

ITEM 8 DRAFT QUARTERLY REVIEW STATEMENT DECEMBER 2016

The draft Quarterly Review Statement December 2016 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 first quarter of 2016-17. The draft Quarterly Review Statement also includes the Quarterly Review Budget Report.

RECOMMENDATION

- 1 The draft Quarterly Review Statement December 2016 be adopted.
- 2 The Budget Review Statement as at December 2016 be adopted and revised totals of income and expenditure be approved and voted.

REPORT AUTHORISATIONS

Authorised by: David Farmer, General Manager

ATTACHMENTS

- 1 Draft Quarterly Review Statement December 2016

COMPLIANCE WITH OFFICE OF LOCAL GOVERNMENT GUIDELINES ON COUNCIL DECISION MAKING DURING MERGER PROPOSAL PERIODS

The recommendation in this report satisfies the requirements of the OLG guidelines – *Council Decision Making During Merger Proposal Periods*.

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:

- 1 The Bald Hill redevelopment was successfully reopened.
- 2 The Mt Keira Container Kiosk was opened.
- 3 Installation of a new Vert Ramp at Fairy Meadow Skate Park.
- 4 Tenders opened for Fowlers Road.
- 5 Completion of the Cliff Road stairs upgrade.

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 the following:

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 Budget Review Statement.

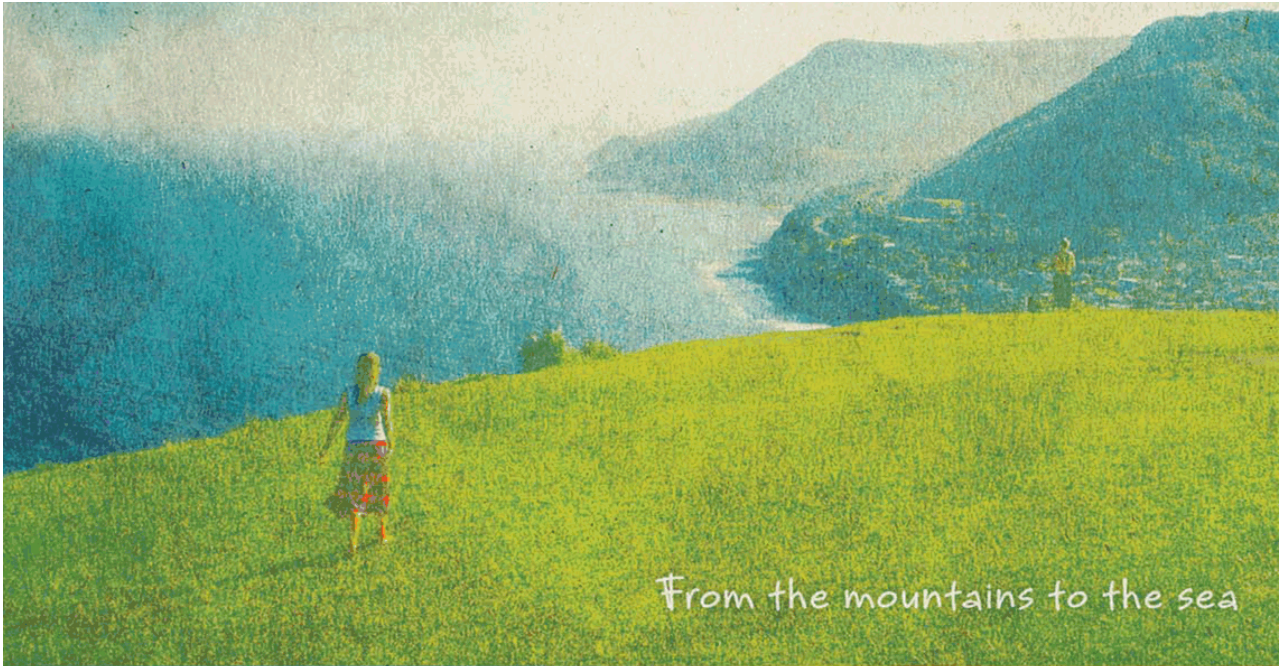
The proposed variations through this Quarterly Review generate an improvement in the Operating Result [pre capital] \$6.2M and in the Fund Result \$0.8M compared to the current budget for 2016-17. The Operating Result includes:

- \$3.4M of net improvements that do not impact on the Fund result as they are either of a non-cash nature, such as depreciation (\$2.2M) or are offset by transfers to or from restricted cash
- a cash improvement of \$1.9M that is largely attributed to waste facility operations and tourist park income
- the deferral of elections expenses of \$0.8M to 2017-18.

The revised schedules propose that the underlying cash improvement of \$1.9M be transferred to restricted cash for Strategic Projects. The \$0.8M Funds improvement generated by the deferral of election expenses will be offset by a reduction in the 2017-18 Funds Result.

CONCLUSION

This draft Quarterly Review Statement December 2016 has been prepared following input and assistance from all Divisions within the organisation. It is submitted for consideration by Council.



WOLLONGONG CITY COUNCIL

WOLLONGONG 2022

Draft Quarterly Review Statement

December 2016



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MESSAGE FROM THE GENERAL MANAGER

WOLLONGONG CITY COUNCIL

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

Highlights from this quarter include:

- 1 The Bald Hill redevelopment was successfully re-opened
- 2 Mt Keira Container Kiosk opened
- 3 Installation of a new Vert Ramp at Fairy Meadow Skate Park
- 4 Tenders opened for Fowlers Road
- 5 Completion of the Cliff Road Stairs Upgrade.

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 December 2016 quarter is outlined below:

1 Financial Sustainability

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

Project Sponsor: General Manager
Project Manager: Executive Strategy Manager

Strategic Program Progress

✓ On Track

Program Achievements

The achievement of an improved result at the September QR presented the opportunity for Council to eliminate the remnant low impact efficiency targets, and to effectively remove the need to pursue high impact service adjustments that were developed through the Securing Our Future Program.

Program Risks

With the approval of a special rate variation by the Independent Pricing and Regulatory Tribunal (IPART) in June 2014, and the adoption of a multi-faceted strategy, the risk rating for the Financial Sustainability Program has decreased. The focus is now to ensure ongoing business improvements resulting in efficiencies and the delivery of a significant capital works program focusing on renewal.

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

Draft West Dapto Section 94 Plan:

- The draft West Dapto Section 94 Plan was assessed by IPART and results released on 11 October 2016 including 40 recommendations.
- Council reviewed recommendations and commenced modification of draft Plan as per recommendations.
- Draft Plan sent to the Department of Planning for comment and consideration regarding funding of the shortfall in costs identified.

Masterplan Review:

- Open space principles considered in context of previous Masterplan.
- Environmental conservation principles drafted in consultation with environmental strategic officers.
- Road principles progressed and factors of the network requiring further qualifications identified.
- Further refinement of traffic model incorporating current development details for stages 1 and 2, as well as southern development areas, and changes to regional network (Albion Park bypass etc).
- Scope for further flood study works developed in coordination with consultants.

Fowlers Road to Fairwater Drive:

Tenders called in December 2016 for Stage 1A. Works include the first 350m of earthworks and partial construction of the flood cut. The tender includes survey, establishment of temporary site facilities, fencing, tree protection works, clearing of vegetation, erosion and sediment control, relocation of a water main, earthworks for road construction, and the installation of drainage. Construction of Stage 1A to commence in mid-2017, with an anticipated completion in late 2017, subject to weather.

Wongawilli / West Dapto Roads :

The design of road upgrade works along Wongawilli Road and part of West Dapto Road has been continuing.

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 and 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 progressed. When completed, these strategic projects will improve waste management related services offered to our community and benefit the environment. The progress 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 90% complete.
- Tender for Design and Construction of a Leachate Drainage System in Western Gully awarded, design has commenced.
- Design for new cell Stage 2 complete.
- Stage 2 Cell Construction tender closed and submissions are currently under review.
- 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 closed. Site works are set to begin in February 2017. Detailed site services investigations 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

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. In the last Quarter a range of events were delivered including:

- 'Fringe Festival' held across the City Centre which included outdoor music performances and film screenings
- The Cruise Ship arrival and 'Thunder Run' generated visitation to Lang Park and City Centre surrounds
- Beach Netball Festival at North
- Run Wollongong along the Foreshore
- MS Sydney to Gong in Lang Park
- World Cup Cheer and Dance Royalty Nationals at the Wollongong Entertainment Centre,
- MTV Beats and Eats in Stuart Park
- Wonderwalls Festival which took place at various locations throughout the City Centre.

West Crown Precinct - Stage 1 & 2 upgrade works (Railway bridge to Atchison Street both sides) are complete. These works have improved the amenity of the western area by replacement of the damaged footpath paving, new kerb and guttering, new utility lids and the installation of planters to brighten up the area.

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 and Planning

Strategic Program Progress

✓ On Track

Program Achievements

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

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

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

Detailed pre-construction investigations for the Tramway Seawall and sharepath are progressing, with construction due to commence in the second half of the financial year.

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

- Kanahooka Road: Princes Highway to Brownsville Road, Sharepath, Dapto
- Lower Tramway Sea Wall and Sharepath, Wollongong
- Lake Illawarra Cycleway off Northcliffe Drive, Warrawong.

The following projects have commenced 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 to Queens Streets, 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 December 2016 quarter. The organisations performance is also reported by the key performance indicators, budget summary information and Budget Review Statement.

The Annual Plan 2016-17 contains 311 annual deliverables across the 6 community goals. Table 1 below outlines how Council is tracking in the December quarter to achieve the annual deliverables for each community goal.

Table 1: Annual Deliverable Progress by Community Goal

Goal	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects Only)
1 We value and protect our natural environment	98.48%	0%	1.52%	0%	0%
2 We have an innovative and sustainable economy	97.92%	0%	2.08%	0%	0%
3 Wollongong is a creative, vibrant city	97.22%	0%	0%	0%	2.78%
4 We are a connected and engaged community	87.5%	0%	4.69%	6.25%	1.56%
5 We are a healthy community in a liveable city	90%	2.5%	5%	2.5%	0%
6 We have sustainable, affordable and accessible transport	85%	0%	15%	0%	0%
Total Annual Deliverable Progress	92.99%	0.64%	3.82%	1.91%	0.64%

*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 3.82% of annual deliverables were reported to be delayed, while 1.91% was deferred. Table 2 below outlines all annual deliverables that were reported as delayed or deferred at the end of December 2016.

Community Goal	Annual Deliverable	Delayed	Deferred	Comment
1 We value and protect our natural environment	Continue to pursue biodiversity certification of the West Dapto Urban Release Area including offsetting provisions	Y		The NSW Biodiversity Conservation Bill 2016 passed through parliament in mid-November 2016, however the supporting Regulations, which Council officers understand will make a saving provision to acknowledge work to date on WDURA Bio Certification, are yet to be exhibited. Further to the implications under the NSW Biodiversity Reforms, consultation will occur with the Commonwealth Department of the Environment and Energy and with the support of local OEH officers.
2 We have an innovative and sustainable economy	Resolve options for key services including power and water supply to the Mt Keira summit	Y		Since the receipt of consent from NPWS, there were actions required to comply with conditions set by NPWS prior to a construction licence being issued. These have now been completed with the certification from Endeavour Energy outstanding. Community consultation occurred in November and a generally positive response was received.
3 We are a connected and engaged community	Prepare the end of term State of the Environment Report		Y	An Office of Local Government circular date 30 August 2016 advises that for councils whose ordinary elections have been deferred by Ministerial order that a State of the Environment (SOE) Report does not have to be included in the 2015-16 Annual Report. The requirement to include an SOE report is deferred until the annual report following the Council's next ordinary election.
	Investigate opportunities to enhance library multi-media and online presence via the National Broadband Network (NBN)	Y		Progress has been delayed due to the slow roll-out of the NBN - with only Dapto Library currently operating on the NBN. 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		An access road to the designated area is anticipated to be created by mid-2017. 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		The cost and impact of flood mitigation works in relation to the Montgomery Street site have led to identification of an alternative site, which is now under investigation.
	Deliver Council's ICT (Information and Communications Technology) Strategy		Y	A renewed ICT Strategy was developed and presented to EMC in December 2015. Formal adoption has been withheld to ensure compliance with Office of Local Government (OLG) guidelines for Merger Proposal periods. However, minor preparatory projects such as specification development have continued.
	Coordinate a review of Wollongong 2022 and End of Term Report		Y	In late August 2016, the OLG issued circular 16-28, deferring the requirement for local governments with deferred election dates (eg Wollongong) to undertake a review of their Community Strategic Plan, and the requirement to develop a new Resourcing Strategy and Delivery Program. These activities have been deferred until after such time as elections are held, or further advice is issued by the OLG.

ANNUAL PLAN 2016-17 PROGRESS SUMMARY

Community Goal	Annual Deliverable	Delayed	Deferred	Comment
	Facilitate an integrated business improvement approach to work practices and spread of hours		Y	This item has been deferred due to the potential merger and restrictions in place as a result.
4 We are a healthy community in a liveable city	Reinstate Waterfall (Garrawarra) Cemetery	Y		This quarter Council approved officers to commence the acquisition of an easement for access over Crown Land separating Garrawarra Cemetery and an adjacent laneway. Once completed this will allow the commencement of the development application process for the clearing of the site.

ANNUAL PLAN 2016-17 PROGRESS SUMMARY

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

ANNUAL PLAN 2016-17 PROGRESS SUMMARY

Community Goal	Annual Deliverable	Delayed	Deferred	Comment
	Design and construct a visitor information booth and kiosk at the Botanic Gardens	Y		Development Application process and resolution of site power issues will delay project beyond current financial year.
	Continue the preparation of the housing study		Y	The Housing Study project was deferred in February 2016 following the merger proposal announcement. The project will recommence once a merger decision is made and resources are available.
	Undertake programmed renewal works at Council's rock pools in accordance with the capital works programme	Y		Works at the Austinmer rock pools are still in progress. The main factor delaying completion of this project is the challenging ocean, tide and sea conditions. The installation of the precast units on the eastern face of the southern rock pool remains to be done. Due to the Christmas and school holiday season these works will be suspended until February 2017. Works at both the Wonoona and Gentleman's rock pools have been completed.
5 We have sustainable, affordable 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 absence due to injury.
	Continue to construct Stage 1 of the Grand Pacific Walk	Y		Tenders for the construction of Stage 1, Sections 1,2 & 4 were called however Council on 12 December 2016 declined to accept any of the submitted tenders as they did not meet mandatory assessment criteria. Council will now seek to negotiate a satisfactory outcome with suitable contractors.

ANNUAL PLAN 2016-17 PROGRESS SUMMARY

Community Goal	Annual Deliverable	Delayed	Deferred	Comment
	Undertake a 'Park n Ride' feasibility study	Y		The "Park and Ride" initiative is identified in the adopted Wollongong City Centre Access and Movement Strategy. A draft feasibility assessment of a southern city centre shuttle bus route and service to support park and ride 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 and Movement Strategy.

GOAL 1: WE VALUE AND PROTECT OUR NATURAL ENVIRONMENT

WOLLONGONG CITY COUNCIL

Continue implementation of priority actions from the Dune Management Strategy.

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

- Bush restoration contractors continued to work in the dune areas at Bulli, Woonona, Bellambi, Corrimal, Towradgi, Fairy Meadow and Wollongong City beaches. This project has been assisted by funding from the Office of Environment and Heritage and was completed in November 2016. On ground work has included weed control of 6.4 hectares of vegetated dunes and installation of 6,144 appropriate low growing plants. Ongoing weed maintenance of the sites will now occur in accordance with the beach specific Dune Vegetation Site Management Plans.
- Both Corrimal and Fairy Meadow beaches were re-shaped to provide improved sight lines for lifeguards and lifesavers, beach access and beach amenity.
- A consultant prepared a report on the options for dune management at Bulli beach, recommending that installation of a tower was the preferred option to improve sight lines for lifeguards and lifesavers. Council endorsed this option at its meeting on 12 December 2016.
- 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.

Deliver greenhouse gas emissions reduction program

Council is helping to reduce greenhouse gas emissions by capturing and beneficially treating landfill gas generated at Whytes Gully. Over 683,000 cubic metres of landfill gas has been captured and beneficially treated so far this financial year.

Additionally, Council is currently implementing various carbon abatement projects including:

GOAL 1: WE VALUE AND PROTECT OUR NATURAL ENVIRONMENT

- 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.

It is anticipated that the programs delivered will enable a reduction in Council's overall greenhouse gas emissions profile.

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.

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.

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.

It is anticipated that street tree planting will commence this financial year.

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

Wollongong City Libraries continue to digitise the Illawarra Mercury photographic collection; recording, cataloguing and digitising oral histories from Thirroul and Dapto communities; continue working to develop the Illawarra Remembers website; collaborating with the Illawarra Museum Wollongong and the University of Wollongong on mutually beneficial projects.

A particular highlight of the quarter was to be advised by the Friends of Wollongong City Libraries they will be funding the Local History Prize for a further five years; as well as begin a Local History Prize for high school students.

GOAL 1: WE VALUE AND PROTECT OUR NATURAL ENVIRONMENT

PERFORMANCE MEASURES

- Participation rate in environmental programs | 5,261 (15/16 Q2 – 7,286)
- Number of volunteers for Environmental Programs - Greenhouse Park | 44 (15/16 Q2 – 95)
- Plants Propogated | 31,524 (15/16 Q2 – 10,000)
- Plants Distributed | 17,625 (15/16 Q2 -18,247)
- Tonnes of Rubbish collected from clean-up activities | 15 (15/16 Q2 -14)
- Number of volunteers worked at Bushcare and FIReady sites | 343 (15/16 Q2 -235)

GOAL 2: WE HAVE AN INNOVATIVE AND SUSTAINABLE ECONOMY

WOLLONGONG CITY COUNCIL

Construct a container kiosk at Mt Keira

During the quarter the container kiosk at Mt Keira was installed and the operator commenced operations in December 2016.

The container kiosk forms part of Council's overall Mount Keira Summit Park vision, which was adopted in June last year.



IMAGE: Installation of the Container Kiosk at Mt Keira. To improve the visual amenity of the container, an art work was also commissioned and delivered on the outside of the facility.

GOAL 2: WE HAVE AN INNOVATIVE AND SUSTAINABLE ECONOMY

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

The Advantage Wollongong partnership continues to promote Wollongong as a place to invest and do business.

Advantage Wollongong exhibited at Land Forces 2016, Australia's premier land defence exhibition. Land Forces 2016 provided an opportunity to showcase the region's capabilities in front of key industry, defence and government decision makers from Australia, Asia, the Pacific and around the world.

Advantage Wollongong and the University of Wollongong Alumni held their first joint event this quarter at the Museum of Contemporary Art, Circular Quay. Sydney-based Alumni from UoW's Commerce, IT, Law and Engineering faculties were given the opportunity to connect with guest speaker and UoW Alumni, Ricardo Goncalves from SBS entertaining the crowd.

Advantage Wollongong hosted the 'Invest in the Wollongong Advantage' lunch in conjunction with the 10th Anniversary celebrations of UoW's Innovation Campus. Parliamentary Secretary for the Illawarra and South Coast, Gareth Ward MP and Wollongong Lord Mayor Cr Gordon Bradbery OAM officially launched the updated Wollongong Investor Prospectus which celebrates the recent transformation of Wollongong. The new Investor Prospectus tells the story of Wollongong's recent transformation, including the \$1.3 billion investment in the City Centre, 60 new small bars and cafes and a 150% increase in the City Centre population in the next three years.

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 are 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 six 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 for the SBATs Program. 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.

IMAGE: Council won an Award for Excellence in Workplace Training



GOAL 2: WE HAVE AN INNOVATIVE AND SUSTAINABLE ECONOMY

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

Three new cabins have been installed at Windang Beach Tourist Park as well as a camp kitchen at Corrimal Beach Tourist Park, upgrading the facility offer at both Parks. Along with the implementation of the marketing strategy, and visibility on third party websites such as 'booking.com', the Parks continue to promote the city as a preferred holidaying option.

Implement the Bald Hill Masterplan

The Bald Hill redevelopment was successfully re-opened in time for the arrival of the cruise ship "Radiance of the Seas" to Wollongong on 30 October.

The site was officially reopened on Monday 19 December 2016.

With quality detailed specifications for mosaic artworks, replacement of amenities building including sewerage upgrades, car park renewal, landscaping and roundabout construction, this project has been a challenging and a diverse build, however practical completion was delivered ahead of schedule. Such a large project will require some minor final details to be addressed after the Christmas school holidays.



IMAGE: Mosaic artworks at the refurbished Bald Hill

GOAL 2: WE HAVE AN INNOVATIVE AND SUSTAINABLE ECONOMY

Implement capital works within the City Centre including Crown Street West Stage 1

West Crown Precinct - Railway bridge to Atchison Street both sides are complete. These works will improve the amenity of the western area including replacement of the damaged footpath paving, new kerb and guttering, new utility lids and the installation of planters to brighten up the area.

Council has also completed work on widening the footpath, in combination with adjacent development works on the Oxford Hotel site, in Town Hall Place.

Work continues on footpath upgrade improvements in Market Street between Regent and Young Streets
Design works are complete on the replacement of the kerb and gutter in Crown, Corrimal and Burelli Streets in combination with an adjacent development on the Dwyers' site

Implement a range of 'Quicker, Lighter, Cheaper' activation initiatives across the city centre precincts that achieve quick wins

Several activation initiatives are underway or were undertaken during the quarter.

Christmas on Crown comprised of a full program of Christmas activities, performances, decorations and retail promotions.

The 'Say it Sing It' project wound up in October with an average of 50 participants per night. A new wave of Livesite busking musicians are being auditioned for City Centre performances. City Centre are negotiating with GPT Ltd to utilise their shipping container throughout the Mall for regular pop-up public art projects. The Wonderwalls Festival delivered several new murals throughout the City Centre with focus on western Crown Street, and Piccadilly building.

A City for People implementation plan activation projects have commenced for delivery by end of financial year.



IMAGE: Christmas 2016 on Crown

GOAL 2: WE HAVE AN INNOVATIVE AND SUSTAINABLE ECONOMY

Support opportunities for social enterprise including the provision of training and participate in relevant networks

On 10 November, in partnership with the Illawarra Forum Social Procurement Working Group, Council held the "Implementing Social Procurement Information Session" which was primarily for non-Government organisations. The session outlined the benefits of adopting a Social Procurement Policy within an organisation including provision of a Fact Sheet, an opportunity analysis and a policy template. Council presented a link to the Wollongong Community Information Directory where social enterprises can list information about their services or products including contact details. Over 20 people attended the session.

Work with Destination Wollongong (DW) on a new visitor information strategy which best reflects visitor needs

The new Grand Pacific Drive website was launched, which promotes a range of attractions and potential points of interest between Wollongong and the Shoalhaven. Promoting products down the South Coast increases the potential length of stay of visitors and also increases the available attractions.

The new Grand Pacific platform will also form the basis for four new visitor screens which will be installed at points of high visitation throughout the city. The first four locations for the screens are: Bald Hill; Novotel North Beach; University of Wollongong; and Wollongong City Council.

Wollongong City Council Tourist Parks recently undertook a pilot visitor information / customer service training program for all staff with TAFE NSW. Based on the success of the program, Destination Wollongong and Council are now working with Wollongong Radio Cabs to deliver the same training to all drivers and staff, and will then look at how we roll the program out to as many local businesses as possible. The aim of the program is to provide some basic skills to all customer service facing staff in Wollongong to ensure all visitors, and indeed the community, receive a superior level of customer service and visitor information at all times.

PERFORMANCE MEASURES

- Number of visitations to the tourism information centres | 14,494 (15/16 Q2 - 16,020)
- Tourist Park occupancy rate of cabins | 58 % (15/16 Q2 - 55%)
- Occupancy rates of paid on street parking | 73 % (15/16 Q2 - 60%)
- Tourist parks occupancy rate of unpowered sites | 30 % (15/16 Q2 -25%)
- Tourist parks occupancy rate of powered sites | 44 % (15/16 Q2 -51%)

GOAL 3: WOLLONGONG IS A CREATIVE, VIBRANT CITY

WOLLONGONG CITY COUNCIL

Deliver Council's Annual Community Events Program

During this quarter the summer Twilight Markets on Flagstaff Hill commenced, run for the first time by the Rotary Club of Corrimal.

The Moonlight Movies returned on Saturday 26 November with a free screening of 'Frozen' at Port Kembla's King George V Oval. The event was presented in partnership with Foreshore Shipping Container Services. Food and drink was made available for purchase by the Port Kembla Cricket Club. A second Moonlight Movies was held on Saturday 3 December at Berkeley Sports Club showing the sing-a-long favourite 'Zootopia'. The event was presented in partnership with Everyday CareSouth.

Wollongong's New Year's Eve at Wollongong Harbour celebrations were positively received by over 20,000 attendees. Celebrations included a special presentation and wrap-up of the Illawarra 200 project with a special Accessible seating area to improve access for people with disability.



IMAGE: New Year's Eve at Wollongong Harbour

GOAL 3: WOLLONGONG IS A CREATIVE, VIBRANT CITY

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

The final quarter of the 2016 calendar year featured two highlights of the Merrigong 2016 Season: a sold-out season of IF Theatre's Mother starring Noni Hazelhurst, and the exclusive NSW season of Ancient Rain starring Paul Kelly and Camille O'Sullivan (Far and Away Productions in association with Brink Productions).

The program also represents an expanding role for Merrigong in the delivery of community cultural development.

New work from local performance collective re:Group was presented by Merrigong, Route Dash Niner - 1st installation, which proved popular, as did a RUFF reading of Merrigong's new musical theatre work in development The Outside Man, a collaboration with local not-for-profit service provider - The Disability Trust.

Support was provided by Merrigong to Beyond Empathy's Blue Rose Project, an interactively sensory focused exhibition for people who use non-verbal communications as their primary way to interact with the world. The project was very well received by community and the media.

Merrigong was also positively recognised in an Australia Council report for being one of few presenters nationally leading the way in Indigenous programming.

Music in the Mornings presentations continued to prove popular with mature audiences. Merrigong was delighted to partner with the Department of Family and Community Services to present two free (sold out) concerts at the Wollongong Town Hall for our senior community.

As a venue for hire, Wollongong Town Hall welcomed international comedian Bill Bailey for the largest ticketed event since Merrigong took over management of the venue. The Wollongong Town Hall also hosted a variety of events, including the final 2016 concert from the Australian Chamber Orchestra, the Annual Doll, Bear and Craft Fair, Wild Rumpus' Makers Market, and more.

Deliver key funded strategies from the Cultural Plan including community cultural development projects

Cultural Services facilitated a community cultural development project in partnership with Flourish Australia. The project ran from July 2016 until November 2016, culminating at the Viva la Gong festival. The project called Wollongong Community Picnic Blanket, is a textile based project working with adults with psychosocial disabilities and mental illness with each participant decorating one or more squares on a picnic quilt. Over a series of weeks, Council's Community Cultural Development worker and the mental health workers at Flourish Australia facilitated art workshops to encourage a sense of belonging, a sense of pride and increased social inclusion. Approximately 30 participants and 10 staff were involved in the project. The final outcome was walking in the community parade, displaying the picnic blanket at Viva la Gong and celebrating their inclusion in the community festival.

GOAL 3: WOLLONGONG IS A CREATIVE, VIBRANT CITY

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

Viva la Gong main and round stage had 17 performances with 16 being from local emerging and professional musicians, poets and cultural dancers. All 8 performances on folk festival lounge were local musicians. Viva la Gong provides employment for artists, as well as the opportunity to showcase their skills in their local city. Three local circuses combined forces to provide workshops and shows in the Family Interactive Zone as well as an aerial performance which included a guest performance from a former Paralympian and professional acrobat.



Image: Viva La Gong

Deliver the Public Art Strategy

The following actions were undertaken to deliver the Public Art strategy this quarter:

Wollongong CBD Panels and Art Light Boxes - Expression of interest have now closed and artists have been selected and designs approved.

Wonderwalls Festival was held on 25 - 27 November with 38 art murals completed which could be viewed across the Wollongong CBD. Council contributed funding to this project delivered by Verb Syndicate, acknowledging it attracted a significant number of visitors to the city and improved amenity in the City Centre.

Cultural Services managed the public art components within the revitalisation project at Fairy Meadow and Unanderra Skate Parks. A selected artist, Trina Collins, collaborated with Boral to create 4 public art seats in the shape of large scale skate boards as well as two site specific murals. The designs for both the mural and seats were developed through a community cultural development process involving art development workshops at local high schools. Over 30 students contributed to the design.

Expressions of interest are currently open for the Arches on Crown and Mural projects.

Cultural Services assisted with the artwork for Mt Keira Kiosk container by developing a brief, contract and commissioning of the artist. The art work incorporates local flora and fauna themes and was completed by the end of December.

GOAL 3: WOLLONGONG IS A CREATIVE, VIBRANT CITY

PERFORMANCE MEASURES

- Library visitations | 202,821
- Library – total number of loans | 330,536
- Library programs: number of programs | 491
- Library programs: number of participants | 9,296

GOAL 4: WE ARE A CONNECTED AND ENGAGED COMMUNITY

WOLLONGONG CITY COUNCIL

Actively engage people with disabilities and carers in the evaluation and monitoring of the Disability Inclusion Action Plan

Council has engaged people who use E- readers to provide feedback in regard to Council's E Reader version of the Disability Inclusion Action Plan. A community consultation with the Deaf Community was also undertaken to develop a greater understanding of how Council can provide services and information to better meet the needs of this group.

Implement the Community Engagement Framework

Engagement on the capital works program has been in full swing during the second quarter with many civil designs going on exhibition including:

- Corbett Avenue proposed retaining wall
- a new streetscape for Lake Avenue Cringila
- continuation of footpath works in Market Street, Wollongong
- a new kiosk for Stanwell Park reserve and
- potential changes to a detention basin in Woonona as well as many footpath upgrades.

Extensive engagement has been undertaken about the future use of Mt Keira including a Plan of Management and Landscape Master Plan, power supply and a new shelter and temporary kiosk. Work has continued along the Blue Mile as plans come together for upgrading the tramway in 2017 and a proposed alternate route for cyclists across Cliff Road.

West Dapto continues to be a major engagement project as we continue to work on plans for the Fowlers Road to Fairwater Drive extension and upgrade to West Dapto and Wongawilli Roads. Engagement is also ongoing on the Grand Pacific Walk route. Strategic engagements have included work on a Coastal Zone Management Plan for Lake Illawarra, the Botanic Garden and Glennifer Brae.

GOAL 4: WE ARE A CONNECTED AND ENGAGED COMMUNITY

Participate in planning activities for the community services sector, to provide input, assist in identifying gaps in service provision and advocate for improved services

Volunteering Illawarra continues to work in partnership with UoW and the Non-Government sector. This quarter 7 Community partnership programs have commenced – Accountancy and IT projects – to be completed in the first quarter of 2017.

Planning is under way to roll out service improvements strategies and guides for Management Committees in 2017 as a result of the Management Committee survey held in 2016, where 4 key areas of improvement were identified to ensure the sustainability of the NGO sector. New training programs have been developed, (e.g.: Time Management / How to hold effective meetings) and other supporting resources to be rolled out in 2017 to assist Volunteer Management Committees in their roles.

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

In the December Quarter 64 media releases and statements were published to Council Media Release website with an increased number of views and visitors compared to the previous quarter.

There were 4,766 views, up 10 per cent on the September quarter. Visitors to the site have almost doubled since July, from 495 to 952 visitors.

In 2016, there were 30,116 views of 213 posts. However, if you exclude the post regarding road closures during the June storm event that had an extreme number of views, the total views for the year were only 17,608, down from 2015 which had 18,028 views.

Referrals from social media increased during 2016 on the previous year. Twitter referrals more than doubled to 2,605, and Facebook referrals almost doubled from 1,810 in 2015 to 2,428 in 2016.

The most viewed posts from 2016 "Local roads affected by flooding" in June, "Waste disposal fees drop in line with carbon tax repeal" (a 2014 post still popular due to a link on the Waste Depot webpage), "Council achieves Australian first with Green Star rating" (a 2015 post that remains popular with a link from the homepage slideshow) and "What you need to know for New Year's Eve" in December.

The most popular posts that were published on the press release website in the December quarter were New Year's Eve, the Cadets, Apprentices and Trainees recruitment, and a statement regarding Three Chimneys and food safety infringements (this post was not promoted through any medium).

GOAL 4: WE ARE A CONNECTED AND ENGAGED COMMUNITY

PERFORMANCE MEASURES

- Sick Leave | 7.28 Days (15/16 Q2 -7.87 Days)
- Number of Twitter followers for Council | 4,564 (15/16 Q2 - 3,733)
- Carers Leave | 0.56 Days (15/16 Q2 - 0.59 Days)
- Lost Time Injury Frequency Rate | 20.86 (15/16 Q2 -22.74)
- Number of media releases issued | 64 (15/16 Q2 - 50)
- Number of Council Facebook page 'likes' | 16,764 (15/16 Q2 - 11,269)
- Workers compensation costs as a percentage of payroll | 0.00 % (15/16 Q2 - 1.20%)
- Telephone calls are answered within 30 seconds | 81 % (15/16 Q2 -69%)
- Enquiries made in person are welcomed and attended to within 5 minutes | 93 % (15/16 Q2 - 93%)

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

WOLLONGONG CITY COUNCIL

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

Over 210 graffiti removal cases successfully removed by the City Works painters and CBD painting contractor. City Works Caravans Graffiti Prevention Mural Project for 8 vans during 2016-17 commenced with Expressions of Interest being sought and four applications were received. One applicant will commence work on two vans by the end of October and the remaining 6 caravans are anticipated to begin in early in 2017.

Design upgrade to North Dalton Park Amenities

Renewal works at the North Dalton Park have been completed within time and budget constraints.

The newly upgraded park welcomed future stars of Australian cricket with a four-day Futures League match between New South Wales and ACT during the quarter. Council received excellent feedback on its facilities and infrastructure at the venue.

North Dalton Park will host the Australian Country Cricket Championships and a Sheffield Shield Match during the 3rd Quarter.



IMAGE: Futures League match between New South Wales and ACT at the newly upgraded North Dalton Park

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

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

Reclaim the Night was celebrated on Thursday 27 October with a walk from the Arts Precinct to the Amphitheatre in the Crown Street Mall. Despite the cold and rainy evening there was an estimated 300 participants.

The White Ribbon Walk was celebrated on Friday 25 November. In partnership with the Illawarra Committee Against Domestic Violence, the walk was held along Lake Illawarra in Reddall Parade, Shellharbour with an estimated 800 participants. The theme this year 'raising boys to be non-violent men' meant the focus was on high school boys, who led the walk and participated in the White Ribbon oath.

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

A diverse range of activities and events were held during the quarter. Glennifer Brae Open Day drew approximately 80 visitors for the purpose of consulting on the amended Plan of Management and draft Conservation Management Plan review. A new Yoga in the Garden program was launched to meet visitors passive recreation needs, with 20 plus participants at each workshop held. Sunset Cinema commenced 16 December for a 6th season.

Increase utilisation of Council's recreation and leisure assets

In November the Fairy Meadow Skate Park was reopened.

Council had been upgrading the Park since July to include a new vert ramp. Other improved features include walls and incorporated hubbas, replacement transitions and hips, box extension, rail wall ride, hips and rail, hob wall with metal edge, wedge ramp, and a new lick of paint

In addition to the vert ramp, which is eight metres wide and three metres at its highest point, the existing concrete surface has undergone grinding for an even smoother riding surface.



IMAGE: Fairy Meadow Skate Park new Vert Ramp

GOAL 5: WE ARE A HEALTHY COMMUNITY IN A LIVEABLE CITY**Deliver a range of youth services with a focus on youth participation and community development, targeted programs, music and culture, and sector development and coordination**

Changes have commenced to service provision at Wollongong Youth Services (WYS) with a key focus of increasing young people's opportunity to develop new skills and build capacity. Some of the changes include reduced drop in hours, increased structured programs such as barista skills, art and guitar workshops, a computer programming course, structured events on Friday evening's and increased opportunities for young people to participate in decision making.

WYS have been actively seeking opportunities to increase the service profile in the community through marketing, media and attending more community events. The new approach has diversified the program services, increasing the number of new participants to services, increased skills and connecting young people to additional opportunities.

PERFORMANCE MEASURES

- Community Transport trips | 38,892 (15/16 Q2 – 33,834)
- Direct-Run District Level Community Facilities visitation | 58,338 (15/16 Q2 – 54,379)
- Utilisation of Direct-Run District Level Community Facilities | 8,692 Hours (15/16 Q2 –8,617 Hours)
- Social Support hours of service | 10,070 Hours (15/16 Q2 –14,980 Hours)
- Total Visits commercial heated pools: Corrimal | 45,839 (15/16 Q2 –44,097)
- Total Visits commercial heated pools: Dapto | 25,741 (15/16 Q2 –19,546)
- Utilisation/visitation at pools | 381,067 (15/16 Q2 – 370,040)
- Utilisation/visitation at beaches | 513,516 (15/16 Q2 – 559,316)

GOAL 6: WE HAVE SUSTAINABLE, AFFORDABLE AND ACCESSIBLE TRANSPORT

WOLLONGONG CITY COUNCIL

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 & Movement Strategy.

We are also scoping prioritisation of actions for bus stops / 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

During the quarter tenders opened for the Fowlers Road to Fairwater Drive link as part of the West Dapto Access strategy. The project will provide the foundation for construction of the first 350m of road pavement and access for the bridge works to be constructed in stage two.

The tender includes survey, establishment of temporary site facilities, fencing; tree protection works, clearing of vegetation, erosion and sediment control, relocation of a water main, earthworks for road construction, and the installation of drainage.

Tenders close in February 2017 and it's anticipated the contract will be awarded by Council in April. Construction of Stage 1A is expected to start mid-year and will be completed by the end of 2017, subject to weather.



IMAGE: Federal Member for Whitlam Stephen Jones, Member for Shellharbour Anna Watson, Member for Kiama Parliamentary Secretary for the Illawarra Gareth Ward and Wollongong City Lord Mayor Gordon Bradbery at W Dapto

GOAL 6: WE HAVE SUSTAINABLE, AFFORDABLE AND ACCESSIBLE TRANSPORT

Promote access to community transport

Wollongong- Shellharbour Community Transport 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 demand for service continues to grow; this quarter community transport received 287 new referrals, compared to 298 new referrals the previous quarter, slightly lower number is due to seasonal closure of the service during the festive season.

In addition, the staff had the opportunity to promote the service to Carers via the Carer Educations Support Meeting, to the Aboriginal Community via the Christmas Morning tea, and by attending the Regional Assessment Service team meeting. This quarter, based on the successful outcome of last year event, Community Transport Service organised a special Morning Tea for the Aboriginal Elders to promote the service to the community. It was an opportunity for staff to engage with the Aboriginal community and to gain their feedback. The event was very successful, with more than 50 Elders were in attendance. They enjoyed the activity and the opportunity to socialise. The feedback from the participants about the service was very positive. The Lord Mayor and other Councillors also attended the event. The morning tea will now be a yearly event in our calendar.

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

The new Cliff Road stairs opened Wednesday 21 December. The project included pouring new concrete stairs, creating a new viewing platform with seating, installing a new handrail and pruning the surrounding vegetation to create a safe amenity.



IMAGE: New Cliff Road Stairs

PERFORMANCE MEASURES

- Delivery of Council's Capital Program | 38 % [15/16 Q2 -34.8%]

HOW WE PERFORMED AGAINST OUR BUDGETS

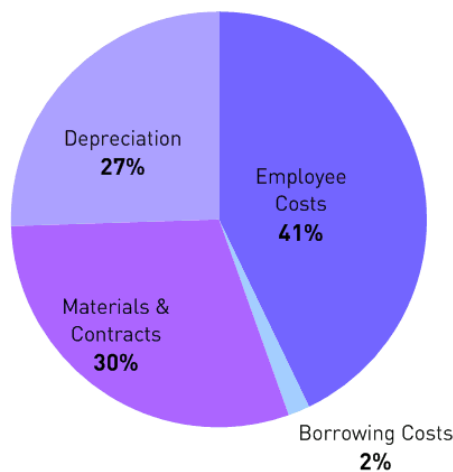
WOLLONGONG CITY COUNCIL

Budget 2016-17

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

Expenditure From Continuing Operations

Expense Type (\$'M)	YTD Actual	Proposed budget
Employee Costs less Internal Charges	52.2	106.8
Borrowing Costs	2.0	4.1
Materials & Contracts	36.5	88.1
Depreciation	31.1	62.6
Loss on Disposal of Assets	0.2	0.0
Total	121.9	261.6

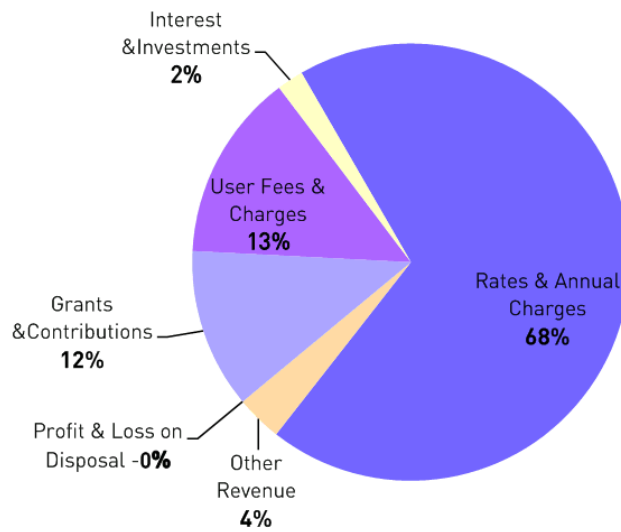


HOW WE PERFORMED AGAINST OUR BUDGETS

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

Income from Continuing Operations

Income Type (\$M)	YTD Actual	Proposed budget
Rates & Annual Charges	92.5	184.5
Other Revenue	4.6	9.8
Profit on disposal of Assets	0.0	0.0
Grants & Contributions	15.9	30.1
User Fees & Charges	18.6	36.4
Interest & Investments	2.6	5.2
Total	134.3	266.0



REPORT OF MANAGER FINANCE

WOLLONGONG CITY COUNCIL

The review of financial estimates at December 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] \$6.2M and in the Fund Result \$0.8M compared to the current budget for 2016-17. The Operating Result includes \$3.4M of net improvements that do not impact on the Fund result as they are either of a non-cash nature, such as depreciation (\$2.2M) or are offset by transfers to or from restricted cash; a cash improvement of \$1.9M that is largely attributed to waste facility operations, tourist park income and some of the interest on investments, and the deferral of elections expenses of \$0.8M to 2017-18.

- Introduction/adjustment of Restricted Asset funded projects [no funds impact]- **\$0.4M (U)**
- Domestic Waste (offset by transfer to restricted cash –no funds impact) - **\$1.1M (F)**
- Depreciation (non-cash – no funds impact) - **\$2.2M (F)**
- Interest on investments (\$0.5M restricted cash – no funds impact) - **\$0.7M (F)**
- Waste facility income - **\$1.5M (F)**
- Tourist Park Income - **\$0.2M (F)**
- Elections expense deferred to 2017-18 - **\$0.8M (F)**

The revised schedules propose that the underlying cash improvement of \$1.9M be transferred to restricted cash for Strategic Projects. The \$0.8M Funds improvement generated by the deferral of election expenses will be offset by a reduction in the 2017-18 Funds Result.

The Operating Result (inclusive of capital grants and contributions) includes a reduction in expected capital grants and contributions of \$2.3M in addition to the changes discussed above, resulting in an improvement of \$3.9M compared to the current budget. This change includes proposed deferral of Restart Illawarra funding (\$3.9M) that is partially offset by increased City Wide developer contributions (\$1.4M) and the Bulli SLSC Contribution (\$0.3M). These adjustments are largely due to changes in the timing of delivery of the projects being funded.

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

REPORT OF MANAGER FINANCE

FORECAST POSITION		Original Budget	Current Budget	Proposed Budget	YTD Actual	Proposed Variation
KEY MOVEMENTS		1-Jul	30-Sep	30-Dec	30-Dec	Q2
Operating Revenue	\$M	262.0	262.9	266.0	130.8	3.1
Operating Costs	\$M	(262.1)	(264.7)	(261.6)	(128.2)	3.1
Operating Result [Pre Capital]	\$M	(0.0)	(1.8)	4.4	2.6	6.2
Capital Grants & Contributions	\$M	32.9	18.8	16.5	7.3	(2.3)
Operating Result	\$M	32.9	17.0	20.9	9.9	3.9
Funds Available from Operations	\$M	61.8	61.8	62.6	38.1	0.8
Capital Works		101.6	100.6	91.2	36.0	(9.4)
Transfer to Restricted Cash		-	8.1	8.1	8.1	-
Contributed Assets		-	-	-	-	-
Borrowing Repaid		7.3	7.3	7.3	4.9	-
Funded from:						
- Operational Funds	\$M	61.8	61.8	62.6	38.1	0.8
- Other Funding	\$M	47.1	51.5	42.1	16.9	(9.4)
Total Funds Surplus/(Deficit)	\$M	(0.1)	(2.7)	(1.9)	5.9	0.8

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

1 Income & Expense

- **Rates & Annual Charges \$0.4M (F).** This is due to higher domestic waste income.
- **User Charges and Fees \$1.8M (F).** The improvements include commercial tipping fees (\$1,051K), household drop off fees (\$466K), Tourist Park Income (\$220K) and income from the City Centre Markets (\$68K).
- **Interest and Investment Income \$0.7M (F).** Increase in projected income is due to increased cash holdings that are the result of current expenditure trends during the year. Part of this (\$465K) relates to Restricted Assets that attract interest and is offset by transfer to reserves.
- **Grants and Contributions – Operating \$0.1M (F).** This variation is due to the timing of grant payments.
- **Grants and Contributions – Capital \$2.3M (U).** This variation is due to the timing of projects and grants relating to capital works (\$3.7M) partially offset by the timing of Developer Contributions (\$1.4M).
- **Employee Costs \$0.4M (U).** Employee cost projections have increased due to the introduction of Community Transport grant funded expenditure (\$472) and other more minor offsetting items relating to resources reallocated from Materials and Contracts. These do not flow through to the funds result as they are offset by items under Materials and Contracts or transfers from Restricted Assets.

REPORT OF MANAGER FINANCE

- **Materials, Contracts and Other Expenses \$1.3M (F).** The material proposed budget adjustments relate to the postponement of the elections budget (\$783K), reduction of Domestic Waste contracts (\$675K) and reallocation of resources to Salaries & Wages. This has been partially offset by increased Council EPA levy (\$141K).
- **Depreciation \$2.2M (F).** This variation is timing in nature and relates to the capitalisation of assets and progress of the capital works program.

2 Capital Budget

The capital projections that have been approved by Council through the Monthly Financial reporting , for the quarter October to December, show a decrease to the Capital Budget from \$100.6M to \$91.2M. This change is related to the re-phasing of the delivery of some funded projects.

3 Cash & Investments

The increase in projected cash and investments of \$10.8M at December is mainly due to the re phasing of a number of funded projects in the capital program through the second quarter \$9.4M, and reduction in the net overall cash expenditure and income of \$3.7M that is partially offset by the expected reduction capital grants and contributions income of \$2.3M.

The majority of the of the above adjustments have been offset by movements in restricted cash, including the proposed transfer to Strategic Projects restricted asset of \$1.9M . The minor improvement of \$0.8M in the Available Funds represents the currently assumed deferral of the budget for local government elections to 2017-18.

REPORT OF MANAGER FINANCE

Table 2

CASH, INVESTMENTS & AVAILABLE FUNDS					
	Actual 2015/16	Original Budget 2016/17	September QR 2016/17	December QR 2016/17	Actual Ytd December 2016
	\$M	\$M	\$M	\$M	\$M
Total Cash and Investments	154.0	133.7	127.0	137.8	168.2
Attributed to:					
External Restrictions					
Developer Contributions	15.4	24.9	15.8	17.9	17.6
Specific Purpose Unexpended Grants	4.9	9.6	3.3	2.4	6.5
Special Rates Levy City Centre	0.1	0.1	0.1	0.1	0.2
Unexpended Loans	25.4	27.6	27.8	27.9	29.6
Domestic Waste Management	10.0	10.8	9.5	10.4	10.5
Private Subsidies	3.9	3.6	4.1	3.9	4.2
West Dapto Home Assistance	9.9	9.9	10.1	10.2	9.9
Stormwater Management Charge	1.4	1.2	0.8	0.5	1.5
Carbon Pricing	4.4	1.1	1.1	1.1	2.9
Total External Restrictions	75.3	88.8	72.7	74.4	83.1
Internal Restrictions					
Property Investment Fund	8.1	8.3	8.2	8.2	8.2
Future Projects	5.6	3.5	3.3	3.7	5.4
Property Development	4.1	2.5	2.5	3.8	4.1
Strategic Projects	23.9	17.9	23.0	25.4	26.4
Sports Priority program	0.5	0.5	0.4	0.4	0.3
Car Parking strategy	0.9	0.7	1.1	1.1	0.9
MacCabe Park Development	0.8	1.0	1.0	1.0	0.9
Darcy Wentworth Park	0.2	0.2	0.2	0.2	0.2
Garbage Disposal Facility	10.0	2.2	3.0	7.3	9.5
Telecommunications Revenue	0.2	0.2	0.2	0.2	0.2
West Dapto additional rates	0.5	0.1	0.7	0.7	0.9
Natural Areas	0.5	0.4	0.3	0.4	0.4
Lake Illawarra Management Fund	0.1	0.1	0.1	0.0	0.2
Total Internal Restrictions	55.3	37.6	43.7	52.2	57.7
Available Cash	23.5	7.3	10.7	11.1	27.5
Net Payable & Receivables					
Current payables	(9.1)	4.0	1.5	1.8	(7.2)
Receivables	(34.9)	(23.6)	(23.8)	(23.5)	(35.9)
Other	22.9	23.0	22.0	22.0	22.8
Other	2.9	4.6	3.3	3.3	6.0
Available Funds	14.4	11.3	12.1	12.9	20.3

4 Securing Our Future Outcomes

A set of targets were set as part of the 'Securing Our Future' program that was endorsed by Council through the adoption of the 2014-15 Annual Plan. The four year targets, designed to move Council to a sustainable long term financial position, planned for a number of measures

REPORT OF MANAGER FINANCE

including rate rises, efficiency improvements, service adjustment, and other revenue increases as outlined below.

Securing Our Future Adopted Outcomes	EFFICIENCY		SERVICES	REVENUE		TOTAL
	Lower Impact	High Impact		Rates*	Other	
	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
2014/15	1,000		1,000	4,950	120	7,070
2015/16	1,000		200	4,560	250	6,010
2016/17	1,500	500	200	4,990	130	7,320
2017/18		500	100			600
Total	3,500	1,000	1,500	14,500	500	21,000

Over the past two 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 \$17.7M of surplus funds from non-recurrent improvements have been transfer to the Strategic Projects restricted asset for future use (including the proposed transfer of \$1.9M in this review). At the September Quarterly Review, Council had fully achieved the efficiency targets for 2016-17 with relatively minor amounts remaining to be achieved in future years as shown in the table below.

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

A review of the long term financial projections through the commencement of the annual planning process and the recurrent aspects of changes identified in the December Quarterly Review have achieved the remaining savings targets, allowing their elimination from future years.

5 Long Term Financial Projections

During the second quarter, Council commenced the annual planning process towards the development 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.

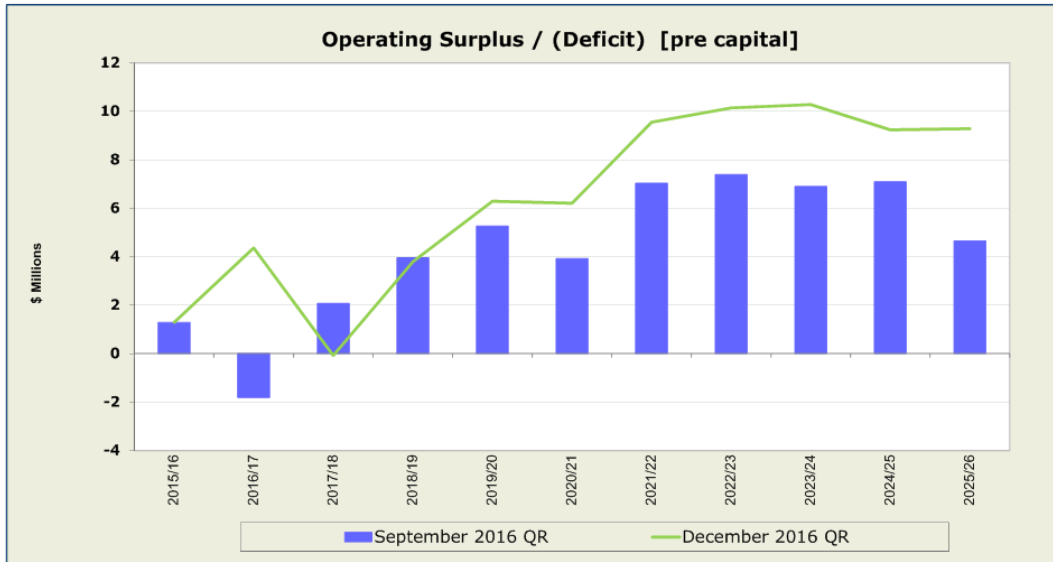
Long Term Operating Surplus/(Deficit) [pre capital]

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 September Quarterly Review. The revised forecasts have been impacted by timing of expenditure, such as the deferral of the elections budget to 2017-18, application of revised indices, recurrent impacts of changes identified during the current quarterly review, reassessment of depreciation and revaluation of expected cash holdings that incorporate phasing of capital expenditure and timing of external funding. 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.

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Table 3

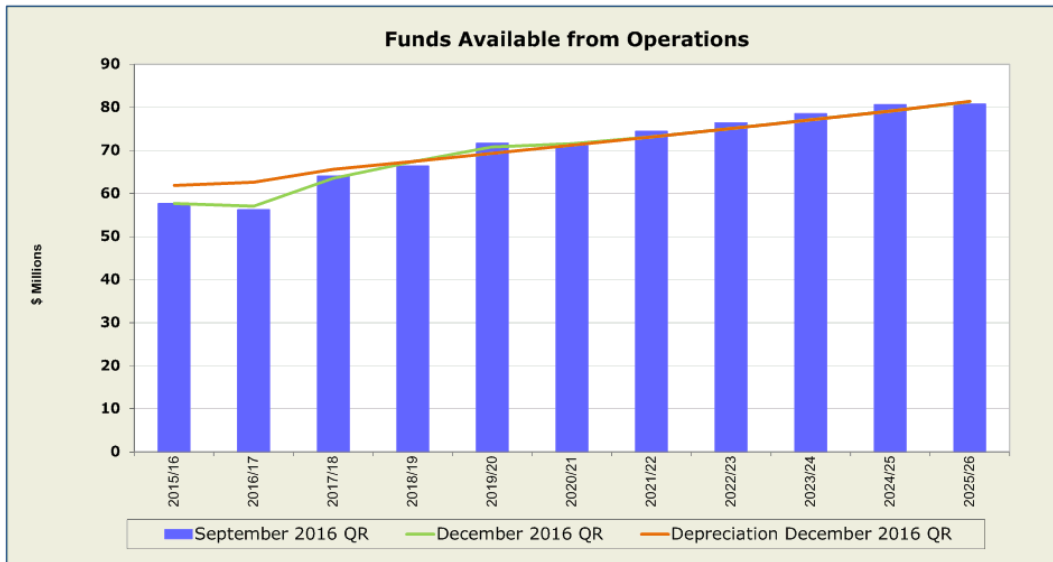


Funds Available from Operations

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 show Council is generally moving to its target of providing funds from operations equal to depreciation.

Table 4



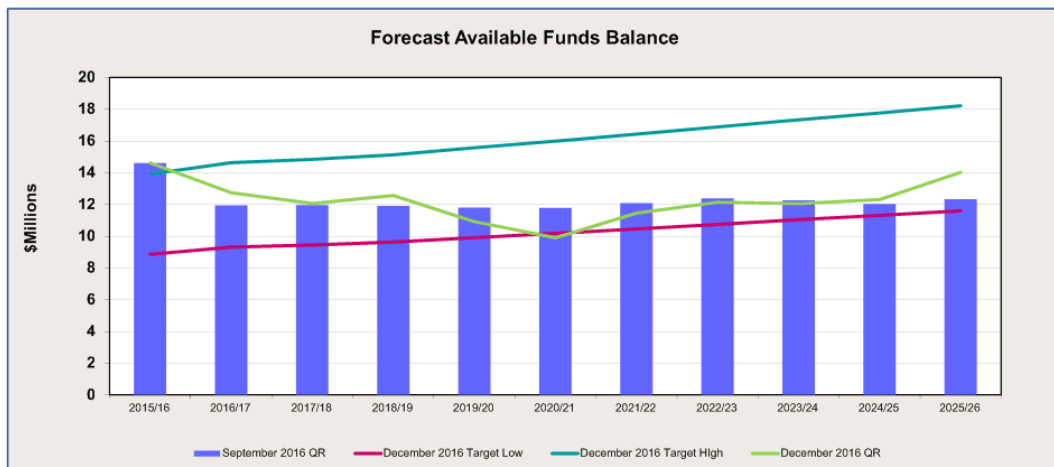
REPORT OF MANAGER FINANCE

Available Funds

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

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 2016-17 Adopted Annual Plan the target range for Available Funds is between \$9.2M and \$11.9M (lower range) and between \$14.4M and \$18.7M (upper range) over the life of the Long Term Financial Plan. The revised projections that include the updated indices and proposed December Quarterly Review adjustments indicate that Council is within the above parameters.

Table 5



REPORT OF MANAGER FINANCE

WOLLONGONG CITY COUNCIL					
December 2016 Quarterly Review					
	Original Budget \$'000	Current Budget \$'000	YTD Actual YTD \$'000	Proposed Variation \$'000	Proposed Budget \$'000
Income Statement					
Income From Continuing Operations					
Revenue:					
Rates and Annual Charges	184,035	184,106	92,510	434	184,540
User Charges and Fees	33,594	34,545	18,641	1,831	36,376
Interest and Investment Revenues	4,253	4,517	2,643	662	5,179
Other Revenues	10,205	9,756	4,591	31	9,787
Grants & Contributions provided for Operating Purposes	29,961	30,008	15,874	71	30,079
Grants & Contributions provided for Capital Purposes	32,947	18,818	6,198	(2,275)	16,543
Profit/Loss on Disposal of Assets	0	0	(156)	0	0
Total Income from Continuing Operations	294,994	281,750	140,301	753	282,503
Expenses From Continuing Operations					
Employee Costs	117,960	119,283	58,581	398	119,680
Borrowing Costs	4,131	4,131	2,048	(49)	4,082
Materials, Contracts & Other Expenses	89,066	90,959	37,130	(1,290)	89,669
Depreciation, Amortisation + Impairment	64,840	64,840	31,056	(2,201)	62,639
Internal Charges (labour)	(12,352)	(12,914)	(6,406)	0	(12,914)
Internal Charges (not labour)	(1,566)	(1,560)	(668)	0	(1,559)
Total Expenses From Continuing Operations	262,079	264,740	121,741	(3,143)	261,597
Operating Results From Continuing Operations	32,916	17,010	18,560	3,897	20,907
Net Operating Result for the Year	32,916	17,010	18,560	3,897	20,907
Net Operating Result for the Year before Grants & Contributions provided for Capital Purposes	(31)	(1,808)	12,362	6,172	4,364
NET SURPLUS (DEFICIT) [Pre capital] %	(0.0%)	(0.6%)	8.8%	819.2%	1.5%

Funding Statement					
Net Operating Result for the Year	32,916	17,010	18,560	3,897	20,907
Add back:					
- Non-cash Operating Transactions	78,451	78,677	38,202	(2,061)	76,616
- Restricted cash used for operations	15,013	16,894	6,099	(421)	16,473
- Income transferred to Restricted Cash	(52,636)	(38,837)	(18,726)	(492)	(39,329)
- Payment of Accrued Leave Entitlements	(11,943)	(11,943)	(6,040)	(140)	(12,082)
- Payment of Carbon Contributions	0	0	0	0	0
Funds Available from Operations	61,801	61,801	38,095	783	62,583
Advances (made by) / repaid to Council	0	0	0	0	0
Borrowings repaid	(7,285)	(7,285)	(4,926)	0	(7,285)
Operational Funds Available for Capital Budget	54,516	54,516	33,169	783	55,299
CAPITAL BUDGET					
Assets Acquired	(101,627)	(100,577)	(36,029)	9,405	(91,173)
Contributed Assets	0	0	0	0	0
Transfers to Restricted Cash	0	(8,100)	(8,100)	0	(8,100)
Funded From :-					
- Operational Funds	54,516	54,516	33,169	783	55,299
- Sale of Assets	1,743	1,743	696	0	1,743
- Internally Restricted Cash	21,770	19,389	4,366	(5,574)	13,815
- Borrowings	0	5,500	5,500	0	5,500
- Capital Grants	11,065	12,616	2,530	(3,567)	9,049
- Developer Contributions (Section 94)	6,008	6,129	940	(398)	5,731
- Other Externally Restricted Cash	5,620	5,025	2,177	(30)	4,995
- Other Capital Contributions	850	1,105	645	165	1,270
TOTAL FUNDS SURPLUS / (DEFICIT)	(55)	(2,655)	5,894	783	(1,872)

REPORT OF MANAGER FINANCE

Table 6

MAJOR VARIATIONS				
Compared to Budget	\$'000s	Offsetting Items for Fund		Net by type
		Surplus	Deficit	
REVENUES FROM ORDINARY ACTIVITIES				
Rates & Annual Charges				
	Domestic Waste Charges	428		
	Rates Adjustments		(34)	
	Pensioner Rebates		40	434
User Charges & Fees				
	Commercial Tipping Income		1,051	
	Household Drop Off Income		466	
	Tourist Park Income	15	205	
	City Centre Markets		68	
	Other		26	1,831
Interest and Investment Income				
	Increased cash holdings partly offset by transfer to reserve	465	197	662
Other Revenue				
	Other		31	31
EXPENSES FROM ORDINARY ACTIVITIES				
Employee Costs				
	Reallocation to/from Other Categories			
	Operational Contingency	490		
	Cadets	(664)		
	Tourist Parks	194		
	Introduction/Adjustment of funded projects			
	S94 Officer	98		
	Community Transport	(472)		
	Other	141		
	Divisional SPMAS 222 Increases		(177)	
	Graffiti Officer - Offset September QR		(40)	
	Temporary Development Project Officers	55		
	Operational Contingency	(55)		
	Other		32	(398)

REPORT OF MANAGER FINANCE

Table 6 (cont'd)

MAJOR VARIATIONS				
Compared to Budget	\$'000s	Offsetting Items for Fund		Net by type
		Surplus	Deficit	
Materials, Contracts & Other Expenses				
Elections		783		
Waste Contracts	675			
EPA Levy Council			(141)	
Legal Expenditure		60		
Tourist Parks	(15)			
Fuel & Oil		60		
Reallocation to/from Other Categories				
Cadets	664			
Operational Contingency	(490)			
Tourist Parks	(194)			
Adjustments to funded projects				
Greenhouse Park	(250)			
Lake Illawarra Estuary Management	(100)			
Flood Mitigation	321			
Community Transport	(65)			
Natural Areas and Environmental	106			
Corrimal Town Centre Pilot	(40)			
Other	(57)			
Introduction of Business Proposals				
Footpath Power Generator	(25)			
Allocations from Operational Contingency				
Footpath Power Generator	25			
Beaton Park Plan for Management	15			
Integrated Facilities Planning	(15)			
Various other adjustments			(27)	1,290
Borrowing Costs	45	4		49
Depreciation	2,201			2,201

REPORT OF MANAGER FINANCE

Table 6 (cont'd)

MAJOR VARIATIONS					
Compared to Budget	\$'000s	Offsetting Items for Fund	Surplus	Deficit	Net by type
Grants & contribution - Operating					
Metropolitan Coal			46		
LIRS Subsidy		(45)			
Other		55	15		
Other					71
Operating Variation [pre capital]		3,506	3,084	(419)	6,172
Capital Grants & Contributions					
Developer Contributions					
City Wide		1,400			
Grants & contributions					
Restart Illawarra Deferral		(3,925)			
Bulli SLSC Contribution		250			
Other					(2,275)
Operating Variation [post capital]		1,231	3,084	(419)	3,897
FUNDING STATEMENT					
Non Cash Expenses					
Depreciation		(2,201)			
Leave Liability		140			
Payment of Accrued Leave Entitlements		(140)			(2,201)
Restricted Cash Used for Operations					
Internally funded project adjustments					
Lake Illawarra Estuary Management		37			
Flood Mitigation		(200)			
Natural Areas & Environmental Sustainability		(106)			
Development Engineer		(98)			
Other		(53)			
Externally funded project adjustments					
Community Transport		537			
Greenhouse Park Investigation		250			
Lake Illawarra Estuary Management		63			
Other		16			
Flood Mitigation		(121)			
Domestic Waste Reserve		(739)			
Other		(7)			(421)
Income Transferred to Restricted Cash					
December 2016 Result				(1,889)	
Developer Contributions		(1,400)			
Grants & contributions - capital		3,675			
Domestic Waste Reserve		(327)	10		
Grants & contributions - operational		(55)			
Interest applicable to restricted assets		(502)			
Other				(4)	(492)
OPERATIONAL FUNDS AVAILABLE FOR CAPITAL		-	3,094	(2,312)	783
CAPITAL BUDGET					
Decrease in capital program		9,405			
Decrease in associated funding		(9,405)			
TOTAL FUNDS SURPLUS/(DEFICIT)		-	3,094	(2,312)	783

REPORT OF MANAGER FINANCE

CAPITAL PROJECT REPORT							
as at the period ended 30th December 2016							
Program	\$'000		\$'000		YTD Expenditure	\$'000	
	Current Budget		Proposed Budget			variation	
	Expenditure	Other Funding	Expenditure	Other Funding		Expenditure	Other Funding
Roads And Related Assets							
Traffic Facilities	1,900	(1,561)	2,050	(1,561)	599	150	0
Public Transport Facilities	271	(20)	271	(20)	82	(0)	0
Roadworks	13,510	(4,315)	13,801	(4,221)	6,145	291	94
Bridges, Boardwalks and Jetties	1,939	(100)	1,939	(100)	993	0	0
Total Roads And Related Assets	17,620	(5,996)	18,061	(5,902)	7,818	441	94
West Dapto							
West Dapto Infrastructure Expansion	9,296	(8,826)	5,001	(4,531)	893	(4,295)	4,295
Total West Dapto	9,296	(8,826)	5,001	(4,531)	893	(4,295)	4,295
Footpaths And Cycleways							
Footpaths	4,373	(1,650)	4,769	(1,650)	2,971	396	(0)
Cycle/Shared Paths	7,540	(3,540)	6,345	(2,745)	1,759	(1,195)	795
Commercial Centre Upgrades - Footpa	4,150	(1,000)	4,034	(795)	2,447	(116)	205
Total Footpaths And Cycleways	16,063	(6,190)	15,148	(5,190)	7,178	(915)	1,000
Carparks							
Carpark Construction/Formalising	350	0	350	0	120	0	0
Carpark Reconstruction or Upgrading	1,221	0	1,221	0	705	(0)	0
Total Carparks	1,571	0	1,571	0	825	0	0
Stormwater And Floodplain Management							
Floodplain Management	2,393	(560)	2,143	(530)	344	(250)	30
Stormwater Management	1,908	(550)	2,078	(550)	562	170	0
Stormwater Treatment Devices	373	(175)	423	(175)	310	50	0
Total Stormwater And Floodplain Management	4,674	(1,285)	4,644	(1,255)	1,216	(30)	30
Buildings							
Cultural Centres (IPAC, Gallery, Town	1,100	0	1,100	0	409	0	0
Administration Buildings	1,475	0	1,475	0	823	(0)	0
Community Buildings	11,207	(1,993)	11,194	(1,993)	6,312	(13)	(0)
Public Facilities (Shelters, Toilets etc.	2,020	(170)	2,083	(170)	1,867	63	(0)
Carbon Abatement	1,000	(1,000)	1,000	(1,000)	87	(0)	0
Total Buildings	16,802	(3,163)	16,852	(3,163)	9,498	50	(0)
Commercial Operations							
Tourist Park - Upgrades and Renewal	750	0	750	0	370	(0)	0
Crematorium/Cemetery - Upgrades and	130	0	200	0	49	70	0
Leisure Centres & RVGC	150	0	150	0	2	0	0
Total Commercial Operations	1,030	0	1,100	0	422	70	0
Parks Gardens And Sportfields							
Play Facilities	1,250	(50)	1,260	(60)	9	10	(10)
Recreation Facilities	2,225	(413)	2,182	(381)	1,570	(43)	32
Sporting Facilities	971	(455)	1,175	(483)	406	204	(28)
Lake Illawarra Foreshore	50	0	50	0	13	0	0
Total Parks Gardens And Sportfields	4,496	(918)	4,667	(924)	1,998	172	(6)
Beaches And Pools							
Beach Facilities	660	0	580	0	346	(80)	0
Rock/Tidal Pools	1,825	(165)	1,880	(165)	1,015	55	0
Treated Water Pools	1,470	(10)	1,397	(18)	552	(73)	(8)
Total Beaches And Pools	3,955	(175)	3,857	(183)	1,913	(98)	(8)

REPORT OF MANAGER FINANCE

CAPITAL PROJECT REPORT							
as at the period ended 30th December 2016							
Program	\$'000		\$'000		YTD Expenditure	\$'000	
	Current Budget		Proposed Budget			variation	
	Expenditure	Other Funding	Expenditure	Other Funding		Expenditure	Other Funding
Natural Areas							
Environmental Management Program	0	0	0	0	0	0	0
Natural Area Management and Rehabil	275	0	275	0	19	0	0
Total Natural Areas	275	0	275	0	20	0	0
Waste Facilities							
Whytes Gully New Cells	5,790	(5,790)	6,145	(6,145)	2,139	355	(355)
Whytes Gully Renewal Works	795	(795)	439	(439)	112	(356)	356
Helensburgh Rehabilitation	4,129	(4,129)	129	(129)	24	(4,000)	4,000
Total Waste Facilities	10,714	(10,714)	6,714	(6,714)	2,275	(4,000)	4,000
Fleet							
Motor Vehicles	1,783	(940)	1,783	(940)	721	(0)	0
Total Fleet	1,783	(940)	1,783	(940)	721	(0)	0
Plant And Equipment							
Portable Equipment (Mowers etc.)	355	(53)	355	(53)	33	(0)	0
Mobile Plant (trucks, backhoes etc.)	3,611	(1,361)	3,611	(1,361)	189	(0)	0
Fixed Equipment	320	0	320	0	1	(0)	0
Total Plant And Equipment	4,286	(1,414)	4,286	(1,414)	224	(0)	0
Information Technology							
Information Technology	1,160	0	1,160	0	176	0	0
Total Information Technology	1,160	0	1,160	0	176	0	0
Library Books							
Library Books	1,193	(66)	1,193	(66)	596	(0)	0
Total Library Books	1,193	(66)	1,193	(66)	596	(0)	0
Public Art							
Public Art Works	200	0	200	0	43	(0)	0
Art Gallery Acquisitions	110	0	110	0	67	(0)	0
Total Public Art	310	0	310	0	110	(0)	0
Emergency Services							
Emergency Services Plant and Equipm	900	0	900	0	40	(0)	0
Total Emergency Services	900	0	900	0	40	(0)	0
Land Acquisitions							
Land Acquisitions	2,943	(2,825)	2,992	(2,825)	59	50	0
Total Land Acquisitions	2,943	(2,825)	2,992	(2,825)	59	50	0
Non-Project Allocations							
Capital Project Contingency	1,227	0	552	0	0	(675)	0
Capital Project Plan	280	0	105	0	48	(175)	0
Total Non-Project Allocations	1,507	0	657	0	48	(850)	0
GRAND TOTAL	100,577	(42,512)	91,173	(33,107)	36,029	(9,405)	9,405

REPORT OF MANAGER FINANCE

WOLLONGONG CITY COUNCIL			
		Actual 2016/17 \$'000	Actual 2015/16 \$'000
BALANCE SHEET			
		30 December 2016	as at 30/06/16
CURRENT ASSETS			
Cash Assets		122,259	112,276
Investment Securities		35,828	31,663
Receivables		22,765	21,280
Inventories		6,021	6,028
Other		6,016	3,207
Assets classified as held for sale		0	0
Total Current Assets		192,889	174,453
NON-CURRENT ASSETS			
Non Current Cash Assets		10,085	10,085
Non-Current Receivables		0	0
Property, Plant and Equipment		2,269,724	2,265,412
Investment Properties		4,775	4,775
Westpool Equity Contribution		1,310	1,310
Intangible Assets		739	1,042
Total Non-Current Assets		2,286,633	2,282,624
TOTAL ASSETS		2,479,522	2,457,077
CURRENT LIABILITIES			
Current Payables		35,933	33,258
Current Provisions payable < 12 months		16,321	16,998
Current Provisions payable > 12 months		37,858	37,858
Current Interest Bearing Liabilities		7,160	6,690
Total Current Liabilities		97,272	94,804
NON-CURRENT LIABILITIES			
Non Current Interest Bearing Liabilities		34,409	33,940
Non Current Provisions		44,978	44,031
Total Non-Current Liabilities		79,387	77,970
TOTAL LIABILITIES		176,659	172,774
NET ASSETS		2,302,863	2,284,303
EQUITY			
Accumulated Surplus		1,176,992	1,168,876
Asset Revaluation Reserve		985,155	984,780
Restricted Assets		140,716	130,647
TOTAL EQUITY		2,302,863	2,284,303

REPORT OF MANAGER FINANCE

WOLLONGONG CITY COUNCIL		
CASH FLOW STATEMENT		
as at 30 December 2016		
	YTD Actual 2016/17	Actual 2015/16
	\$ '000	\$ '000
CASH FLOWS FROM OPERATING ACTIVITIES		
Receipts:		
Rates & Annual Charges	91,168	174,893
User Charges & Fees	30,239	33,314
Interest & Interest Received	3,100	5,633
Grants & Contributions	23,208	55,323
Other	4,912	22,139
Payments:		
Employee Benefits & On-costs	(56,360)	(100,072)
Materials & Contracts	(21,455)	(56,091)
Borrowing Costs	(686)	(1,547)
Other	(17,336)	(37,388)
Net Cash provided (or used in) Operating Activities	56,790	96,204
CASH FLOWS FROM INVESTING ACTIVITIES		
Receipts:		
Sale of Infrastructure, Property, Plant & Equipment	696	919
Deferred Debtors Receipts	-	-
Payments:		
Purchase of Investments	-	-
Purchase of Investment Property	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(43,773)	(81,467)
Purchase of Interests in Joint Ventures & Associates	-	-
Net Cash provided (or used in) Investing Activities	(43,077)	(80,548)
CASH FLOWS FROM FINANCING ACTIVITIES		
Receipts:		
Proceeds from Borrowings & Advances	5,500	-
Payments:		
Repayment of Borrowings & Advances	(5,065)	(6,369)
Repayment of Finance Lease Liabilities	-	-
Net Cash Flow provided (used in) Financing Activities	435	(6,369)
Net Increase/(Decrease) in Cash & Cash Equivalents	14,148	(15,832)
plus: Cash & Cash Equivalents and Investments - beginning of year	154,024	169,856
Cash & Cash Equivalents and Investments - year to date	168,172	154,024

WOLLONGONG CITY COUNCIL		
CASH FLOW STATEMENT		
as at 30 December 2016		
	YTD Actual 2016/17	Actual 2015/16
	\$ '000	\$ '000
Total Cash & Cash Equivalents and Investments - year to date	168,172	154,024
Attributable to:		
External Restrictions (refer below)	83,063	75,276
Internal Restrictions (refer below)	57,651	55,377
Unrestricted	27,458	23,371
	168,172	154,024
External Restrictions		
Developer Contributions	17,600	15,370
RMS Contributions	529	222
Specific Purpose Unexpended Grants	5,960	4,655
Special Rates Levy Wollongong Mall	211	132
Special Rates Levy Wollongong City Centre	32	6
Local Infrastructure Renewal Scheme	22,244	18,157
Unexpended Loans	7,309	7,207
Domestic Waste Management	10,493	9,955
Private Subsidies	4,245	3,938
West Dapto Home Deposit Assistance Program	9,929	9,790
Stormwater Management Service Charge	1,485	1,388
West Dapto Home Deposits Issued	85	85
Carbon Price	2,941	4,371
Total External Restrictions	83,063	75,276
Internal Restrictions		
Property Development	4,075	4,121
Property Investment Fund	8,223	8,135
Strategic Projects	26,383	23,883
Future Projects	5,394	5,564
Sports Priority Program	325	497
Car Parking Strategy	906	909
MacCabe Park Development	915	841
Darcy Wentworth Park	185	170
Garbage Disposal Facility	9,529	10,008
Telecommunications Revenue	173	155
West Dapto Development Additional Rates	945	527
Southern Phone Natural Areas	376	476
Lake Illawarra Estuary Management Fund	222	91
Total Internal Restrictions	57,651	55,377

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 December 2016					
Contractor	Contract Detail & Purpose	Contract Value \$000's	Commencement Date	Duration of Contract	Budgeted Y/N
Kimliy Sinclair	Produce and Creative Market	58	1/10/2016	FY 2016/19	YES
Shore Contracting	Fairy Meadow Beach Dune Reshaping	64	31/10/2016	FY 2016/17	YES
LandTeam	Design works for Flinders Street Footpath	67	19/12/2016	FY 2016/17	YES
M A Lukin Pty Ltd	Mt Keira Summit Park Kiosk and Shelter Concrete Works	86	5/10/2016	FY 2016/17	YES
Innaco Pty Ltd	Provision of Whytes Gully Leachate Treatment System Operations and Maintenance to Council	118	1/10/2016	FY 2016/18	YES
Malsave Pty Ltd	Market Street Carpark Fire Doors	125	27/10/2016	FY 2016/17	YES
Glen Ritchie	Moran Parade Mt St Thomas asphalt resurfacing as per design	128	7/10/2016	FY 2016/17	YES
Technogym Australia Pty Ltd	Acquisition of new Cardio equipment for Beaton Park Leisure Centre	161	20/12/2016	FY 2016/21	YES
Cleary Bros (Bombo) Pty Ltd	Corrimal Beach Dune Reshaping	191	31/10/2016	FY 2016/17	YES
Project Coordination	Whytes Gully - Community Recycling Centre	988	22/12/2016	FY 2016/17	YES
Kimliy Sinclair	Eat Street Market	67	1/10/2016	FY 2016/19	YES
Milan Marecic, Square Link Pty Ltd	West Dapto Review Project	59	18/10/2016	FY 2016/17	YES
The Flagstaff Group Ltd	Supply of Linen Services to Tourist Parks	150	18/12/2016	FY 2016/18	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 December 2016		
Expense	Expenditure YTD \$000's	Budgeted (Y/N)
Consultancies	529	YES
Legal Fees	231	YES

STATEMENT OF RESPONSIBLE ACCOUNTING OFFICER

All investments held at 31 December 2016 were invested in accordance with Council's Investment Policy.

Bank reconciliations have been completed as at 31 December 2016.

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

BUDGET REVIEW STATEMENT - REVISION TO FULL YEAR ESTIMATES

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

It is my opinion that the financial statements and schedules contained within the Quarterly Review Statement for Wollongong City Council for the quarter ended 31 December 2016 indicate that Council's projected financial position at 30 June 2017 will be satisfactory having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

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

BRIAN JENKINS
RESPONSIBLE ACCOUNTING OFFICER

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

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects Only)
1.1.1.1 Implement programs and events which facilitate community participation	100%	0%	0%	0%	0%
1.1.2.1 Impacts from development on the environment are assessed, monitored and mitigated	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%
1.2.2.2 Coordinate a range of Water Safety Education programs to enhance safe community access to our beaches	100%	0%	0%	0%	0%

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

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

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

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects Only)
1.4.1.3 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%
1.5.1.1 Facilitate a range of programs and activities which improve food security and local food production	100%	0%	0%	0%	0%
1.6.1.1 Review planning controls for environmentally sensitive locations	100%	0%	0%	0%	0%
1.6.2.1 Implement the West Dapto Release Area Masterplan	100%	0%	0%	0%	0%
1.6.3.1 Provide high quality development assessment and certification based on QBL principles (note: QBL or the Quadruple Bottom Line takes consideration of environmental, economic, social and governance factors)	100%	0%	0%	0%	0%
1.6.3.2 Maximise sustainability principles in the design and construction of Wollongong's built form	100%	0%	0%	0%	0%
1.6.3.3 Prepare for the introduction and implementation of the NSW State Government Planning Reforms	100%	0%	0%	0%	0%
2.1.1.1 Support regional activities and partnerships that result in increased business investment and jobs growth	100%	0%	0%	0%	0%
2.1.2.1 Ensure that Wollongong is attractive to diverse companies for business expansion, establishment and relocation	100%	0%	0%	0%	0%

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

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects Only)
2.1.2.2 Progress implementation of the CBD Action Plan	100%	0%	0%	0%	0%
2.1.3.1 Build on partnerships which enable the retention of local talent	100%	0%	0%	0%	0%
2.1.3.2 Establish Wollongong City Council as 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%
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	100%	0%	0%	0%	0%

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

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects Only)
2.2.3.1 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%
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%

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

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects Only)
2.4.2.1 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	100%	0%	0%	0%	0%
3.1.1.1 Promote Made in Wollongong through a variety of locally produced events, productions and programs	100%	0%	0%	0%	0%
3.1.2.1 Provide support to existing and emerging arts workers & their networks	100%	0%	0%	0%	0%
3.1.2.2 Provide opportunities for local artists and performers to exhibit, promote and perform at Council venues and events	100%	0%	0%	0%	0%
3.1.3.1 Successful collaborations with other organisations and agencies are established	100%	0%	0%	0%	0%
3.2.1.1 Seek funding for the promotion of heritage sites and museums to the community and visitors	100%	0%	0%	0%	0%
3.2.2.1 Encourage the integration of urban design & public art	100%	0%	0%	0%	0%
3.2.3.1 Deliver and support a range of projects and programs which build harmony and understanding	0%	0%	0%	0%	100%
3.3.1.1 Implement a coordinated approach to event acquisition & provision in Wollongong via the delivery of the Events Strategy	100%	0%	0%	0%	0%

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

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects Only)
3.3.1.2 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	100%	0%	0%	0%	0%
3.3.1.5 Coordinate Council's support and investment in events and festivals	100%	0%	0%	0%	0%
3.3.2.1 Coordinate an integrated approach to infrastructure improvement and service delivery in the Civic Plaza and through the re-establishment of an Arts Precinct in the city	100%	0%	0%	0%	0%
3.4.1.1 Support the coordination of an externally funded delivered calendar of activities across the City	100%	0%	0%	0%	0%
3.4.2.1 Develop a new Cultural Plan	100%	0%	0%	0%	0%
3.4.3.1 Deliver a program of activities in local communities	100%	0%	0%	0%	0%
4.1.1.1 Ensure an effective community engagement framework connects the community to Council decision making	100%	0%	0%	0%	0%
4.1.2.1 Expand Council's use of social media and online options for communication and engagement	67%	0%	33%	0%	0%

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

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

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

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

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

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects Only)
4.4.4.2 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%
4.4.5.11 Improve the efficiency of supply management in order to achieve operational efficiencies	100%	0%	0%	0%	0%
4.4.5.12 Pursue alternative funding options to deliver Council services and facilities	0%	0%	0%	0%	100%
4.4.5.2 Achieve an operational savings as a part of Council's financial sustainability Review with savings to be directed to asset renewal	100%	0%	0%	0%	0%
4.4.5.3 Reduce Council's discretionary spend (excluding assets) by 5% with savings to be directed to asset renewal	100%	0%	0%	0%	0%
4.4.5.4 Undertake a review of Council's employment conditions including the consideration of more flexible employment conditions and Enterprise Agreement	0%	0%	0%	100%	0%
4.4.5.5 Continue to pursue alternative funding option to deliver financially sustainable services and facilities	100%	0%	0%	0%	0%
4.4.5.6 Apply for a special rate variation of 6.13% in 2014-15, 6.23% in 2015-16 and 6.24% in 2016-17 with additional funds to be directed to asset renewal	100%	0%	0%	0%	0%

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

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects Only)
4.4.5.8 Investigate removing the pensioner and charitable waste exemptions	100%	0%	0%	0%	0%
4.4.5.9 Continue to actively seek grants and contributions to deliver core community infrastructure and services	100%	0%	0%	0%	0%
4.4.6.1 Deliver a consistent and effective integrated frontline customer service centre	100%	0%	0%	0%	0%
5.1.1.1 Partner with community based organisations in the provision of services	100%	0%	0%	0%	0%
5.1.2.1 Actively engage children and young people in planning and design processes	100%	0%	0%	0%	0%
5.1.3.1 Partner with agencies and health authorities to support improvements to the region's medical services	100%	0%	0%	0%	0%
5.1.4.1 Assess the changing profile of the community and reprioritise services appropriately	100%	0%	0%	0%	0%
5.1.4.2 Investigate provision of Leisure Services in the greater Dapto area, taking into account expansion of West Dapto, and determine Council's role in the market	100%	0%	0%	0%	0%
5.1.4.3 Investigate the future provision of Aquatic Services across the local government area and implement improvements	60%	20%	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%

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

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects Only)
5.1.5.2 Carry out commercial business management of Council's operational lands	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	0%	0%	50%	50%	0%
5.2.2.1 In partnership with relevant agencies and networks lobby and advocate for improved service levels and quality and enhanced access to services	100%	0%	0%	0%	0%
5.3.1.1 Promote and enforce compliance with litter reduction	100%	0%	0%	0%	0%
5.3.2.1 Manage and maintain public facilities	100%	0%	0%	0%	0%
5.3.2.3 Use additional funds achieved through the financial sustainability review for renewal of major building projects as per capital program	100%	0%	0%	0%	0%
5.3.3.1 Manage and maintain community infrastructure portfolio with a focus on asset renewal	100%	0%	0%	0%	0%

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

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects Only)
5.4.1.1 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%	0%	33%	0%
5.5.2.2 Implement Council's Planning, People, Places Strategy	100%	0%	0%	0%	0%
5.5.2.3 Develop a Regional Botanic Garden of Excellence	67%	0%	33%	0%	0%

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

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects Only)
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 funds 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%	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%

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)
6.1.3.3 Extend the average lives of footpaths to 80 years to create about \$1M saving in depreciation annually	100%	0%	0%	0%	0%
6.1.3.4 Use funds obtained from Restart NSW Illawarra to design and construct the Grand Pacific Walk - Stage one	0%	0%	100%	0%	0%
6.1.4.1 Work in partnership with key stakeholders to consider the establishment of a 'Park n Ride' commuter bus network	0%	0%	100%	0%	0%
6.2.1.1 Develop an integrated Transport Strategy	100%	0%	0%	0%	0%
6.2.1.2 Deliver sustainable transport asset renewal programs	100%	0%	0%	0%	0%
6.2.1.3 Allocate approximately \$6M of additional funds achieved through the Financial Sustainability Review to road resurfacing and reconstruction	100%	0%	0%	0%	0%
6.2.2.1 In collaboration with agencies deliver the infrastructure required to support the first stage of the West Dapto Release Area	100%	0%	0%	0%	0%
6.2.2.2 Use funds obtained from Restart NSW Illawarra and funds contributed by Council to construct the road link between Fowlers Road Dapto to Fairwater Drive Horsley	100%	0%	0%	0%	0%
6.2.3.1 Work with State and Government agencies and lobby improve rail services and stations across the LGA.	100%	0%	0%	0%	0%

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

5 Year Action	On track (Projects / Ongoing)	Not Scheduled to Commence	Delayed	Deferred	Complete (Projects Only)
6.2.4.1 Work with State and Government agencies to lobby and promote opportunities for transport to reduce travel time between Sydney and Wollongong	100%	0%	0%	0%	0%
6.2.5.1 Work with key agencies and partners to continue and improve late night transport options	100%	0%	0%	0%	0%
6.3.1.2 Promote access to community transport	100%	0%	0%	0%	0%
Total Annual Deliverable Progress	93%	1%	4%	2%	1%