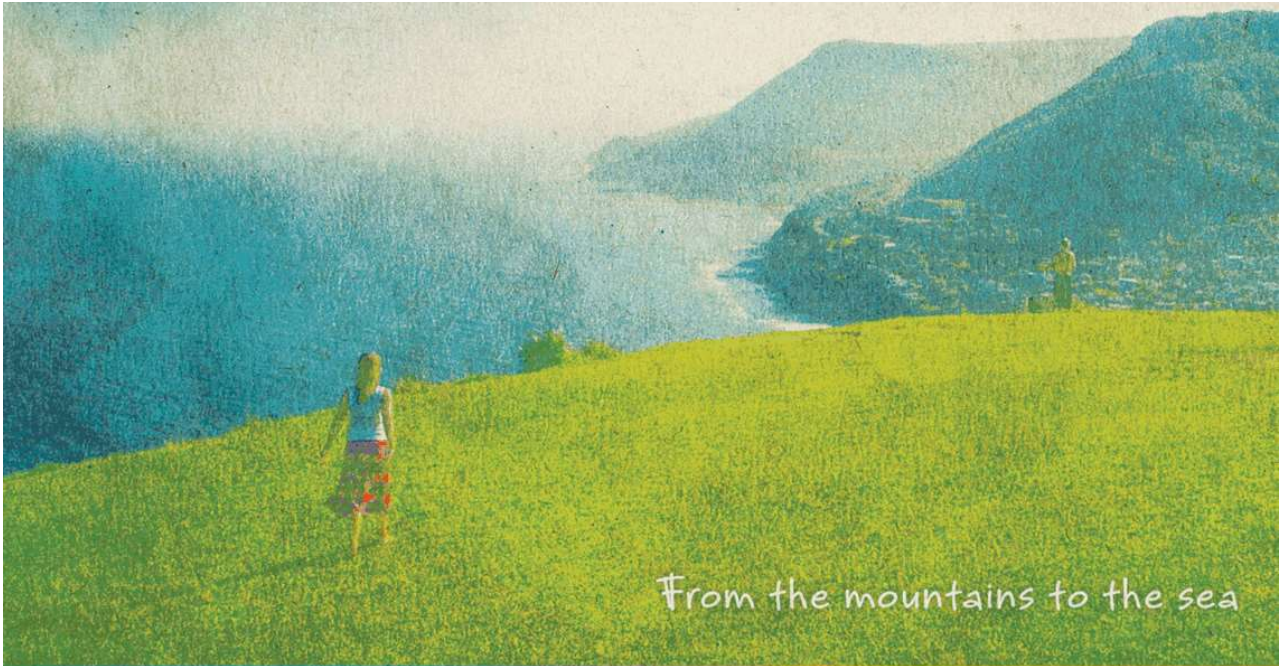
- \$3.0M of net improvements that do not impact on the Fund result as they are either of a non-cash nature, such as depreciation (\$0.8M) or are offset by transfers to or from restricted cash that generally reflect timing of delivery of funded projects and grant income
- a cash improvement of \$3.8M that is attributed to waste facility operations (\$1.3M), adjustments to specifically funded operational projects (\$1.1M), interest on investments (\$0.5M), Home Loan Program correction relating to December (\$0.5M) and a range of other smaller value positive adjustments.

The revised schedules propose that the underlying cash improvement of \$3.8M be partially applied to capital (\$2.8M) and the remaining \$1.0M be transferred to restricted cash for Strategic Projects.

A review of the capital program through this Quarter has identified \$5.5M of works that have externally or internally restricted funding that are not able to be completed in the current financial year. It is proposed that part of the improvement in operations of \$2.8M be reallocated to bring forward Council funded renewal and other works currently programmed into next year. It is intended that the impacts of this variation over the two year period 2016-17 and 2017-18 will be reviewed and further considered as part of the adoption of the 2017-18 Annual Plan.

## CONCLUSION

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



WOLLONGONG CITY COUNCIL

WOLLONGONG 2022

# Draft Quarterly Review Statement

March 2017





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# MESSAGE FROM THE GENERAL MANAGER

## WOLLONGONG CITY COUNCIL

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

Highlights from this quarter include:

- 1 Opening of new, accessible amenities block at Stuart Park.
- 2 Celebrations held for Youth week 2017.
- 3 Sheffield Shield match (NSW v Tas) was held at Dalton Park.
- 4 Work commenced on the Blue Mile Tramway project.

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

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

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

David Farmer  
General Manager

# STRATEGIC PROGRAMS PROGRESS REPORT

WOLLONGONG CITY COUNCIL

Our Councillors have made a commitment to support our organisation and the community in making Wollongong a better place to live, work, visit and play. To focus Council's attention to achieve this, Councillors have agreed to five Strategic Programs. These are outlined in the Delivery Program 2012-17. Progress Made in the March 2017 quarter is outlined below:

## 1. Financial Sustainability

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

**Project Sponsor:** General Manager  
**Project Manager:** Executive Strategy Manager

## Strategic Program Progress

✓ On Track

## Program Achievements

The Securing our Future Financial Sustainability Program was formally closed out at the December 2016 Quarterly Review, having achieved overall targets ahead of schedule, and without the need to pursue high impact service adjustments. Work is currently underway to update the Financial Strategy.

## 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

The Draft West Dapto Section 94 Development Contributions Plan has been updated to address recommendations made by IPART in October 2016. The Draft Plan is a key document for the West Dapto Urban Release Area as it provides the mechanism to collect development contributions to fund essential local infrastructure. The Draft Plan will be formally considered by Council (in April 2017) prior to forwarding to the NSW Minister for Planning for approval.

Concept Road Designs have been prepared for key Section 94 funded local roads within West Dapto, including:

- West Dapto Road / Wongawilli Road
- Jersey Farm Road
- Cleveland Road

Tenders were invited for the Stage 1A bulk earthworks of the Fowlers Road to Fairwater Drive 1.3km road link. This important road connection will form one of the key access roads for the West Dapto Urban Release Area and will provide the future community with a new flood reliable access road.

#### Program Risks

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

## 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 Waste Management strategic program is rapidly progressing. Multiple concurrent projects derived out of the Wollongong Waste and Resource Recovery Strategy are currently being implemented. When complete, these strategic projects will improve waste management related services offered to our community and benefit the environment. The progresses made on some key projects are highlighted below:

##### **Helensburgh Landfill Rehabilitation Project**

Extensive technical investigation into the interaction between the proposed construction materials has been completed over the previous quarter. This is to ensure that the best environmental outcome can be achieved in the site rehabilitation. Construction tender documentation has been finalised and will be advertised during the calendar year.

##### **Whytes Gully New Landfill Cell**

- Stage 1A waste filling concluded.
- Stage 1B has commenced waste filling.
- New haul road complete.
- Construction of a Leachate Drainage System in Western Gully has commenced.
- Design for new cell Stage 2 complete.
- Stage 2 Cell Construction tender complete.
- Stage 2 Cell Construction commenced.
- Design for new leachate pond complete.

##### **Community Recycling Centre and Small vehicle transfer station**

Development application approval was received for the Community Recycling Centre and the tender for construction has been completed. Site construction work has commenced. Detailed site services investigations and stormwater calculations are ongoing to inform the impending Small Vehicle Transfer Station (SVTS) design.

#### Program Risks

Critical Project delivery program is highly dependent on various components to enable waste to be placed in the yet to be constructed new cell 2 before cell 1 reaches capacity



## STRATEGIC PROGRAMS PROGRESS REPORT

### 4. City Centre Revitalisation

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

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

#### Strategic Program Progress



On Track

#### Program Achievements

During this quarter focus has been on coordinating a range of projects across activation, operations and engagement for the City Centre.

- Expansion to the City Centre Free Wi-Fi to include Corrimal Street between Market and Burelli Streets and Keira Street between Smith and Crown Streets;
- Review of the City Centre Retail Awards, towards a stronger engagement with the Illawarra Business Chamber with a view to test the waters for A Wollongong Chamber;
- Commencing first stage scoping for a business's engagement programme with a lower Crown Street Mall focus 'Enliven Wollongong';
- A City for People citywide projects - including: Rail Arrival Quick Win including partnership with State Rail to deliver better amenity and welcoming on Arrival - including signage, welcome mural and decorative seating, Arts Precinct quick win - including pilot seating under trees on paved area, collaborating cross-organisation to look at Foreshore Quick win - including connectivity to Crown Street - temporary creative wayfinding currently being scoped as a pilot/ testing phase towards more permanent citywide wayfinding solutions.
- Ongoing review and management of both Thursday Night Eat St and Friday Forage Market. Engaging with other local councils re development of Night Time Economy (NTE) Forum for local government; Working with Police and GPT to deliver anti-social strategy for Crown Street Mall.
- Continued to develop new content for City Centre website and develop social media profile for City Centre Facebook.
- Smith & Ellen Street Cycleway – engagement workshops have been held to inform scoping; City Block Review has commenced.
- Pilot wayfinding from Crown Street to the Foreshore is currently being developed to improve connectivity.
- Following the Crown Street stage 1 and 2 projects construction re-commenced on Market Street. This will renew the street scape from Regent Street to Young street on the southern side, one of the worst condition sections of footpath in the Central Business District.
- Street scape works on Kembla Street from Crown Street to Market Street are being designed as the next major works location in the City Centre. Also in planning are works along the Western side of Flinders Street, leading from North Wollongong into Keira Street.

## STRATEGIC PROGRAMS PROGRESS REPORT

### 5. Connectivity / Walkability

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

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

#### Strategic Program Progress



On Track

#### Program Achievements

The Wollongong Bike Plan was adopted in May 2014. Preparation of the Wollongong Pedestrian Plan is nearing completion and will be presented to Council later in 2017. Actions identified within the bike plan are incorporated into the capital works and operational programs for progressive implementation:

- The design of the Smith and Kembla Streets on-road cycleway, which will provide dedicated access for cyclists into the City Centre, is continuing.
- Option selection and design work is also progressing on the Smith Street shared path rail underpass.
- Funding submissions have been made to Transport for NSW for the rail underpass.
- Construction for the Tramway Seawall and sharepath has commenced.

A significant proportion of the footpath and sharepath design program has commenced or completed, with the following designs commenced during the quarter:

- Mt Keira Road to Nyrang Park cycleway, Mount Keira

The following projects have been completed or are under construction:

- Galvin Park, New Footpath, North Wollongong
- Lake Heights Road to Barina Avenue, off-road path, Lake Heights
- Cliff Road to Continental Pools staircase renewal, Wollongong
- Market Street; Corrimal Street to Queens Street, Wollongong
- Shareway reconstruction adjacent to North Wollongong SLSC North, Wollongong
- Kanahooka Cycleway; boat ramp to Lakeside Park, Kanahooka
- Lake Illawarra Cycleway off Northcliffe Drive, Warrawong, with the section from Kully Way to Griffin Street, North, Warrawong completed.

#### Program Risks

There are a number of sites on the network expansion program with significant geographical, technical, agency approval and community concerns that may impact on the design phase and hence construction time frames. To minimise the impact from this risk, designs for projects further down the delivery program are also being progressed such that construction programs can be re-phased to ensure continued delivery of the improvement program.

# ANNUAL PLAN 2016-17 PROGRESS SUMMARY

## WOLLONGONG CITY COUNCIL

The following section provides an overview of Council's progress with delivering Wollongong 2022. It provides a summary of progress for 2016-17 annual deliverables [Council's programs, projects and activities] and highlights significant progress with annual projects as outlined in the Wollongong 2022 community goals. This exception based reporting provides an overview of achievements for the March 2017 quarter. The organisations performance is also reported by the key performance indicators, budget summary information and Budget Review Statement.

The Annual Plan 2016-17 contains 311 annual deliverables across the 6 community goals. Table 1 below outlines how Council is tracking in the 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	98.41%	0%	1.59%	0%	0%
2 We have an innovative and sustainable economy	93.75%	0%	2.08%	0%	4.17%
3 Wollongong is a creative, vibrant city	97.22%	0%	0%	0%	2.78%
4 We are a connected and engaged community	87.69%	0%	4.62%	6.15%	1.54%
5 We are a healthy community in a liveable city	92.31%	1.28%	6.41%	0%	0%
6 We have sustainable, affordable and accessible transport	73.68%	0%	21.05%	0%	5.26%
<b>Total Annual Deliverable Progress</b>	<b>92.23%</b>	<b>0.32%</b>	<b>4.53%</b>	<b>1.29%</b>	<b>1.62%</b>

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

## ANNUAL PLAN 2016-17 PROGRESS SUMMARY

Overall 4.53% of annual deliverables were reported to be delayed, while 1.29% were deferred. Table 2 below outlines all annual deliverables that were reported as delayed or deferred at the end of March 2017.

Community Goal	Annual Deliverable	Delayed	Deferred	Comment
1 We value and protect our natural environment	Continue to pursue biodiversity certification of the West Dapto Urban Release Area including offsetting provisions	Y		Council officers continue to make representations to NSW Department of Planning and Environment in forums such as the Illawarra Environment and Resources Group to seek support for the per Lot levy and estimated levy cost forwarded to the Department in December 2015.
2 We have an innovative and sustainable economy	Resolve options for key services including power and water supply to the Mt Keira summit	Y		National Parks Wildlife Services (NPWS) reinstatement of the access track works to proceed which will be commencing shortly. However, NPWS has advised execution of Deed of Agreement and Construction Licence will be delayed until written acceptance of easement conditions for inclusion in the Deed of Easement are agreed between NPWS and Endeavour Energy.
3 Wollongong is a creative, vibrant city	<b>Nil Actions delayed or deferred</b>			
4 We are a connected and engaged community	Prepare the end of term State of the Environment Report		Y	A State of Environment report covering the term of the current Council is being prepared and will be submitted to Council in the July 2017 meeting in association with the End of Term Report.
	Investigate opportunities to enhance library multi-media and online presence via the National Broadband Network (NBN)	Y		Progress is still very slow due to the slow roll-out of the NBN - with only Dapto Library currently operating on the NBN. Council are investigating new providers as the current provider has had difficulty delivering services. Wollongong City Libraries continues to investigate opportunities to provide library-to-library multi-media services and online services via the NBN - however progress does depend on NBN operations in all sites.



## ANNUAL PLAN 2016-17 PROGRESS SUMMARY

Community Goal	Annual Deliverable	Delayed	Deferred	Comment
	Work in collaboration with the Aboriginal community to develop the Aboriginal specific space and its operations at the Kembla Grange Cemetery	Y		No further action can be undertaken until road access to the area is available. Once an access road is obtained internal and external stakeholders can go on site and progress operation discussions.
	Develop brief and initial design for the Southern Suburbs Community Centre and Library	Y		Progress continues towards identifying and evaluating a suitable site for the new community centre and library. Flood impacts on Warrawong town centre remain a challenge in terms of identifying a viable site.
	Deliver Council's ICT (Information and Communications Technology) Strategy		Y	Ernst and Young have been engaged to conduct a peer review validation of the merger-deferred 2015 ICT Strategy.
	Coordinate a review of Wollongong 2022 and End of Term Report		Y	<p>A preliminary End of Term Report was endorsed by Council at its Ordinary Meeting of 27 June 2016. An updated version was issued in conjunction with the Annual Report 2015/16 in November 2016. A final version will be presented to the last scheduled Ordinary Meeting in this term of Council.</p> <p>A revised Community Strategic Plan, underpinned by a new Resourcing Strategy and Delivery Program are required to be developed by the incoming Council, and adopted by 1 July 2018.</p>
	Facilitate an integrated business improvement approach to work practices and spread of hours		Y	During the proposed merger period clause 23A of the Local Government Act precluded Councils from progressing organizational structural change. Since the announcement that the merger was not progressing the Human Resources Division has commenced the review of Local Area Agreements.

## ANNUAL PLAN 2016-17 PROGRESS SUMMARY

Community Goal	Annual Deliverable	Delayed	Deferred	Comment
5 We are a healthy community in a liveable city	Reinstate Waterfall (Garrawarra) Cemetery	Y		<p>The acquisition of an easement over Crown Land that will provide access to Garrawarra Cemetery has been lodged. Council is currently awaiting an outcome. A separate licence over the area has also been lodged. Once approved it would allow Council to lodge a development application so works can commence, whilst awaiting the easement outcome.</p>
	Manage the West Dapto Home Deposit Assistance Program	Y		<p>Since the launch in 2014, there have been twelve applications under the Program, with eleven of these approved. A single property purchase was completed in 2015. While many people are interested in the program, there remains a mismatch between income limits and the entry level of new housing stock in the area.</p> <p>The Department of Social Services has been updated regularly on issues relating to the implementation of the Program. A letter written to the Department emphasised Council's view that the success of the program had been adversely impact by a particularly strong property market which has created such a strong demand in the area and that there was no need for developers to tailor product to meet niche demand such as smaller dwellings for lower income earners.</p> <p>The existing agreement between Council and the Commonwealth Government that supports the West Dapto Home Assistance program has now terminated. To date, the Federal Government has not indicated what will happen to the funding.</p> <p>The Department is currently preparing a report to the Minister reporting on the progress of all councils involved in the Program.</p>

**ANNUAL PLAN 2016-17 PROGRESS SUMMARY**

<b>Community Goal</b>	<b>Annual Deliverable</b>	<b>Delayed</b>	<b>Deferred</b>	<b>Comment</b>
	Implement Landscape Masterplan recommendations for Hill 60 Reserve at Port Kembla	Y		Council officers have received preliminary advice from Office Environment and Heritage (OEH) indicating that there may be a need to now consolidate the Conservation Management Plan and have it endorsed by the Department prior to approvals progressing. This advice is being reviewed to determine likely impacts on projects being delivered in 2017-18.
	Design and construct a visitor information booth and kiosk at the Botanic Garden	Y		Budget and power investigations still to be resolved. Target completion date adjusted to December 2018.
	Undertake programmed renewal works at Council's rock pools in accordance with the Capital Works Programme	Y		Conditions at Austinmer rock pools remain challenging. The precast panels on the eastern wall of the south pool have still not been able to be installed. The next date where conditions should be favourable is towards the end of April. The contractor has been working on other items, including preparatory works for the installation of the handrails and concrete topping works on the central concourse.  A contractor has been engaged to undertake refurbishment works at Coalcliff rock pool. Works are anticipated to commence in May 2017.
6 We have sustainable, affordance and accessible transport	Finalise investigations into potential additional Gong Shuttle route	Y		Investigations for the Southern Gong Shuttle route are currently underway. Completion of the project has been delayed by responsible officer working on the West Dapto project and Calderwood Section 94 Plan.
	Continue to construct Stage 1 of the Grand Pacific Walk	Y		Following on from Council's decline of the submitted tenders, submissions were sought from suitably qualified and experienced contractors who met the mandatory criteria. Five submissions were received and these are currently being assessed.  Roads and Maritime Services (RMS) have altered the timing of the proposed Bulli Pass Road closure which has impacted on the completion date of this project.

**ANNUAL PLAN 2016-17 PROGRESS SUMMARY**

Community Goal	Annual Deliverable	Delayed	Deferred	Comment
	Undertake a 'Park n Ride' feasibility study	Y		<p>The "Park and Ride" initiative is identified in the adopted Wollongong City Centre Access and Movement Strategy. A draft feasibility assessment of a southern city centre shuttle bus route and service to support park and ride has been finalised and will be incorporated into revised planning and actions as part of the review of the Inner City Parking Strategy and also the City Centre Access &amp; Movement Strategy.</p> <p>Finalising the draft is being delayed due to the responsible officer currently working on the West Dapto review project and the Calderwood Section 94 Plan.</p>
	Finalise design and approvals and commence construction of the road link	Y		<p>Tenders have closed for construction of Stage 1 of the works. Tenders have been assessed and will be considered by Council in April. Works are scheduled to commence on Stage 1 in May 2017.</p> <p>Detail design for Stage 2 continues with considerable effort being allocated towards the final design of the intersection between Princes Highway and Fowlers Road.</p>



# GOAL 1: WE HAVE AND PROTECT OUR NATURAL ENVIRONMENT

## WOLLONGONG CITY COUNCIL

### Implement Revised Conduit Blockage Policy

Tenders have been awarded to review flood levels in the Hewitt's Creek and Towradgi Creek Catchments and these studies have commenced.

A draft project brief for the review of the Fairy & Cabbage Tree Creek Flood Study (including Belmore Basin and Smith St Drain Catchments) has been submitted to the Office of Environment and Heritage for Consideration.

Wollongong City Catchment Study has been put out to tender. Tenders are currently being assessed.

A variation to the current Brooks Creek Floodplain risk Management Study has been let to update the draft flood study using new blockage parameters. Draft results are expected to be ready late in the financial year. Quotation documents for the review of the Collins Creek Flood Study have been prepared and are ready to go out to the market.

The brief for the review of the Allan's Creek Flood Study is currently being prepared. Councillors have been nominated to new Flood Risk Management Committees, and expressions of interest are currently being sought for community members.

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

Work has progressed on the following actions from the Dune Management Strategy:

- Since the completion of the Dune Vegetation Management Project 2014-16, which was assisted by funding from the Office of Environment and Heritage, ongoing weed maintenance of the sites at Stanwell Park, Bulli, Woonona, Bellambi, Corrimal, Towradgi, Fairy Meadow and Wollongong City beaches has continued in accordance with the Dune Vegetation Site Management Plans.
- Re-vegetation of a section of the dunes at Corrimal beach was implemented as the final stage of the dune re-shaping project.
- A consultant was engaged to investigate the options for dune management at Wollongong City and Port Kembla beaches.
- The Beach and Dune Monitoring Program continued, with monthly transects surveyed and photo monitoring at dune project sites.

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

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

Clean up Australia Day was held on the weekend of 4th & 5th March, the day was successful with 380 volunteers collecting 13.77 tonnes of rubbish.



**IMAGE: Volunteers at Clean up Australia Day**

### Accelerate the planting of street trees program

A project team has been formed and scoping is underway for a street tree program to align with the Urban Greening Strategy. Pilot sites are currently being investigated and are being informed by the Urban Greening Strategy. An initial pilot site has been identified for Farmborough Road, Unanderra with design to be initiated during the fourth quarter.

Funding has been accelerated to allocate required funds to incorporate existing street trees data collection as part of Council's rolling road condition assessments planned to commence later this financial year. A brief is currently being finalised for the capture of street tree data for high priority suburbs.

The data will identify location and broad condition information and will be used to inform street tree planting programs to address gaps or support priority areas identified through the urban greening strategy.

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

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

The Clean Bin Movie Screening at Dapto Ribbonwood Centre had 63 attendees. Tim Silverwood was the presenter and hosted a Q&A session at end of movie.



**IMAGE: Cllr Merrin and Council's Environmental Promotions Officer Fiona Netting at the Clean Bin Movie Screening**

Council also held a Locally Grown, Locally Thrown bus tour as part of Seniors Week. Out of the 47 attendees, 5 of these went on to do a workshop at the Discovery Centre and one became a new volunteer for the Discovery Centre.



**IMAGE: Attendees at the Locally Grown, Locally Thrown bus tour**

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

The Local Studies Team continues to digitise the Illawarra Mercury photographic collection and have completed approximately 50% of the collection.

A particular highlight has been a new Oral Histories project, in which the stories of local community members from Thirroul, Dapto, Warrawong, Wollongong and the "shack" settlement in the Royal National Park are being recorded via interviews with staff, catalogued and digitised and linked to photographic materials wherever possible. These stories are available on the Library website.



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

The Illawarra Remembers website continues to grow with materials contributed on a weekly basis by the community.

The Friends of Wollongong City Libraries Local History Prize closes in May 2017, with entries expected from adults, as well as entries for the new senior high school prize.

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

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

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

The project list is as follows:

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

All projects are currently in design or pre construction phase and progressing well. It is anticipated that construction will commence with a solar photovoltaic system installation on the Ribbonwood Community Centre in the middle of the year.

All up, it is anticipated that the delivery of the carbon abatement projects will result an equivalent reduction of carbon emissions of 830 tonnes per annum.

### PERFORMANCE MEASURES

- Participation rate in environmental programs | 19,111 (Q3 2015/16 – 3,935)
- Number of volunteers for Environmental Programs - Greenhouse Park | 20 (Q3 2015/16 – 76)
- Plants Propogated | 9,757 (Q3 2015/16 – 9,715)
- Plants Distributed | 15,554 (Q3 2015/16 – 9,527)
- Tonnes of Rubbish collected from clean-up activities | 23 (Q3 2015/16 – 12)
- Number of volunteers worked at Bushcare and FIReady sites | 364 (Q3 2015/16 – 259)



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

### WOLLONGONG CITY COUNCIL

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

Designs progressed for road upgrades within the West Dapto Urban Release Area as follows:

- Fowlers Road to Fairwater Drive Road Link - Stage 2 Detailed design
- Wongawilli Road - Shone Avenue to Smith's Lane Concept design
- West Dapto Road, Sheaffes Road and Darkes Road - concept design
- Cleveland Road - concept design
- Jersey Farm Road - concept design.

Council was advised in early January 2017 that it was successful in its \$2.4M application under the Restart NSW Resources for Regions Funding for the Wongawilli Access Road Project. Council is also preparing an application under the State Government's "Bridge Renewals Program" for the bridge component of this project.

#### Manage the operations of Wollongong City Centre

Council continues to manage the ongoing operations of the Wollongong City Centre. The focus during this quarter has been the finalisation of the graffiti removal contract and endorsement of an extended Free Wi-Fi service in the City Centre. There continues to be a focus on safety in the Mall, particularly in the top of the Mall at the Keira Street entry, Council, the Local Area Police Command, Wollongong Central Management and community groups are working together to deliver a positive public domain in the Mall for all our community stakeholders.

#### Seek funding for key iconic tourism infrastructure

Council is delighted to have been announced successful in the NSW Tourism Demand Driver Infrastructure program grant funding application for \$635,000 for Mt Keira Summit Park to allow for an enhanced facility that is better able to realise the potential and market needs envisaged by the tourism industry.

Council is also progressing design and construction works on our already successful Tourism funding projects which utilise a combined \$10M in state and federal grant funds; projects include:

- Grand Pacific Walk
- Practical completion of Bald Hill Reserve
- Port Kembla Community Investment Fund projects - e.g. Hill 60 upgrades
- The Tramway Shared path upgrade

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

### Deliver a series of site specific events in the City Centre

Activation and Marketing responsibility for the City Centre was handed back to Council from Destination Wollongong in July 2016. As a result Destination Wollongong, while still delivering some site specific events in the City Centre, has a broader Regional focus. Across the broader City Centre key events included: the continuation of Cruise Ship arrivals with welcome hub in the Arts Precinct; January Australian Country Cricket Championships in various locations across the City; Summer of Surf at North Wollongong Beach, Australia Day celebrations at Belmore Basin; Yours and Owls concert at Stuart Park; Tri the Gong annual triathlon held at Stuart Park, Foreshore, Belmore Basin and Lang Park.



*IMAGE: Australia Day celebrations at Belmore Basin*

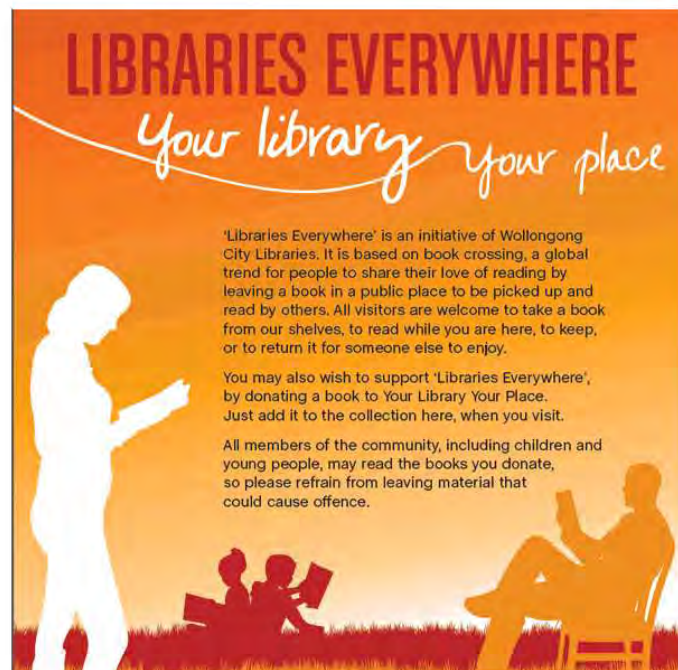
### Work with local high schools, TAFE and the University of Wollongong to promote Council 's Youth Development Program and attract students into the program

The School Workplace Learning (SWL) program has proven to be very successful with placements taking place until the end of the year. Council is working with the Illawarra Careers Advisers Network and Workplace Learning Illawarra to offer up to 150 weeks of SWL to regional high school students in 2017. Council employed 6 School Based trainees (SBATs) and won an Excellence in Workplace Training Award in the Employer category of the 2016 Illawarra Schools Excellence in Vocational Education and Training Awards. Council is continuing to work with education providers to develop relationships and identify potential internship pathways in 2017 that will provide valuable on-the-job learning experience for tertiary students in the region.

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

### Implement Your Library Everywhere to provide free access to reading materials located in high traffic areas across the city

All Library Everywhere "book boxes" have been manufactured, to date Warrawong, Bulli and Bellambi have been installed. Other sites will be installed over the next couple of months after site preparation works are complete. Artwork for all the book boxes has been approved and marketing are working with the artists and signage team to organise the application of the artwork skin to the boxes. This project is due for completion 30 June 2017.



*IMAGE: Part of the Artwork skin on the Book boxes*



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

### Promote the city as an evening economy trading environment

During this quarter the focus continued on building an activated evening economy in our City Centre. A key event was the 2017 Chinese and Lunar New Year celebrations which brought a culture of dance, colour and vibrancy into the Mall during the evening. Featured were multiple events representing a number of community groups. This included Chinese fortune telling, lantern making and calligraphy, lion dancing and an Asian cooking demonstration kitchen.

Council is also working with Local Government NSW, Council of City of Sydney, Newcastle Council, Waverley Council, and Parramatta Council to deliver the NSW Councils' Night Time Economy Forum 2017 for 12 October this year. This Forum will take a holistic approach to reviewing and developing strategies and actions that foster evening economies. The Forum will be hosted in the Parramatta Local Government Area.



**IMAGE: Chinese and Lunar New Year Celebrations in the Mall**

## PERFORMANCE MEASURES

- Number of visitations to the tourism information centres | 16,337 (Q3 2015/16 – 22,327)
- Tourist Park occupancy rate of cabins | 60 % (Q3 2015/16 – 61%)
- Occupancy rates of paid on street parking | 71 % (Q3 2015/16 – 71%)
- Tourist parks occupancy rate of unpowered sites | 53 % (Q3 2015/16 – 47%)
- Tourist parks occupancy rate of powered sites | 65 % (Q3 2015/16 – 65%)



## GOAL 3: WOLLONGONG IS A CREATIVE, VIBRANT CITY

### WOLLONGONG CITY COUNCIL

#### Deliver the Creative Spaces program including development of the Lower Town Hall as a community managed space

Following an expression of interest process, consultancy “We Generate” were the successful applicants to produce a concept vision for the future use of the Lower Town Hall as a Creative Hub, including recommendations for a model of management and potential funding sources.

Lower Town Hall studio tours were held on Wednesday 22 March from 5 pm. The studio artists provided informative talks regarding their practice and current projects. Approximately 60 people attended the tour.

#### Promote heritage sites and museums

A Museum Advisor for 2017 has been appointed; the Advisor will assist museums in the area to consider further development and sustainability options for their museum.

A Museum project worker has also been appointed for a digitisation and training project. The project will add to the work of the Museum Adviser role. This museum project worker will train museum volunteers in Museum Registration Level 1 skills that include labelling, cataloguing objects and associated documentation. Volunteers will be trained in e-hive which helps to catalogue and publish museum’s collections online. Participating museums will be able to continue this process with all significant documents in their collection after the project has been completed.

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

Creative Dialogues Program Honk! event was held on 18 January supporting live local and international street musicians in capacity building and development with approximately 70 people attending.

## GOAL 3: WOLLONGONG IS A CREATIVE, VIBRANT CITY

### Host six Major Events reflecting priority sectors

Destination Wollongong sponsored 13 events for the quarter which contributed \$12.9M to the local economy.

Cricket was a highlight during the first two months of the year with the Australian Country Cricket Championships being held for seven days at the beginning of January and a Sheffield Shield Match between NSW Blues and the Tasmanian Tigers rounding out February. These events resulted in significant upgrades to North Dalton Park and the tireless efforts of the Ground Curators gained high praise from Cricket Australia which will put us in good stead to secure more elite content.

Other highlights included the return of the Australian Indoor Hockey Championships, and the first of a two year agreement with Summer of Surf which is a great positioning event for Wollongong with coverage of the event through Fox Sports aired to more than 157.8 million homes internationally.



**IMAGE: Sheffield Shield Match between NSW Blues and the TAS Tigers AT North Dalton Park**

### Deliver the Public Art Strategy

Eight artists were selected through an Expression of Interest process to create new contemporary designs for murals in the Arts Precinct and Town Hall Laneway. The panels were installed in February. Another 8 artists were selected through an expression of interest process to develop and deliver dynamic artworks for the Art Light Boxes.

Council has been working on a public art process for Ngarabaan Trail Public Art program for Hill 60 in Port Kembla.

The soft launch of the Public Art mobile friendly app was held in March. The site was updated after feedback and is now operational.

## GOAL 3: WOLLONGONG IS A CREATIVE, VIBRANT CITY

### Manage the Merrigong funding agreement for IPAC and the Town Hall

During this quarter, Merrigong Theatre Company delivered the first components of its Merrigong 2017 Season program, opening with the Australian premiere of the UK hit, *Angel* (Gilded Balloon Productions and Redbeard Theatre). Exploring the story of a Kurdish female sniper who helped drive ISIS out of her town, this award-winning work was well received by audiences at both IPAC and Mittagong Playhouse, where Merrigong toured the show.

The final components of Spiegeltent Wollongong were progressed. The stunning 1920's Belgian Aurora Spiegeltent will make the Wollongong Arts Precinct its home for the month of April, offering a world-class program of events for the community and drawing visitors to the region.

### PERFORMANCE MEASURES

- Library visitations | 231,556 (Q3 2015/16 – 232,922 )
- Library – total number of loans | 368,102 (Q3 2015/16 – 354,449 )
- Library programs: number of programs | 467 (Q3 2015/16 – 332)
- Library programs: number of participants | 8,998 (Q3 2015/16 – 6,355 )
- Attendance at Australia Day event | 40,000 (Q3 2015/16 – 35,000)
- Attendance at Sunset Cinema season | 13,335 (Q3 2015/16 – 14,000 )

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

### WOLLONGONG CITY COUNCIL

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

Over the quarter months the Customer Service Centre has provided a face to face service to 11,265 customers and a phone service to 33,446 customers. Customers have continued to benefit from using the 'ASK WCC' Facebook site to answer enquiries which has generated interest as a quick and easy means to contact Council. We continue to use numerous channels to service our customers including online, web chat, video calling and the Report It App.

#### Undertake a comprehensive community engagement process through the Wollongong Art Gallery to inform future programming

The Gallery is currently working with Council Community Engagement team to develop and undertake a comprehensive Community engagement process. This engagement will come under the banner Framing our Future with first strand an online survey available through the Council and Gallery websites and Facebook which will be delivered in April. A world Cafe style engagement is currently under development and proposed to be delivered at the Dapto Ribbonwood Centre in May/June. Data gathered from these engagement activities will not assist the Gallery in better understanding the needs and expectations of the community but will also inform further engagement activities in the future.

#### Integrate supporting documents (formally strategies and plans) into Councils strategic management cycle

Current Supporting Documents have been integrated into Council's Planning and Performance corporate application, with linkages established to the Community Plan and Delivery Program. A first report of progress against plans was prepared for consideration in the 2017-18 annual planning cycle. New plans (or revisions to existing plans) are being uploaded to the system as they are adopted.

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

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

The City of Wollongong's 2017 Australia Day Award winners have been announced at a function held on Thursday 19 January.



**IMAGE: The 2017 Australia Day Award Winners**

In March Council hosted a Lord Mayoral Recognition Reception recognising individuals and organisations who have contributed to the community. Council also hosts monthly citizenship ceremonies with an enhanced Australia Day Citizenship ceremony held at the Town Hall.



**IMAGE: Two recipients at the Lord Mayors Recognition Reception - Sharralyn Robinson from the Illawarra 200 Committee, and our Citizen of the Year and OAM recipient Robyn te Velde**



## GOAL 4: WEA RE A CONNECTED AND ENGAGED COMMUNITY

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

Council worked closely with NBN contractors and management in the early phases to establish working expectations. The NBN rollout continues across the Local Government Area - Wollongong, Dapto, Corrimal and the suburbs surrounding these centres as the initial rollout areas are now complete. Works are currently underway in Berkeley, Port Kembla, Lake Heights to the South, Balgownie and Fairy Meadow centrally and Thirroul, and Bulli in the north.

Council has been asked to submit a satisfaction survey of NBN performance and impacts for their affirmation and improvement of process.

#### PERFORMANCE MEASURES

- Sick Leave | 7.20 Days (Q3 2015/16 –8.60)
- Number of Twitter followers for Council | 4,802 (Q3 2015/16 –3,958)
- Carers Leave | 0.58 Days (Q3 2015/16 –.63 Days)
- Lost Time Injury Frequency Rate | 20.04 (Q3 2015/16 –22.43)
- Number of media releases issued | 51 (Q3 2015/16 –50)
- Number of Council Facebook page 'likes' | 18,811 (Q3 2015/16 –12,625)
- Workers compensation costs as a percentage of payroll | 0.00 % (Q3 2015/16 –1.20%)
- Telephone calls are answered within 30 seconds | 75 % (Q3 2015/16 –75%)
- Enquiries made in person are welcomed and attended to within 5 minutes | 91 % (Q3 2015/16 –91%)

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

### WOLLONGONG CITY COUNCIL

Progress design work for the Unanderra CBD upgrade and continue to seek additional funding to implement priority actions from the Unanderra Town Centre Studies

Implementation of priority actions identified in the Unanderra Access and Movement Strategy continue:

- Traffic lights at the corner of Nudjia and Central Roads have been completed.
- Design is progressing on Central Road to incorporate pedestrian facilities and traffic calming.
- Design of streetscape improvements at both the corner of Central Road and Princes Highway, and Tannery Street shops.
- Western corner of Tallegalla Street are complete for construction.

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

A sixth successful Sunset Cinema season concluded in February, attendance was 13,335 people over 28 screenings over summer. Yoga and mindfulness courses continue to grow in participation rates offering new experiences. In March, Mt Keira Summit Park Activation activities commenced with music and guided bush walks held to support the Kiosk operation.

Contribute to the Collective 2518 Bellambi Placemaking Project

The Illawarra Shoalhaven Social Investment Trust (ISSIT) - Bellambi Implementation Group, held its first meeting in March to continue to implement the Bellambi Action Plan to address the needs and issues for residents in Bellambi.

The Bellambi Safety Group continues to meet monthly to pick up and report rubbish dumping within the Mews. Council's Community Safety Officer continues to be on the steering committee of the Making the Mews Marvellous project, a social enterprise project, to maintain and improve the Mews laneways to Bellambi Beach and Pool.

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

### Implement, monitor and report on the Disability Inclusion Action Plan

Council's Disability Access and Inclusion Plan 2016-2020 was lodged with the NSW Disability Council. Implementation of the Plan is being progressed as planned. A particular highlight was the opening of a new toilet block in Stuart Park. This new amenity includes two external showers and accessible and ambulant toilets. It also has Wollongong's first height adjustable adult change table.



**IMAGE: Sean O'Neill from the Illawarra Disability Trust with Kathy Auld Council's Project Manager and Wollongong City Lord Mayor Cr Gordon Bradbery OAM outside the new amenities building in Stuart Park.**

### Manage Council's commercial businesses to maximise return at Corrimal, Bulli and Windang Tourist parks, Beaton Park Leisure Centre and Wollongong Memorial Gardens

All three business units continued to perform well this quarter. An open day held at the leisure centres attracted significant numbers including 300 new members. The implementation of new systems at the tourist parks, including rotational casual rosters and a new linen service provider now provides a more consistent and higher level of service with no increase in costs. The implementation of variety in product availability at the Cemeteries and Crematorium has continued growth in memorialisation income.

### Support newly arrived and refugee communities through sector development and coordination, community awareness and education

The following actions were undertaken this quarter:

- Worked in collaboration with Illawarra Multicultural Services (IMS), the University of Wollongong (UoW), and Illawarra Legal Aid to further develop the Supporting the Unification of Refugee Families (SURF) pilot program. This partnership program will provide a new supported volunteer role for UoW law students to assist clients at IMS. Assistance included, providing support to the project officer in the delivery of the first student information session, preparation of the training program and development of volunteer roles.
- Hosted the Illawarra Refugee Issues Forum (IRIF) on 1 February.
- Worked with Gynea Community Aid to promote and recruit volunteers for the Wollongong Drive Time program, which assists people who are refugees to access support to learn to drive.



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

- Supported the New Day Church in the development of their volunteer playgroup and community lunches for newly arrived refugees.
- Provided advice and support to Strategic Community Assistance for Refugee Families (SCARF) regarding community education and funding opportunities.
- Undertook initial collaboration with Ability Linkers on a proposed youth program for newly arrived young people.
- Delivered information sessions to the following groups: the Sutherland Shire Culturally and Linguistically Diverse Network regarding Wollongong Council's initiatives, the University of Third Age, Wollongong on Muslim communities, TAFE Community and Welfare students on diversity management and refugee communities, and a delegation of European journalists on settlement services.

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

Youth Service provision commenced in Bellambi with a key focus of increasing young people's opportunity to develop new skills and to build capacity. Based on feedback provided by young people and services from the area the program included cooking, fishing and scooter programs. Other projects include:

- The 'I Love Wollongong Because' panel project was launched with an exhibition of 60 artworks created by Dapto High students.
- The Barista course continues to provide a range of outcomes for participants and has received high praise from both participants and service providers.
- Rainbow League introduced two peer facilitators and a structured program which has resulted in participation rates quadrupling.

Extensive planning was undertaken for Youth Week including youth engagement and development of a collection of partnerships for the delivery of a range of Youth Week events.

Youth Services delivered a diverse range of programs and activities to 7555 young people during this quarter including 825 in targeted programs, 2440 for drop in, 1009 in music and culture, 740 in engagement and community development and 188 support and referral.



**IMAGE: Performers — Josh Natoli, Alex Turner, Mikail Tas, Jayden KV, Alyssa Thomas — at the launch of Youth Week 2017**

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

### PERFORMANCE MEASURES

- Community Transport trips | 35,921(Q3 2015/16 – 31,289)
- Direct-Run District Level Community Facilities visitation | 51,516(Q3 2015/16 – 47,976)
- Utilisation of Direct-Run District Level Community Facilities | 8,885 Hours (Q3 2015/16 –9,026)
- Social Support hours of service | 11,020 Hours (Q3 2015/16 –10,164)
- Total Visits commercial heated pools: Corrimal | 50,348 (Q3 2015/16 –12,276)
- Utilisation/visitation at pools | 606,391 (Q3 2015/16 –138,438)
- Utilisation/visitation at beaches | 641,092 (Q3 2015/16 –132,588)
- Total Visits commercial heated pools: Dapto | 27,480 (Q3 2015/16 –8,668)



## GOAL 6: WE HAVE SUSTAINABLE, AFFORDABLE AND ACCESSIBLE TRANSPORT

### WOLLONGONG CITY COUNCIL

#### Promote access to community transport

Community Transport: Wollongong-Shellharbour provides a range of services to ensure frail older people, people with disability and people who are transport disadvantaged in order to continue living independently in the community and to access essential services, such as social activities, medical appointments, shopping, etc. The service requires very minimal promotion, as the demand for service continues to grow beyond our expectations; this quarter community transport received 326 new referrals, compared to 287 new referrals the previous quarter. In addition, the staff had the opportunity to promote the service at sector meetings within the region.

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

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

Council continues to maintain, renew and extend section of shared path around the Lake on Council land through allocation of budgets within Capital and maintenance programs. A particular highlight was a large section of shared path was reconstructed outside the Illawarra Yacht Club.

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

Council's traffic section liaises with key State Government Agencies on an ongoing basis in relation to significant transport projects. These include City Centre projects, Albion Park Rail Bypass, the upgrade of the Mount Ousley Road/Old Mount Ousley Road intersection, Princes Hwy Corridor Strategy and Keiraville/Gwynneville Access and Movement Strategy.

Council is also scoping prioritisation of actions for bus stops and bus zones to ensure compliance with the Disability Discrimination Act requirements for accessibility to public transport.

#### Finalise design and approvals and commence construction of the road link

Tenders have closed for construction of Stage 1 of the works. Tenders have been assessed and will be considered by Council in April. Works are scheduled to commence on Stage 1 in May 2017.

Detail design for Stage 2 continues with considerable effort being allocated towards the final design of the intersection between Princes Highway and Fowlers Road.

## GOAL 6: WE HAVE SUSTAINABLE, AFFORDABLE AND ACCESSIBLE TRANSPORT

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

Works began in March on a multi-million dollar upgrade of the Blue Mile Tramway seawall and shared pathway at North Wollongong.

The extensive project is expected to take about 18 months and will include the construction of a new seawall and widened shared path, as well as improved seating and lighting. The works will take place between the cutting at North Wollongong and Belmore Basin.



**IMAGE: The proposed Blue Mile Tramway seawall and shared pathway**

## PERFORMANCE MEASURES

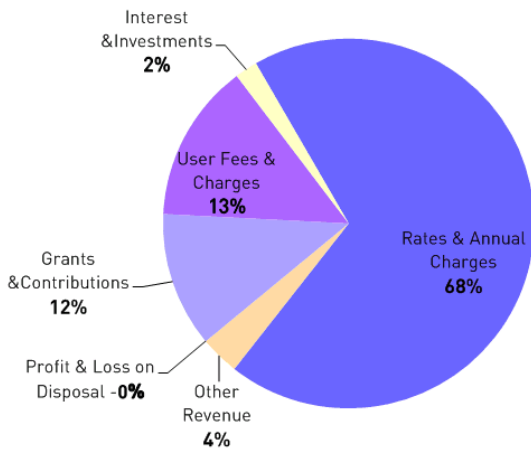
- Delivery of Council's Capital Program | 58 % (Q3 2015/16 -54.2%)

# HOW WE PERFORMED AGAINST OUR BUDGETS

**WOLLONGONG CITY COUNCIL**

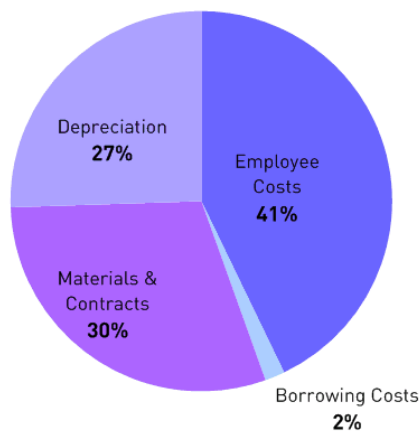
## Budget 2016-17

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



Income Type (\$M)	YTD Actual	Proposed budget
Rates & Annual Charges	138.4	184.5
Other Revenue	7.2	9.9
Profit on disposal of Assets	0.0	0.1
Grants & Contributions	23.5	30.5
User Fees & Charges	28.2	36.9
Interest & Investments	4.4	5.4
<b>Total</b>	<b>201.8</b>	<b>267.3</b>

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



Expense Type (\$'M)	YTD Actual	Proposed budget
Employee Costs less Internal Charges	78.9	106.8
Borrowing Costs	3.1	4.1
Materials & Contracts	57.4	83.3
Depreciation	45.4	61.8
Loss on Disposal of Assets	0.6	0.0
<b>Total</b>	<b>185.3</b>	<b>256.0</b>

# BUDGET REVIEW STATEMENT REPORT OF MANAGER FINANCE

WOLLONGONG CITY COUNCIL

The review of financial estimates at March shows a continued improvement in Council's underlying financial performance for the full year ending 30 June 2017. The proposed variations through this Quarterly Review generate an improvement in the Operating Result [pre capital] \$6.8M and a slight deterioration (after moving funds to Restricted Assets and providing for additional capital expenditure) in the Funds Result of \$0.1M compared to the current budget for 2016-17.

The Operating Result improvement includes \$0.6M of non-cash adjustments and a \$2.4M reduction in projects funded from restricted assets or increased income transferred to restricted assets that do not impact the Funds Result. This left an underlying improvement of \$3.8M of which it is proposed that \$1.0M be transferred to the Strategic Projects restricted asset, resulting in a proposed Funds Available from Operations result of \$2.8M. The major adjustments are summarised broadly below.

#### Non Cash: -

- Depreciation (**non-cash** – no funds impact) - **\$0.8M (F)**
- Profit on sale of land (**non-cash** – no funds impact) – **\$0.7M (F)**
- Loss on disposal of Civil Assets (**non-cash** – no funds impact) - **\$0.7M (U)**
- Adjustments to Employee Entitlements (**non-cash** – no funds impact) - **\$0.2M (U).**

#### Non Funds: -

- Adjustment to projects funded from restricted asset [no funds impact] - \$1.4M (F)
- Additional restricted income (transferred to restricted asset – no funds impact) - \$1.0M (F)

#### Cash Improvements: -

- Waste facility operations - \$1.3M (F)
- Adjustment to specifically funded operational projects - \$1.1M (F)
- Interest on investments - \$0.5M (F)
- Home Loan Program (correction to December adjustment) - \$0.5M (F)
- Other positive adjustments - \$0.4M (F)

This Budget Review includes the proposal, flagged in the March Financial Report at Council Meeting of May 8, that \$2.8M in Funds Available from Operations be made available to bring forward capital projects as substitution for funded capital works that have not progressed to the anticipated stages in 2016-17. This allows the Capital Budget expenditure to remain at currently programmed levels. As some of the improvements in operations costs are also due to the timing of delivery, it is anticipated that offsetting adjustments may be required in the 2017-18 budget.

An additional \$1.6M in non-operational funds has been realised through the Sale of Surplus Lands project which was identified and approved in conjunction with the Secure our Future Program in 2014. While surplus land was identified at that stage, the financial implications were not included in budget due to the uncertainty in value, delivery, and timing of the sales. It was intended that these funds would create opportunity to invest beyond the

## BUDGET REVIEW STATEMENT REPORT OF MANAGER FINANCE

anticipated sustainable base line position. It is proposed in the first instance that these funds be transferred to the Strategic Project restricted asset and provision be made to invest these funds into an organisational and business development program to commence in 2017-18. It is envisaged that further development of this concept and the plan for future change would be considered in detail by Council prior to commencement of actions.

The following table and comments provide a summary view of the organisation's revised forecast and proposed variations for 2016-17 financial year based on year to date performance and anticipated results to June 2017. Full financial performance details and implications on Council's financial position are contained within the attached Budget Review Statement.

FORECAST POSITION	Original Budget	Current Budget	Proposed Budget	YTD Actual	Proposed Variation
KEY MOVEMENTS	1-Jul	31-Mar	31-Mar	31-Mar	Q3
Operating Revenue	\$M 262.0	266.0	267.3	201.1	1.4
Operating Costs	\$M (262.1)	(261.5)	(256.0)	(184.7)	5.4
<b>Operating Result [Pre Capital]</b>	<b>\$M (0.0)</b>	<b>4.5</b>	<b>11.3</b>	<b>16.4</b>	<b>6.8</b>
Capital Grants & Contributions	\$M 32.9	16.5	12.0	8.5	(4.5)
<b>Operating Result</b>	<b>\$M 32.9</b>	<b>21.1</b>	<b>23.3</b>	<b>24.9</b>	<b>2.3</b>
<b>Funds Available from Operations</b>	<b>\$M 61.8</b>	<b>62.6</b>	<b>65.4</b>	<b>54.4</b>	<b>2.8</b>
<b>Capital Works</b>	<b>101.6</b>	<b>91.2</b>	<b>88.4</b>	<b>51.1</b>	<b>(2.7)</b>
Transfer to Restricted Cash	-	8.1	9.7	8.1	1.6
Contributed Assets	-	-	-	-	-
Borrowing Repaid	7.3	7.3	7.3	6.0	-
Funded from:					
- Operational Funds	\$M 61.8	55.3	65.4	54.4	10.1
- Other Funding	\$M 47.1	42.1	38.1	23.6	(4.0)
<b>Total Funds Surplus/(Deficit)</b>	<b>\$M (0.1)</b>	<b>(1.8)</b>	<b>(1.9)</b>	<b>12.8</b>	<b>(0.1)</b>

Details of variations are discussed through this report with favourable changes identified as (F), while full financial performance details and implications on Council's financial position are contained within the attached Budget Review Statement and a more comprehensive list of variations in Table 6.1.

### Income & Expense

- **Externally Funded projects \$0.9M (F).** These projects are funded from externally restricted assets and have a proposed reduction in expenditure for 2016-17. The proposed adjustments improve the operating result but do not affect the Fund result.
- **Internally Funded projects \$1.3M (F).** Divisions have identified a number of projects that cannot be completed or fully expended in the current year. A full list is included in the commentary section of this report. These projects are supported by funding of \$0.6M from internally restricted assets, therefore showing an improvement of \$0.7M in the Fund Result. Re-introduction of these into 2017-18 will need to be further considered in the context of next year's capacity and financial allocations.
- **Waste Facility \$1.3M (F).** The projected improvement in waste facility operations for the current year is largely due to higher levels of site sourced cover material reducing the Waste levy payments (\$0.9M) and an increase in income from Household Drop Off (\$0.2M) and Commercial Tipping (\$0.1) along with other more minor changes. None of these adjustments are considered to be recurrent at this stage.
- **Profit on Sale of Land \$0.7M (F).** This adjustment relates to the profit on sale of Darcy Rd, Port Kembla (\$668K) and George Ave, Bulli (\$81K). The Funds available from Operations reflects the net proceeds from sale of these properties of \$1.6M that is shown as a proposed transfer to Strategic Projects restricted cash under Capital.



## BUDGET REVIEW STATEMENT REPORT OF MANAGER FINANCE

- **Loss on disposal of Civil Assets \$0.7M (U).** This is a non-cash expense adjustment (no impact of Funds Result) to write off the remaining book value and useful life of assets that have been replaced through the capital works program.
- **Interest on Investments \$0.5M (F).** This has been revised to reflect higher earnings based on the levels of cash held and anticipated over the period.
- **Domestic Waste \$0.5M (F).** Estimated waste contracts reductions are offset by an equivalent transfer to the Domestic Waste restriction, therefore does not impact the Fund result. The most significant reduction has been for organics processing (\$0.3M). At this stage, future projections have been retained at the higher level pending further analysis.
- **West Dapto Home Deposit Assistance Program \$0.5M (F).** Adjustment was made in the December Quarterly Review to reflect the implications on restricted cash for the revised level of payments to recipients; however appropriate adjustment was not made at that time for the expense implications.
- **Lake Illawarra Works \$0.4M (F).** This funding has not been required in the current year. Change in future years has not been proposed.

### 2 Capital Budget

The capital projections that have been approved by Council through the Monthly Financial reporting, for the quarter January to March, show a decrease to the Capital Budget from \$91.2M to \$88.4M. This review includes a proposal to change funding levels within the program by introducing an additional \$2.8M of revenue funds from the improved operating result to substitute for funded projects that have not been progressed as far as anticipated.

### 3 Cash & Investments

The increase in projected cash and investments of \$5.8M at March is mainly due to the reduction in the net overall cash expenditure and income of \$5.9M, re phasing of a number of projects in the capital program through the third quarter \$2.8M, proceeds from land sales \$1.6M that is partially offset by the expected reduction in capital grants and contributions income of \$4.5M.

Part of the above adjustments have been offset by movements in restricted cash, including the proposed transfer to Strategic Projects restricted asset of \$2.6M.

## BUDGET REVIEW STATEMENT REPORT OF MANAGER FINANCE

**Table 2**

CASH, INVESTMENTS & AVAILABLE FUNDS					
	Actual 2015/16	Original Budget 2016/17	December QR 2016/17	March QR 2016/17	Actual Ytd March 2017
	\$M	\$M	\$M	\$M	\$M
<b>Total Cash and Investments</b>	154.0	133.7	137.8	143.6	171.2
Attributed to:					
External Restrictions					
Developer Contributions	15.4	24.9	17.9	14.9	18.2
Specific Purpose Unexpended Grants	4.9	9.6	2.4	4.6	5.0
Special Rates Levy City Centre	0.1	0.1	0.1	0.1	0.2
Unexpended Loans	25.4	27.6	27.9	27.9	28.7
Domestic Waste Management	10.0	10.8	10.4	11.1	10.8
Private Subsidies	3.9	3.6	3.9	4.0	4.2
West Dapto Home Assistance	9.9	9.9	10.2	10.2	10.1
Stormwater Management Charge	1.4	1.2	0.5	1.1	1.7
Carbon Pricing	4.4	1.1	1.1	1.1	2.3
<b>Total External Restrictions</b>	75.3	88.8	74.5	75.0	81.4
Internal Restrictions					
Property Investment Fund	8.1	8.3	8.2	8.2	8.2
Future Projects	5.6	3.5	3.7	4.0	5.3
Property Development	4.1	2.5	3.8	3.8	4.0
Strategic Projects	23.9	17.9	25.4	30.9	28.1
Sports Priority program	0.5	0.5	0.4	0.4	0.3
Car Parking strategy	0.9	0.7	1.1	1.1	1.0
MacCabe Park Development	0.8	1.0	1.0	1.0	1.0
Darcy Wentworth Park	0.2	0.2	0.2	0.2	0.2
Garbage Disposal Facility	10.0	2.2	7.3	7.0	8.8
Telecommunications Revenue	0.2	0.2	0.2	0.2	0.2
West Dapto additional rates	0.5	0.1	0.7	0.7	1.0
Natural Areas	0.5	0.4	0.4	0.4	0.5
Lake Illawarra Management Fund	0.1	0.1	0.0	0.2	0.2
<b>Total Internal Restrictions</b>	55.3	37.6	52.2	57.9	58.8
<b>Available Cash</b>	23.5	7.3	11.1	10.7	30.9
Net Payable & Receivables					
Current payables	(34.9)	(23.6)	(23.5)	(23.0)	(22.2)
Receivables	22.9	23.0	22.0	21.8	12.8
Other	2.9	4.6	3.3	3.3	5.9
<b>Available Funds</b>	14.4	11.3	12.9	12.8	27.3

## BUDGET REVIEW STATEMENT REPORT OF MANAGER FINANCE

### 4 Securing Our Future Outcomes

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

Securing Our Future Adopted Outcomes	EFFICIENCY		SERVICES	REVENUE		TOTAL
	Lower Impact \$000's	High Impact \$000's	\$000's	Rates* \$000's	Other \$000's	\$000's
	2014/15	1,000		1,000	4,950	120
2015/16	1,000		200	4,560	250	6,010
2016/17	1,500	500	200	4,990	130	7,320
2017/18		500	100			600
<b>Total</b>	<b>3,500</b>	<b>1,000</b>	<b>1,500</b>	<b>14,500</b>	<b>500</b>	<b>21,000</b>

Over the past two and a half financial years Council has progressed the Securing Our Future outcomes and achieved results in excess of the set targets. In that time an additional \$20.2M of surplus funds from non-recurrent improvements have been transfer to the Strategic Projects restricted asset for future use (including the proposed transfer of \$1.6M from additional property sales and \$1.0M improvement in the underlying result at this review). Council has now fully achieved the efficiency targets.

### 5 Long Term Financial Projections

During the third quarter, Council completed the annual planning process towards the finalisation of the Draft 2017-18 Annual Plan. Council has a continuous budget process that revises the long term forecasts in line with quarterly changes, resets of assumptions and indices, or where new information leads to an immediate requirement to change the forecasts. The revised long term projections are our baseline for 2017-18 strategic planning and will continue to be reviewed through that process to reflect decisions made or proposed and new information that is available from both external sources and further internal analysis.

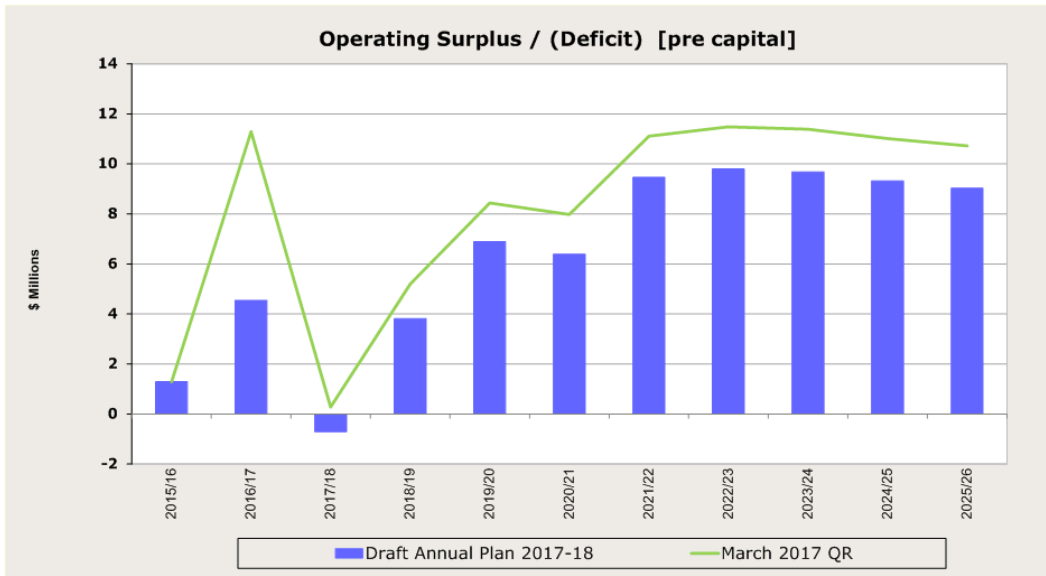
#### Long Term Operating Surplus/(Deficit) [pre capital]

The Operating Result [pre capital] provides an indication of the long term viability of Council. In broad terms, a deficit from operations indicates that Council is not earning sufficient revenue to fund its ongoing operations (services) and continue to renew existing assets.

The revised long term forecasts for Operating Surplus/(Deficit) [pre capital] indicate an improvement compared to earlier forecasts provided as part of the Draft 2017-18 Annual Plan. The revised forecasts have been impacted by reassessment of depreciation and recurrent impacts of changes identified during the current quarterly review. In many instances these changes don't impact the forecast Fund Result as significantly over the long term as they are offset by movements in restricted cash or are of a non cash nature such as depreciation.

## BUDGET REVIEW STATEMENT REPORT OF MANAGER FINANCE

**Table 3**

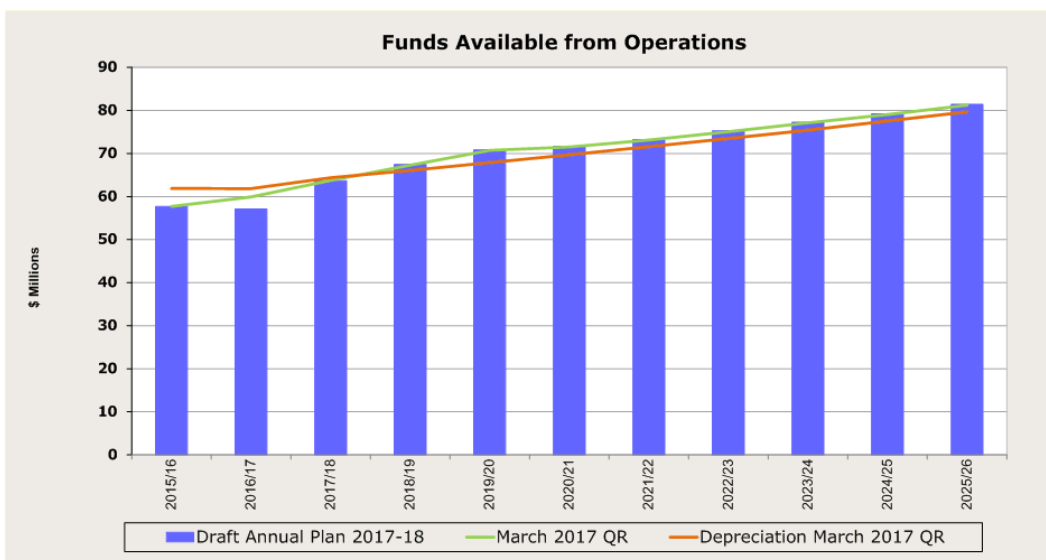


**Funds Available from Operations**

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

The following graph also shows forecast depreciation expenses compared to Funds Available from Operations. This is an important indicator as it demonstrates the capacity to generate sufficient funds from operations to meet asset renewal requirements. The graph shows Council is generally moving to meet or exceed its target of providing funds from operations equal to depreciation.

**Table 4**





## BUDGET REVIEW STATEMENT REPORT OF MANAGER FINANCE

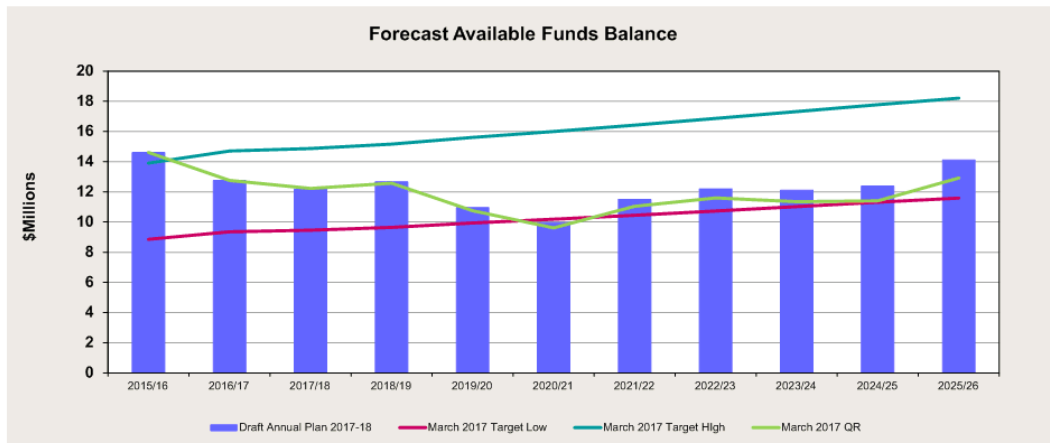
### Available Funds

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

The Available Funds remain largely within Council’s Financial Strategy target of 3.5% to 5.5% of operational revenue [pre capital]. Based on the Draft 2017-18 Annual Plan the target range for Available Funds is between \$9.4M and \$11.6M (lower range) and between \$14.7M and \$18.2M (upper range) over the life of the Long Term Financial Plan

The revised projections that include the updated indices and proposed March Quarterly Review adjustments indicate that Council is within the above parameters.

**Table 5**



**BUDGET REVIEW STATEMENT REPORT OF MANAGER FINANCE**

**Table 6**

<b>WOLLONGONG CITY COUNCIL</b>					
<b>March 2017 Quarterly Review</b>					
	<b>Original Budget \$'000</b>	<b>Current Budget \$'000</b>	<b>YTD Actual YTD \$'000</b>	<b>Proposed Variation \$'000</b>	<b>Proposed Budget \$'000</b>
<b>Income Statement</b>					
<b>Income From Continuing Operations</b>					
<b>Revenue:</b>					
Rates and Annual Charges	184,035	184,540	138,439	0	184,540
User Charges and Fees	33,594	36,376	28,195	498	36,874
Interest and Investment Revenues	4,253	5,179	4,404	269	5,448
Other Revenues	10,205	9,787	7,198	101	9,887
Grants & Contributions provided for Operating Purposes	29,961	30,079	23,478	442	30,521
Grants & Contributions provided for Capital Purposes	32,947	16,543	8,525	(4,494)	12,049
Profit/Loss on Disposal of Assets	0	0	(602)	52	52
<b>Total Income from Continuing Operations</b>	<b>294,994</b>	<b>282,503</b>	<b>209,637</b>	<b>(3,132)</b>	<b>279,371</b>
<b>Expenses From Continuing Operations</b>					
Employee Costs	117,960	119,680	88,177	81	119,762
Borrowing Costs	4,131	4,082	3,068	0	4,082
Materials, Contracts & Other Expenses	89,066	89,488	58,296	(4,638)	84,850
Depreciation, Amortisation + Impairment	64,840	62,639	45,394	(800)	61,839
Internal Charges (labour)	(12,352)	(12,914)	(9,308)	(21)	(12,935)
Internal Charges (not labour)	(1,566)	(1,560)	(925)	(6)	(1,566)
<b>Total Expenses From Continuing Operations</b>	<b>262,079</b>	<b>261,416</b>	<b>184,701</b>	<b>(5,385)</b>	<b>256,031</b>
<b>Operating Results From Continuing Operations</b>	<b>32,916</b>	<b>21,088</b>	<b>24,936</b>	<b>2,253</b>	<b>23,340</b>
<b>Net Operating Result for the Year</b>	<b>32,916</b>	<b>21,088</b>	<b>24,936</b>	<b>2,253</b>	<b>23,340</b>
<b>Net Operating Result for the Year before Grants &amp; Contributions provided for Capital Purposes</b>	<b>(31)</b>	<b>4,545</b>	<b>16,411</b>	<b>6,747</b>	<b>11,292</b>
<b>NET SURPLUS (DEFICIT) [Pre capital] %</b>	<b>(0.0%)</b>	<b>1.6%</b>	<b>7.8%</b>	<b>(215.4%)</b>	<b>4.0%</b>
<b>Funding Statement</b>					
<b>Net Operating Result for the Year</b>	<b>32,916</b>	<b>21,088</b>	<b>24,936</b>	<b>2,253</b>	<b>23,340</b>
Add back:					
- Non-cash Operating Transactions	78,451	76,609	56,489	(607)	76,002
- Restricted cash used for operations	15,013	16,323	9,393	(1,273)	15,050
- Income transferred to Restricted Cash	(52,636)	(39,329)	(27,345)	2,423	(36,906)
- Payment of Accrued Leave Entitlements	(11,943)	(12,082)	(9,099)	(0)	(12,082)
- Payment of Carbon Contributions	0	0	0	0	0
<b>Funds Available from Operations</b>	<b>61,801</b>	<b>62,608</b>	<b>54,374</b>	<b>2,796</b>	<b>65,404</b>
Advances (made by) / repaid to Council	0	0	0	0	0
Borrowings repaid	(7,285)	(7,285)	(6,032)	0	(7,285)
<b>Operational Funds Available for Capital Budget</b>	<b>54,516</b>	<b>55,323</b>	<b>48,342</b>	<b>2,796</b>	<b>58,119</b>
<b>CAPITAL BUDGET</b>					
Assets Acquired	(101,627)	(91,173)	(51,095)	2,770	(88,403)
Contributed Assets	0	0	0	0	0
Transfers to Restricted Cash	0	(8,100)	(8,100)	(1,554)	(9,654)
Funded From :-					
- Operational Funds	54,516	55,323	48,342	2,796	58,119
- Sale of Assets	1,743	1,743	1,671	1,554	3,297
- Internally Restricted Cash	21,770	13,815	6,253	(2,843)	10,971
- Borrowings	0	5,500	5,500	0	5,500
- Capital Grants	11,065	9,049	4,518	(1,517)	7,532
- Developer Contributions (Section 94)	6,008	5,731	1,582	(977)	4,754
- Other Externally Restricted Cash	5,620	4,995	3,263	(41)	4,954
- Other Capital Contributions	850	1,270	845	(192)	1,078
<b>TOTAL FUNDS SURPLUS / (DEFICIT)</b>	<b>(55)</b>	<b>(1,848)</b>	<b>12,777</b>	<b>(4)</b>	<b>(1,852)</b>

## BUDGET REVIEW STATEMENT REPORT OF MANAGER FINANCE

Table 6 (cont'd)

MAJOR VARIATIONS					
Compared to Budget	\$'000s	Offsetting Items for Fund	Surplus	Deficit	Net by type
<b>REVENUES FROM ORDINARY ACTIVITIES</b>					
<b>Rates &amp; Annual Charges</b>					
<b>User Charges &amp; Fees</b>					
			249		
		185			
		43			
			21		<b>498</b>
<b>Interest and Investment Income</b>					
		(65)			
				(168)	
		38	464		<b>269</b>
<b>Other Revenue</b>					
			124		
				(23)	<b>101</b>
<b>Profit/Loss on Disposal of Assets</b>					
		749			
		(697)			<b>52</b>
<b>EXPENSES FROM ORDINARY ACTIVITIES</b>					
<b>Employee Costs</b>					
		135			
		(97)			
		(91)			
		(89)			
		(74)			
		(124)			
		(90)			
		30			
			128		
		121			
		(121)			
			191		<b>(81)</b>

## BUDGET REVIEW STATEMENT REPORT OF MANAGER FINANCE

Table 6 (cont'd)

MAJOR VARIATIONS					
Compared to Budget	\$'000s	Offsetting Items for Fund	Surplus	Deficit	Net by type
<b>Materials, Contracts &amp; Other Expenses</b>					
Domestic Waste		510			
West Dapto Home Deposit Assistance support to participants			454		
Waste Contracts/Operations			141		
EPA Levy Landfill			900		
EPA Levy Commercial		(185)		(67)	
Lake Illawarra Works			386		
Legal Services			150		
South Wollongong Precinct Plan			100		
Animal Impounding			90		
Inspection for Works & Services			85		
Public Liability Below Excess Payments				(88)	
Street Lighting		29	95		
City Centre Activation			50		
Building Maintenance		181			
Building Condition Function Audits		(181)			
Reallocation to/from Other Categories					
Human Resource Projects		(135)			
Multi Media unfunded position		97			
Information Technology		91			
Executive Strategy Resourcing		89			
Regional Illegal Dumping Program		74			
Adjustments to funded projects					
Reinstating Waterfall Cemetery		194			
Domestic Waste Recovery Investigation		164			
Community Transport		138			
Street Trees Strategic Tree Planting		138	15		
Lake Illawarra Estuary Management		124			
Greenhouse Park Investigation		100			
West Dapto Review Project		100			
Floodplain and Stormwater		94			
Drain and Culvert Barrier Inspections		80			
Lake Illawarra Estuary Management		64			
Review of Flood Studies		148		(24)	
Other		93			
Land Sale Costs		(41)			
Emergency Services Levy		36			
Various other adjustments		(2)	351		<b>4,638</b>
<b>Depreciation</b>		<b>800</b>			<b>800</b>
<b>Internal Charges</b>					
Adjustment of funded projects					
Community Transport		12			
Other			15		<b>27</b>



## BUDGET REVIEW STATEMENT REPORT OF MANAGER FINANCE

Table 6 (cont'd)

MAJOR VARIATIONS					
Compared to Budget	\$'000s	Offsetting Items for Fund	Surplus	Deficit	Net by type
<b>Grants &amp; contribution - Operating</b>					
Port Kembla Community Investment Fund		230			
City Gallery		70			
Environment & Natural Areas		112			
Community Transport		67			
Direct Grants - Street Lighting		(29)			
Direct Grants - Emergency Services Levy		(36)			
Other		(6)	34		442
<b>Operating Variation [pre capital]</b>		<b>3,073</b>	<b>4,043</b>	<b>(370)</b>	<b>6,747</b>
<b>Capital Grants &amp; Contributions</b>					
Developer Contributions					
West Dapto		(4,600)			
City Wide		500			
Other		11			
Grants & contributions					
Restart Illawarra Deferral		(854)			
Bulli SLSC Contribution		250			
Other		199			(4,494)
<b>Operating Variation [post capital]</b>		<b>(1,421)</b>	<b>4,043</b>	<b>(370)</b>	<b>2,253</b>

**BUDGET REVIEW STATEMENT REPORT OF MANAGER FINANCE**

Table 6 (cont'd)

MAJOR VARIATIONS					
Compared to Budget	\$'000s	Offsetting Items for Fund		Net by type	
		Surplus	Deficit		
<b>FUNDING STATEMENT</b>					
<b>Non Cash Expenses</b>					
Depreciation	(800)				
Leave Liability		121			
New employee liabilities increase in provision	124				
Land Sales	(749)				
Replacement of Civil Assets with remaining Book Value	697			<b>(607)</b>	
<b>Restricted Cash Used for Operations</b>					
Internally funded project adjustments					
West Dapto Review Project	(100)				
Lake Illawarra Estuary Management	(124)				
Street Trees Strategic Tree Planting	(138)				
Reinstating Waterfall Cemetery	(180)				
Review of Flood Studies	(58)				
Other	(148)				
Externally funded project adjustments					
Domestic Waste Recovery Investigation	(164)				
Greenhouse Park Investigation	(100)				
Floodplain and Stormwater	(90)				
Drain and Culvert Barrier Inspections	(80)				
Lake Illawarra Estuary Management	(64)				
Community Transport	(11)				
Other	(43)	27		<b>(1,273)</b>	
<b>Income Transferred to Restricted Cash</b>					
March 2017 Quarterly Review Strategic Projects			(1,000)		
Developer Contributions	4,089				
Grants & contributions - capital	405				
Domestic Waste Reserve	(510)				
Southern Phones Dividend	65				
Grants & contributions - operational	(473)				
Interest applicable to restricted assets	(38)				
Other	(89)		(26)	<b>2,423</b>	
<b>OPERATIONAL FUNDS AVAILABLE FOR CAPITAL</b>		<b>-</b>	<b>4,192</b>	<b>(1,396)</b>	<b>2,796</b>
<b>CAPITAL BUDGET</b>					
Land Sales	1,554				
Transfer to Reserve	(1,554)				
Decrease in capital program	2,770				
Decrease in associated funding	(2,770)		(2,800)	<b>(2,800)</b>	
<b>TOTAL FUNDS SURPLUS/(DEFICIT)</b>		<b>-</b>	<b>4,192</b>	<b>(4,196)</b>	<b>(4)</b>

## BUDGET REVIEW STATEMENT REPORT OF MANAGER FINANCE

<b>CAPITAL PROJECT REPORT</b>							
as at the period ended 31st March 2017							
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	2,050	(1,561)	1,222	(819)	705	(827)	742
Public Transport Facilities	271	(20)	196	(20)	100	(75)	(0)
Roadworks	13,791	(4,221)	16,635	(3,646)	8,358	2,844	575
Bridges, Boardwalks and Jetties	1,939	(100)	2,194	(111)	1,286	255	(11)
<b>Total Roads And Related Assets</b>	<b>18,051</b>	<b>(5,902)</b>	<b>20,248</b>	<b>(4,596)</b>	<b>10,449</b>	<b>2,197</b>	<b>1,306</b>
<b>West Dapto</b>							
West Dapto Infrastructure Expansion	5,001	(4,531)	3,153	(2,913)	1,801	(1,848)	1,618
<b>Total West Dapto</b>	<b>5,001</b>	<b>(4,531)</b>	<b>3,153</b>	<b>(2,913)</b>	<b>1,801</b>	<b>(1,848)</b>	<b>1,618</b>
<b>Footpaths And Cycleways</b>							
Footpaths	4,769	(1,650)	4,758	(1,729)	3,113	(11)	(79)
Cycle/Shared Paths	6,345	(2,745)	6,213	(2,523)	3,467	(132)	222
Commercial Centre Upgrades - Footpa	4,034	(795)	4,034	(795)	2,624	(0)	0
<b>Total Footpaths And Cycleways</b>	<b>15,148</b>	<b>(5,190)</b>	<b>15,005</b>	<b>(5,047)</b>	<b>9,204</b>	<b>(143)</b>	<b>143</b>
<b>Carparks</b>							
Carpark Construction/Formalising	350	0	324	0	152	(26)	0
Carpark Reconstruction or Upgrading	1,221	0	1,677	0	904	456	0
<b>Total Carparks</b>	<b>1,571</b>	<b>0</b>	<b>2,001</b>	<b>0</b>	<b>1,056</b>	<b>430</b>	<b>0</b>
<b>Stormwater And Floodplain Management</b>							
Floodplain Management	2,143	(530)	2,268	(905)	384	125	(375)
Stormwater Management	2,088	(550)	2,364	(534)	937	276	16
Stormwater Treatment Devices	423	(175)	358	(130)	327	(64)	45
<b>Total Stormwater And Floodplain Ma</b>	<b>4,654</b>	<b>(1,255)</b>	<b>4,991</b>	<b>(1,569)</b>	<b>1,648</b>	<b>337</b>	<b>(314)</b>
<b>Buildings</b>							
Cultural Centres (IPAC, Gallery, Town	1,100	0	1,117	0	432	17	0
Administration Buildings	1,475	0	1,558	0	1,305	83	0
Community Buildings	11,194	(1,993)	11,375	(1,793)	8,925	181	200
Public Facilities (Shelters, Toilets etc.)	2,083	(170)	2,423	(170)	2,052	340	0
Carbon Abatement	1,000	(1,000)	1,000	(1,000)	127	(0)	(0)
<b>Total Buildings</b>	<b>16,852</b>	<b>(3,163)</b>	<b>17,472</b>	<b>(2,963)</b>	<b>12,841</b>	<b>620</b>	<b>200</b>
<b>Commercial Operations</b>							
Tourist Park - Upgrades and Renewal	750	0	750	0	519	(0)	0
Crematorium/Cemetery - Upgrades an	200	0	200	0	70	(0)	0
Leisure Centres & RVGC	150	0	150	0	150	0	0
<b>Total Commercial Operations</b>	<b>1,100</b>	<b>0</b>	<b>1,100</b>	<b>0</b>	<b>739</b>	<b>(0)</b>	<b>0</b>
<b>Parks Gardens And Sportfields</b>							
Play Facilities	1,260	(60)	1,340	(10)	308	80	50
Recreation Facilities	2,182	(381)	1,936	(241)	1,624	(246)	140
Sporting Facilities	1,175	(483)	1,261	(543)	806	86	(60)
Lake Illawarra Foreshore	50	0	(0)	0	0	(50)	0
<b>Total Parks Gardens And Sportfields</b>	<b>4,667</b>	<b>(924)</b>	<b>4,537</b>	<b>(794)</b>	<b>2,738</b>	<b>(130)</b>	<b>130</b>
<b>Beaches And Pools</b>							
Beach Facilities	580	0	480	0	382	(100)	0
Rock/Tidal Pools	1,880	(165)	1,335	0	1,068	(545)	165
Treated Water Pools	1,397	(18)	1,008	(19)	630	(390)	(0)
<b>Total Beaches And Pools</b>	<b>3,857</b>	<b>(183)</b>	<b>2,823</b>	<b>(19)</b>	<b>2,079</b>	<b>(1,035)</b>	<b>165</b>

## BUDGET REVIEW STATEMENT REPORT OF MANAGER FINANCE

<b>CAPITAL PROJECT REPORT</b>							
as at the period ended 31st March 2017							
Program	\$'000		\$'000		YTD Expenditure	variation	
	Current Budget	Other Funding	Proposed Budget	Other Funding		Expenditure	Other Funding
	Expenditure		Expenditure				
<b>Natural Areas</b>							
Environmental Management Program	0	0	0	0	0	0	0
Natural Area Management and Rehabil	275	0	275	0	27	(0)	0
<b>Total Natural Areas</b>	<b>275</b>	<b>0</b>	<b>275</b>	<b>0</b>	<b>27</b>	<b>(0)</b>	<b>0</b>
<b>Waste Facilities</b>							
Whytes Gully New Cells	6,145	(6,145)	6,602	(6,602)	3,748	457	(457)
Whytes Gully Renewal Works	439	(439)	296	(296)	244	(144)	144
Helensburgh Rehabilitation	129	(129)	79	(79)	46	(50)	50
<b>Total Waste Facilities</b>	<b>6,714</b>	<b>(6,714)</b>	<b>6,977</b>	<b>(6,977)</b>	<b>4,037</b>	<b>263</b>	<b>(263)</b>
<b>Fleet</b>							
Motor Vehicles	1,783	(940)	1,843	(940)	1,258	60	(0)
<b>Total Fleet</b>	<b>1,783</b>	<b>(940)</b>	<b>1,843</b>	<b>(940)</b>	<b>1,258</b>	<b>60</b>	<b>(0)</b>
<b>Plant And Equipment</b>							
Portable Equipment (Mowers etc.)	355	(53)	403	(53)	52	48	(0)
Mobile Plant (trucks, backhoes etc.)	3,611	(1,361)	3,686	(1,436)	1,431	75	(75)
Fixed Equipment	320	0	320	0	1	(0)	0
<b>Total Plant And Equipment</b>	<b>4,286</b>	<b>(1,414)</b>	<b>4,409</b>	<b>(1,489)</b>	<b>1,484</b>	<b>123</b>	<b>(75)</b>
<b>Information Technology</b>							
Information Technology	1,160	0	1,335	(165)	470	175	(165)
<b>Total Information Technology</b>	<b>1,160</b>	<b>0</b>	<b>1,335</b>	<b>(165)</b>	<b>470</b>	<b>175</b>	<b>(165)</b>
<b>Library Books</b>							
Library Books	1,193	(66)	1,193	(66)	915	(0)	(0)
<b>Total Library Books</b>	<b>1,193</b>	<b>(66)</b>	<b>1,193</b>	<b>(66)</b>	<b>915</b>	<b>(0)</b>	<b>(0)</b>
<b>Public Art</b>							
Public Art Works	200	0	200	0	105	(0)	0
Art Gallery Acquisitions	110	0	110	0	67	(0)	0
<b>Total Public Art</b>	<b>310</b>	<b>0</b>	<b>310</b>	<b>0</b>	<b>172</b>	<b>(0)</b>	<b>0</b>
<b>Emergency Services</b>							
Emergency Services Plant and Equipm	900	0	250	0	50	(650)	0
<b>Total Emergency Services</b>	<b>900</b>	<b>0</b>	<b>250</b>	<b>0</b>	<b>50</b>	<b>(650)</b>	<b>0</b>
<b>Land Acquisitions</b>							
Land Acquisitions	2,992	(2,825)	167	0	75	(2,825)	2,825
<b>Total Land Acquisitions</b>	<b>2,992</b>	<b>(2,825)</b>	<b>167</b>	<b>0</b>	<b>75</b>	<b>(2,825)</b>	<b>2,825</b>
<b>Non-Project Allocations</b>							
Capital Project Contingency	552	0	252	0	0	(300)	0
Capital Project Plan	105	0	62	0	52	(43)	0
<b>Total Non-Project Allocations</b>	<b>657</b>	<b>0</b>	<b>314</b>	<b>0</b>	<b>52</b>	<b>(343)</b>	<b>0</b>
<b>Loans</b>							
West Dapto Loan	0	(2,900)	0	(2,900)	0	0	0
LIRS Loan	0	(6,094)	0	(6,094)	0	0	0
<b>Total Loans</b>	<b>0</b>	<b>(8,994)</b>	<b>0</b>	<b>(8,994)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>GRAND TOTAL</b>	<b>91,173</b>	<b>(42,102)</b>	<b>88,403</b>	<b>(36,532)</b>	<b>51,095</b>	<b>(2,770)</b>	<b>5,570</b>



## BUDGET REVIEW STATEMENT REPORT OF MANAGER FINANCE

<b>WOLLONGONG CITY COUNCIL</b>		
	<b>Actual 2016/17 \$'000</b>	<b>Actual 2015/16 \$'000</b>
<b>BALANCE SHEET</b>		
	as at 31/03/17	as at 30/06/16
<b>CURRENT ASSETS</b>		
Cash Assets	9,476	17,746
Investment Securities	151,620	126,193
Receivables	12,790	21,280
Inventories	6,040	6,028
Other	5,904	3,207
Assets classified as held for sale	0	0
<b>Total Current Assets</b>	<b>185,831</b>	<b>174,453</b>
<b>NON-CURRENT ASSETS</b>		
Non Current Cash Assets	10,085	10,085
Non-Current Receivables	0	0
Property, Plant and Equipment	2,269,282	2,265,362
Investment Properties	4,775	4,775
Westpool Equity Contribution	1,310	1,310
Intangible Assets	591	1,042
<b>Total Non-Current Assets</b>	<b>2,286,043</b>	<b>2,282,574</b>
<b>TOTAL ASSETS</b>	<b>2,471,874</b>	<b>2,457,027</b>
<b>CURRENT LIABILITIES</b>		
Current Payables	22,225	33,258
Current Provisions payable < 12 months	15,985	16,998
Current Provisions payable > 12 months	37,858	37,858
Current Interest Bearing Liabilities	7,160	6,690
<b>Total Current Liabilities</b>	<b>83,228</b>	<b>94,804</b>
<b>NON-CURRENT LIABILITIES</b>		
Non Current Interest Bearing Liabilities	33,486	33,940
Non Current Provisions	45,451	44,031
<b>Total Non-Current Liabilities</b>	<b>78,937</b>	<b>77,970</b>
<b>TOTAL LIABILITIES</b>	<b>162,165</b>	<b>172,774</b>
<b>NET ASSETS</b>	<b>2,309,709</b>	<b>2,284,253</b>
<b>EQUITY</b>		
Accumulated Surplus	1,193,541	1,167,459
Asset Revaluation Reserve	975,930	986,148
Restricted Assets	140,239	130,647
<b>TOTAL EQUITY</b>	<b>2,309,709</b>	<b>2,284,253</b>

BUDGET REVIEW STATEMENT REPORT OF MANAGER FINANCE

WOLLONGONG CITY COUNCIL		
CASH FLOW STATEMENT		
as at 31 March 2017		
	YTD Actual 2016/17	Actual 2015/16
	\$ '000	\$ '000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
<b>Receipts:</b>		
Rates & Annual Charges	143,603	174,893
User Charges & Fees	29,444	33,314
Interest & Interest Received	4,726	5,633
Grants & Contributions	33,199	55,323
Other	7,738	22,139
<b>Payments:</b>		
Employee Benefits & On-costs	(85,288)	(100,072)
Materials & Contracts	(31,016)	(56,091)
Borrowing Costs	(1,025)	(1,547)
Other	(26,172)	(37,388)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>75,209</b>	<b>96,204</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
<b>Receipts:</b>		
Sale of Infrastructure, Property, Plant & Equipment	1,670	919
Deferred Debtors Receipts	-	-
<b>Payments:</b>		
Purchase of Investments	-	-
Purchase of Investment Property	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(58,982)	(81,467)
Purchase of Interests in Joint Ventures & Associates	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(57,312)</b>	<b>(80,548)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
<b>Receipts:</b>		
Proceeds from Borrowings & Advances	5,500	-
<b>Payments:</b>		
Repayment of Borrowings & Advances	(6,240)	(6,369)
Repayment of Finance Lease Liabilities	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	<b>(740)</b>	<b>(6,369)</b>
Net Increase/(Decrease) in Cash & Cash Equivalents	17,157	(15,832)
plus: Cash & Cash Equivalents and Investments - beginning of year	154,024	169,856
<b>Cash &amp; Cash Equivalents and Investments - year to date</b>	<b>171,181</b>	<b>154,024</b>

WOLLONGONG CITY COUNCIL		
CASH FLOW STATEMENT		
as at 31 March 2017		
	YTD Actual 2016/17	Actual 2015/16
	\$ '000	\$ '000
<b>Total Cash &amp; Cash Equivalents and Investments - year to date</b>	<b>171,181</b>	<b>154,024</b>
<b>Attributable to:</b>		
External Restrictions (refer below)	81,400	75,276
Internal Restrictions (refer below)	58,841	55,377
Unrestricted	30,940	23,371
	<b>171,181</b>	<b>154,024</b>
<b>External Restrictions</b>		
Developer Contributions	18,249	15,370
RMS Contributions	619	222
Specific Purpose Unexpended Grants	4,420	4,655
Special Rates Levy Wollongong Mall	209	132
Special Rates Levy Wollongong City Centre	30	6
Local Infrastructure Renewal Scheme	21,360	18,157
Unexpended Loans	7,368	7,207
Domestic Waste Management	10,771	9,955
Private Subsidies	4,218	3,938
West Dapto Home Deposit Assistance Program	10,009	9,790
Stormwater Management Service Charge	1,730	1,388
West Dapto Home Deposits Issued	85	85
Carbon Price	2,332	4,371
<b>Total External Restrictions</b>	<b>81,400</b>	<b>75,276</b>
<b>Internal Restrictions</b>		
Property Development	4,004	4,121
Property Investment Fund	8,249	8,135
Strategic Projects	28,140	23,883
Future Projects	5,262	5,564
Sports Priority Program	349	497
Car Parking Strategy	956	909
MacCabe Park Development	953	841
Darcy Wentworth Park	194	170
Garbage Disposal Facility	8,809	10,008
Telecommunications Revenue	182	155
West Dapto Development Additional Rates	1,042	527
Southern Phone Natural Areas	513	476
Lake Illawarra Estuary Management Fund	188	91
<b>Total Internal Restrictions</b>	<b>58,841</b>	<b>55,377</b>

## BUDGET REVIEW STATEMENT REPORT OF MANAGER FINANCE

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

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

Contract Listing					
Budget Review for Quarter ended March 2017					
Contractor	Contract Detail & Purpose	Contract Value \$000's	Commencement Date	Duration of Contract	Budgeted Y/N
Stabilised Pavements Australia	Kulgoa Road Woonona stabilisation as per design	90	9/01/2017	FY 2016/17	YES
Glenn Simpson Landscapes	Kanahooka Park Playground Replacement	170	9/01/2017	FY 2016/17	YES
Stabilised Pavements Australia	Kelvin Road Coniston stabilisation as per design	85	11/01/2017	FY 2016/17	YES
Today Solar Pty Ltd	Design, supply & installation of solar photovoltaic (PV) systems on Council buildings	383	13/01/2017	FY 2016/18	YES
Stabilised Pavements Australia	Wallawa Street Figtree stabilisation as per design	57	18/01/2017	FY 2016/17	YES
Stabilised Pavements Australia	Maidstone Street Helensburgh stabilisation as per design	82	19/01/2017	FY 2016/17	YES
Programmed Facility Maintenance Pty Ltd	Wollongong Town Hall Smoke Extraction System Additional Works	220	19/01/2017	FY 2016/17	YES
Marine & Civil Maintenance Pty Ltd	Bridge Maintenance of Cabbage Tree Creek Fairy Meadow	300	30/01/2017	FY 2016/17	YES
Malsae Pty Ltd	Driveways, stormwater and ramps on cabins at Windang Beach Tourist Park	128	2/02/2017	FY 2016/17	YES
Malsae Pty Ltd	Demolition of Windang Scout Hall and Pigeon Clubroom	54	6/02/2017	FY 2016/17	YES
Glenn Simpson Landscapes Pty Ltd	Nicholson Park Woonona Playground Replacement	302	16/02/2017	FY 2016/17	YES
Stowe Electrical	Lighting Upgrade - Carbon Abatement Project	668	27/02/2017	FY 2016/18	YES
WMAwater	Review of Towradgi Creek Floodplain Risk Management Study and Plan	154	2/03/2017	FY 2016/19	YES
WMAwater	Review of Hewitts Creek Floodplain Risk Management Study and Plan	154	2/03/2017	FY 2016/19	YES
Ertech Pty Ltd	Blue Mile Tramway Seawall and Shared Path Upgrade	8,737	6/03/2017	FY 2016/18	YES
Marine & Civil Maintenance Pty Ltd	Catholic Protection of Bridge 2 at Yallah Bay Road Yallah	344	20/03/2017	FY 2016/17	YES
Ledaccon	Repairs to Benjamin Road Bridge Kembla Heights	99	1/07/2017	FY 2017/18	YES

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

Consultancy and Legal Expenses		
Budget Review for Quarter ended March 2017		
Expense	Expenditure YTD \$000's	Budgeted (Y/N)
Consultancies	732	YES
Legal Fees	415	YES

### Statement of responsible accounting officer Draft March 2017 Quarterly Review

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

Bank reconciliations have been completed as at 31 March 2017.

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

### Budget Review Statement - Revision To Full Year Estimates

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

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

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

**Brian Jenkins**

RESPONSIBLE ACCOUNTING OFFICER

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

<b>5 Year Action</b>	<b>On track (Projects / Ongoing)</b>	<b>Not Scheduled to Commence</b>	<b>Delayed</b>	<b>Deferred</b>	<b>Complete (Projects Only)</b>
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	100%	0%	0%	0%	0%
1.1.4.1 Implement priority actions from the Illawarra Biodiversity Strategy	80%	0%	20%	0%	0%
1.1.4.2 Implement priority actions from the Illawarra Escarpment Strategic Management Plan	100%	0%	0%	0%	0%
1.2.1.1 Finalise and implement the Coastal Zone Management Plan	100%	0%	0%	0%	0%
1.2.2.1 Assess the impact of day visitors on service levels	100%	0%	0%	0%	0%
Draft March 2017 Quarterly Review					
1.2.2.2 Coordinate a range of Water Safety Education programs to enhance safe community access to our beaches	100%	0%	0%	0%	0%
1.3.1.1 Develop and implement programs that encourage community participation in reducing Wollongong's ecological footprint	100%	0%	0%	0%	0%
1.3.2.1 Finalise and deploy Council's Waste & Resource Recovery Strategy in consultation with industry leaders	100%	0%	0%	0%	0%



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

<b>5 Year Action</b>	<b>On track (Projects / Ongoing)</b>	<b>Not Scheduled to Commence</b>	<b>Delayed</b>	<b>Deferred</b>	<b>Complete (Projects Only)</b>
1.3.2.2 Implement water and energy saving strategies	100%	0%	0%	0%	0%
1.3.2.3 Emissions are monitored and reduction methods are investigated and utilised	100%	0%	0%	0%	0%
1.3.2.4 Investigate a landfill gas management system for Whytes Gully	100%	0%	0%	0%	0%
1.3.3.1 Develop and implement an Environmental Sustainability Policy and Strategy	100%	0%	0%	0%	0%
1.3.3.3 Establish and maintain an Estuary Management Committee to protect the health of Lake Illawarra	100%	0%	0%	0%	0%
1.4.1.1 Work in partnership with others to promote a diverse range of heritage education and promotion programs	100%	0%	0%	0%	0%
1.4.1.2 Implement priority actions of the Heritage Strategy	100%	0%	0%	0%	0%
1.4.1.3 Implement community and cultural promotions program	100%	0%	0%	0%	0%
1.4.2.1 Work with the local Aboriginal community in the management of Indigenous heritage	100%	0%	0%	0%	0%
Draft March 2017 Quarterly Review					
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%

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

<b>5 Year Action</b>	<b>On track (Projects / Ongoing)</b>	<b>Not Scheduled to Commence</b>	<b>Delayed</b>	<b>Deferred</b>	<b>Complete (Projects Only)</b>
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 a employer of choice	100%	0%	0%	0%	0%
2.1.4.1 Develop and maintain partnerships with the business sector to fund and contribute to a broader range of community projects and activities	100%	0%	0%	0%	0%
2.1.5.1 Work with community, government and business partners to support development of local employment opportunity for people who are disadvantaged within the labour market	100%	0%	0%	0%	0%

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

<b>5 Year Action</b>	<b>On track (Projects / Ongoing)</b>	<b>Not Scheduled to Commence</b>	<b>Delayed</b>	<b>Deferred</b>	<b>Complete (Projects Only)</b>
2.1.6.1 In collaboration with key agencies, facilitate the West Dapto Taskforce to deliver the first stages of the West Dapto Urban Release area	100%	0%	0%	0%	0%
2.2.1.1 Facilitate the delivery of business and tourism information services	100%	0%	0%	0%	0%
2.2.2.1 Support projects that investigate opportunities for the provision of tourism infrastructure	67%	0%	33%	0%	0%
2.2.2.2 Use funds obtained from Restart NSW Illawarra to commence concept designs and planning for the Bald Hill Improvement Program	0%	0%	0%	0%	100%
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%
2.3.1.5 Deliver the Access and Movement Strategy for the City Centre	100%	0%	0%	0%	0%
2.3.2.1 Review the current investment to deliver a more efficient and targeted destination marketing program	100%	0%	0%	0%	0%
2.3.2.2 Deliver Visitor Information Services to the city and our visitors	100%	0%	0%	0%	0%

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

<b>5 Year Action</b>	<b>On track (Projects / Ongoing)</b>	<b>Not Scheduled to Commence</b>	<b>Delayed</b>	<b>Deferred</b>	<b>Complete (Projects Only)</b>
2.3.2.3 Pursue initiatives that promote the region as place to holiday to both the domestic and international markets	100%	0%	0%	0%	0%
2.4.1.1 Support the creation & expansion of green industries	100%	0%	0%	0%	0%
2.4.2.1 Ensure that Wollongong is attractive to research & development based companies & organisations	100%	0%	0%	0%	0%
2.5.1.1 Implement a range of programs that incorporates learning and development	88%	0%	0%	0%	13%
3.1.1.1 Promote Made in Wollongong through a variety of locally produced events, productions and programs	100%	0%	0%	0%	0%
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%



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

<b>5 Year Action</b>	<b>On track (Projects / Ongoing)</b>	<b>Not Scheduled to Commence</b>	<b>Delayed</b>	<b>Deferred</b>	<b>Complete (Projects Only)</b>
3.3.1.2 Encourage Sports Associations to conduct regional, state and national events in the city	100%	0%	0%	0%	0%
3.3.1.3 Implement a sustainable program of local events via the Events Strategy	100%	0%	0%	0%	0%
3.3.1.4 Plan for, and host, culturally sensitive events and programs celebrating the Bi-Centenary of European Settlement in Wollongong across 2015-2016	50%	0%	0%	0%	50%
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%
Draft March 2017 Quarterly Review					
4.1.1.1 Ensure an effective community engagement framework connects the community to Council decision making	75%	0%	0%	0%	25%
4.1.2.1 Expand Council's use of social media and online options for communication and engagement	67%	0%	33%	0%	0%
4.1.3.1 A coordinated approach to communication is developed and implemented	100%	0%	0%	0%	0%

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

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

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

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

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<b>5 Year Action</b>	<b>On track (Projects / Ongoing)</b>	<b>Not Scheduled to Commence</b>	<b>Delayed</b>	<b>Deferred</b>	<b>Complete (Projects Only)</b>
4.4.5.11 Improve the efficiency of supply management in order to achieve operational efficiencies	100%	0%	0%	0%	0%
4.4.5.12 Pursue alternative funding options to deliver Council services and facilities	100%	0%	0%	0%	0%
4.4.5.2 Achieve an operational savings as a part of Council's financial sustainability Review with savings to be directed to asset renewal	100%	0%	0%	0%	0%
4.4.5.3 Reduce Council's discretionary spend (excluding assets) by 5% with savings to be directed to asset renewal	100%	0%	0%	0%	0%
4.4.5.4 Undertake a review of Council's employment conditions including the consideration of more flexible employment conditions and Enterprise Agreement	0%	0%	0%	100%	0%
4.4.5.6 Apply for a special rate variation of 6.13% in 2014-15, 6.23% in 2015-16 and 6.24% in 2016-17 with additional funds to be directed to asset renewal	100%	0%	0%	0%	0%
4.4.5.8 Investigate removing the pensioner and charitable waste exemptions	100%	0%	0%	0%	0%
4.4.5.9 Continue to actively seek grants and contributions to deliver core community infrastructure and services	100%	0%	0%	0%	0%
4.4.6.1 Deliver a consistent and effective integrated frontline customer service centre	100%	0%	0%	0%	0%
5.1.1.1 Partner with community based organisations in the provision of services	100%	0%	0%	0%	0%
5.1.2.1 Actively engage children and young people in planning and design processes	100%	0%	0%	0%	0%

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<b>5 Year Action</b>	<b>On track (Projects / Ongoing)</b>	<b>Not Scheduled to Commence</b>	<b>Delayed</b>	<b>Deferred</b>	<b>Complete (Projects Only)</b>
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	80%	0%	20%	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	100%	0%	0%	0%	0%
5.1.6.2 Provide an appropriate and sustainable range of quality passive and active open spaces and facilities	100%	0%	0%	0%	0%
5.1.6.3 Policies and plans are developed, reviewed and implemented to encourage physical activity	100%	0%	0%	0%	0%
5.2.1.1 Prepare a Housing Study and Strategy incorporating Affordable Housing Issues	50%	0%	50%	0%	0%
5.3.1.1 Promote and enforce compliance with litter reduction	100%	0%	0%	0%	0%
5.3.2.1 Manage and maintain public facilities	100%	0%	0%	0%	0%



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<b>5 Year Action</b>	<b>On track (Projects / Ongoing)</b>	<b>Not Scheduled to Commence</b>	<b>Delayed</b>	<b>Deferred</b>	<b>Complete (Projects Only)</b>
5.3.2.3 Use additional funds achieved through the financial sustainability review for renewal of major building projects as per capital program	100%	0%	0%	0%	0%
5.3.3.1 Manage and maintain community infrastructure portfolio with a focus on asset renewal	100%	0%	0%	0%	0%
5.4.1.1 Facilitate a range of partnerships and networks to develop community safety initiatives	100%	0%	0%	0%	0%
5.4.1.2 Provide lifeguarding services at beaches (in partnership with Surf Life Saving Illawarra) and Council pools	100%	0%	0%	0%	0%
5.4.2.1 Continue to liaise with Local Area Commands on key initiatives and crime reduction strategies.	100%	0%	0%	0%	0%
5.4.2.2 Deliver projects and programs to reduce crime in the Wollongong Local Government Area	100%	0%	0%	0%	0%
5.4.3.1 Safety is considered in the planning and design of any development	100%	0%	0%	0%	0%
5.5.1.1 Maintain and establish corridors and parks that strengthen open space connections and people movement.	100%	0%	0%	0%	0%
5.5.1.2 Coordinate an access improvement program through pre-planning and renewal activities	100%	0%	0%	0%	0%
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%

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<b>5 Year Action</b>	<b>On track (Projects / Ongoing)</b>	<b>Not Scheduled to Commence</b>	<b>Delayed</b>	<b>Deferred</b>	<b>Complete (Projects Only)</b>
5.5.2.3 Develop a Regional Botanic Garden of Excellence	67%	0%	33%	0%	0%
5.5.2.4 Provide statutory services to appropriately manage and maintain our public spaces	100%	0%	0%	0%	0%
5.5.2.5 Develop a play strategy to support the planning of high quality centralised and integrated park facilities	100%	0%	0%	0%	0%
5.5.2.6 Use additional achieved through the Financial Sustainability Review to replace below standard playground facilities informed by the Play Strategy	100%	0%	0%	0%	0%
5.5.3.1 Deliver a range of programs for older people	50%	50%	0%	0%	0%
5.5.3.2 Deliver a range of recreational pursuits for older people	100%	0%	0%	0%	0%
5.6.1.1 Deliver a diverse suite of projects to the community that foster and enhance community strengths	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	50%	0%	50%	0%	0%
6.1.3.1 Improve the connectivity of the local government area through the upgrade in our network of footpaths and cycleways	100%	%	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%

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

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects Only)
6.1.3.4 Use funds obtained from Restart NSW Illawarra to design and construct the Grand Pacific Walk - Stage one	0%	0%	100%	0%	0%
6.1.4.1 Work in partnership with key stakeholders to consider the establishment of a 'Park n Ride' commuter bus network	0%	0%	100%	0%	0%
6.2.1.1 Develop an integrated Transport Strategy	100%	0%	0%	0%	0%
6.2.1.2 Deliver sustainable transport asset renewal programs	100%	0%	0%	0%	0%
6.2.1.3 Allocate approximately \$6M of additional funds achieved through the Financial Sustainability Review to road resurfacing and reconstruction	100%	0%	0%	0%	0%
6.2.2.2 Use funds obtained from Restart NSW Illawarra and funds contributed by Council to construct the road link between Fowlers Road Dapto to Fairwater Drive Horsley	0%	0%	100%	0%	0%
6.2.3.1 Work with State and Government agencies and lobby improve rail services and stations across the LGA.	100%	0%	0%	0%	0%
6.2.4.1 Work with State and Government agencies to lobby and promote opportunities for transport to reduce travel time between Sydney and Wollongong	0%	0%	0%	0%	100%
6.2.5.1 Work with key agencies and partners to continue and improve late night transport options	100%	0%	0%	0%	0%
6.3.1.2 Promote access to community transport	100%	0%	%	0%	0%
<b>Total Annual Deliverable Progress</b>	92%	0%	5%	1%	2%