

**INDEPENDENT PRICING AND
REGULATORY TRIBUNAL
(IPART)**

Special Rate Variation Application

Wollongong City Council 2014-15

**Attachment 3
Revised Delivery Program 2012-17**



EXHIBITION DOCUMENT

11 DECEMBER 2013 TO

5 FEBRUARY 2014

From the mountains to the sea

SECURING OUR FUTURE

DRAFT

DELIVERY PROGRAM

2012-2017

Revised 1 December 2013



wollongong
city of innovation



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SECURING OUR FUTURE

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MESSAGE FROM THE LORD MAYOR

SECURING OUR FUTURE

On behalf of all Wollongong City Council Councillors, I am pleased to present our draft Delivery Program 2012-17 (revised 1 December 2013). In 2012 we presented our first Delivery Program as a new Council which outlined the actions Council would complete in the next five years in working towards the community goals included in the Wollongong 2022, Community Strategic Plan.

The delivery program is a strategic planning document that guides Council's progress in working with the community and other stakeholders toward achieving the Wollongong 2022 Community Strategic Plan.

The delivery program includes services and projects we will deliver and respond to within our area of responsibility - it is our statement of commitment to the community.

Over the last year, we have been working with and talking to many different groups in our community on fantastic projects - projects that will provide us with a cleaner seaside and escarpment, and an attractive city that offers enjoyable, safe and innovative spaces.

Highlights from the year 2012-13 include:

- Reopening of the renovated North Beach Bathers Pavilion which was closed for extensive refurbishment in March 2011. Over 3,000 people attended the re-opening celebrations
- Council received approval of a grant application for a 4% loan interest subsidy (\$20 million loan) under the NSW Government's Local Infrastructure Renewal Scheme for a Citywide Footpaths and Shared Path Renewal and Missing Link Program
- Successful implementation of webcasting of Council meetings
- Commencement of the Crown Street Mall Refurbishment
- The exhibition of draft master plans for Grand Pacific Way, Bald Hill and precinct plans for Warrawong, Figtree and Unanderra
- Continuation of the West Dapto Access Strategy including the commencement of the first stage of the Shone Avenue and bridge upgrade.

Last year we managed 117 service delivery streams, with an asset portfolio of \$4.05 billion (replacement costs) including land, roads, footpaths, stormwater drains and pipes, community buildings, libraries, parks, sporting fields, and swimming pools. We had a total income of \$263.4 million, including rates, user fees and charges, and grants and contributions; and spent \$238.2 million on services and assets that benefit the community.

There are a number of challenges that lie ahead, with Council beginning work on the Securing our Future - Financial Sustainability Review. I know there has been a lot of concern in the community over potential reductions or loss of Council provided services. I'd like to thank the community for their participation so far in helping Council determine a way forward. We have a long way to go and your ongoing feedback is important. Understanding what the community values is key to developing a plan for the future. We need to show leadership and come up with a solution which addresses our growing infrastructure renewal problem.

Over the coming months, there will continue to be opportunities for engagement with the community. Each stage of engagement and consultation will further refine and add detail to how Council proposes to move forward.

The work currently being developed by Council and the community in relation to our long term finances is critical to secure the future of our region for the next generation. I know it's a difficult process - if it was easy it would have been done long ago.

We will continue to work on these important initiatives and projects to keep Wollongong growing as a vibrant, safe and connected city.

I look forward to working with Council, the community and other key stakeholders in implementing the many exciting programs and strategies to achieve our vision.

Gordon Bradbery OAM
Lord Mayor

MESSAGE FROM THE GENERAL MANAGER

SECURING OUR FUTURE

This document presents Wollongong City Council's draft Delivery Program 2012-2017 revised to focus on financial sustainability. Our draft Delivery Program is an informative document that outlines actions that we will work towards to deliver the community goals included in the Wollongong 2022 Community Strategic Plan.

The Lord Mayor's message contained in this document outlines the highlights and projects that Council has worked towards over the past year. These projects make us proud of our unique local area and the achievements of Council to deliver on the needs of the community. While our community should be celebrated, it is Council's responsibility to ensure the long-term financial position it finds itself in is strong enough to meet the needs of its residents well into the future.

Wollongong Council is in a financial position which is similar to most Council's across the state. We like many Council's, are finding that the services we are asked to offer continue to rise whilst ageing infrastructure, a reduction in funding from other tiers of government and the cap on revenue coming into Council has presented a financial gap.

Council is well positioned financially to provide services in the short to medium term with strong cash holdings, low levels of debt and balanced cash flow over the past 10 years. At Council, we have also undertaken a Financial Sustainability Program since July 2008. This program has utilised a number of strategies to achieve recurrent budget improvements without having a negative impact on the community. The total improvements achieved to date through this program are \$20.3 million.

The challenge remains, however, over the long term financial sustainability of our ageing assets. This includes roads, bridges and public toilets and recreational facilities. It is this financial challenge that

Wollongong Council has chosen to accept and over the past few months has increased its community consultation to assess the level that the community expects of its assets and the gap that may exist. We continue to work with the community about the ways in which we can address this gap. To date this has included conversations about the possibility of applying for a special rate variation, a look at our services and operational efficiencies, asset rationalisation, fees for service and other ways in which we can create ongoing financial sustainability.

This is not a new problem but one that we believe should be addressed now. As always, we continue to strive to achieve the best for our residents and the community that we represent. The actions contained in this document as well as the ongoing conversation with the community about financial sustainability all tell a story of the strong importance we place on serving our residents, now and into the future.

We welcome the ongoing community conversation and look forward to working together towards our goals.

David Farmer
General Manager

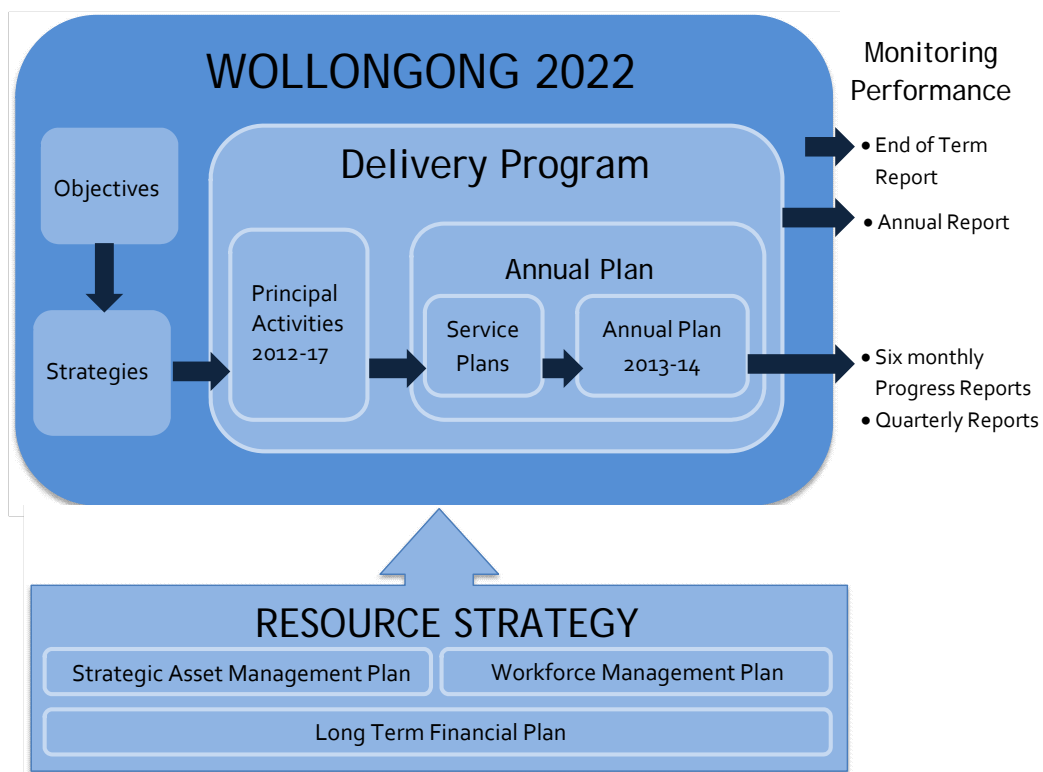
INTEGRATED PLANNING & REPORTING - OVERVIEW

SECURING OUR FUTURE

Integrated Planning and Reporting

In accordance with the Local Government Amendment (Planning and Reporting) Act 2009 and Local Government (General) Regulation (2005), all local councils in New South Wales are required to report under the Local Government Planning and Reporting (IP&R) Framework.

Wollongong City Council transitioned to IP&R in June 2012 with the endorsement of its first Community Strategic Plan, Wollongong 2022. This strategic plan is supported by Council's Resourcing Strategy, Delivery Program and Annual Plan. Council reports on progress towards achieving the Delivery Program and Annual Plan in its Quarterly Review Statements, Budget Review Statement and Annual Report. Achievements towards Wollongong 2022 will be reported in Council's End of Term Report. The following diagram demonstrates Council's planning and reporting framework.



Wollongong 2022 Community Strategic Plan

Wollongong 2022 is a long term plan that identifies where the Wollongong community want to be in the future. It outlines the Wollongong community's priorities and aspirations and how these will be achieved. This plan will assist in shaping the future of the Wollongong Local Government Area (LGA), and enable us to collectively respond to emerging challenges and opportunities. It provides direction for the provision of key projects and services which enable us to meet the needs of our community and deliver good quality services and facilities.

Wollongong City Council initiated and facilitated the development of the community plan and will continue to have a custodial role during its implementation, monitoring, reporting and review. However it is not the sole responsibility of Council. Wollongong 2022 is a whole of community plan in which all levels of government, business, education institutions, community groups and individuals have an important role to play.

Wollongong 2022 was developed with extensive community input and involvement including representatives from community, government, business, education institutions, non-government organisations, community groups, councillors and Council staff. Council commenced the conversation with the community in 2011. Throughout the engagement process, thousands of community members were involved via the submissions of photos, artworks and poems, surveys, community conversations, Town Hall Talks, workgroups, Community Summit and the exhibition of the draft plan.

Four key questions were considered throughout the development of this plan, including:

- Where are we now?
- Where do we want to be in ten years time?
- How will we get there?
- How will we know we have arrived?

In addition, Social Justice Principles of equity, access, participation and rights have been central to the development of this plan as well as consideration of social, environmental, economic, and civic leadership issues.

Wollongong 2022, Community Strategic Plan includes an aspirational community vision

'From the mountains to the sea, we value and protect our natural environment and we will be leaders in building an educated, creative and connected community.'

To achieve the vision six interconnected community goals, each with objectives and strategies, were created which guide Council, business and community in delivering Wollongong 2022.

1. We value and protect our environment
2. We have an innovative and sustainable economy
3. Wollongong is a creative, vibrant city
4. We are a connected and engaged community
5. We are a healthy community in a liveable city
6. We have sustainable, affordable and accessible transport.

Resourcing Strategy

Whilst Wollongong 2022 expresses the community's long term aspirations, the Resourcing Strategy outlines Council's responsibilities and how these will be achieved through the allocation of our resources (, finances , assets and people).

Wollongong City Council's Resourcing Strategy is a long term plan spanning 10 years, with the exception of the Workforce Management Plan, of which is a four year plan. It consists of three components: Long Term Financial Plan, Asset Management Planning, and Workforce Management Strategy

Long Term Financial Plan

The first section of the Resourcing Strategy is Council's ten year Long Term Financial Plan (LTFP). The LTFP provides direction and context for decision making in the allocation, management and use of Council's limited financial resources. It sets the parameters within which Council plans to operate to provide financial stability, affordability, focus and efficiency or value for money, over the short, medium and longer terms.

Council's LTFP describes our current baseline financial forecast that reflects our current capacity based on the existing Revenue Policy, levels of service and organisational performance. This path is not sustainable in the longer term and requires adjustment during the coming years. The baseline forecast shows that Council has around an average \$21 million annual shortfall in its operating surplus [pre capital] indicating an inability to provide enough funding to maintain and renew our assets into the future. As part of this first revision of the Resourcing Strategy, the LTFP has been updated with revised scenarios (funding options) that address the shortfall in funding to provide for a small surplus budget. The scenarios are based on the assumption that improvement needs to be delivered through a combination of:

- Efficiency improvements that allow Council to continue to provide the current or higher levels of service at a lower cost
- Reductions to some current service levels that will allow more funds to be made available for higher priority services
- Increased revenue through adjustments to rates, fees and charges and development of other income earning endeavours

The revised scenarios present the challenge Council faces in needing to address this issue.

Asset Management Strategy

Council is the custodian of community assets with a replacement value of \$4.05 billion. These assets include roads, drains, footpaths, community facilities, recreational facilities, parks and gardens. Similar to other Councils across the state, council is struggling with the challenge of maintaining and renewing older assets from the post WWII boom. Our asset maintenance and building and infrastructure asset renewal performance, whilst not poor, is below indicative benchmarks set by the state government.

Council has prepared a Draft Asset Management Plan that reveals a significant proportion (30%+) of our infrastructure assets are more than 50 years old and almost all of these are high-cost/long-life assets (eg transport and drainage infrastructure) with an expected life of around 60-100 years. Funding the projected renewal of these assets over the next 10-20 years is a significant challenge for Council and is reflected in further detail in the LTFP.

The Draft Asset Management Plan has been updated to reflect current data and information on our assets and to better inform the discussion and understanding of the challenge facing the organisation.

Workforce Management Strategy

The last section of the Resourcing Strategy is Council's Workforce Management Strategy. This plan defines how Council intends to manage its workforce resources to achieve the services and goals identified through the Delivery Program. It is flexible and allows for management of the workforce to meet changing service delivery needs while focusing on optimisation of Council's ability to deliver excellent customer and community services.

Management of Council's workforce will play a key role in the delivery of Wollongong 2022 whilst achieving and maintaining financial sustainability. This will require Council to make strategic decisions in regards to the composition and structure of the workforce needed to deliver services and service levels and to achieve efficiencies. Opportunities to look at other ways of resourcing our services, including changing staff structures, establishment levels or delivery methods will be important in developing these strategies. Each of the scenarios provided in the LTFP demonstrate there will be some level of impact on the workforce in terms of change to work practice, delivery models, management models and a continued focus on increased productivity and cost containment.

Further details on Council's draft Resourcing Strategy 2012-2022 (revised 1 December 2013) can be found on Council's website www.wollongong.nsw.gov.au

Our Challenge

Our Resourcing Strategy highlights significant challenges for Council. In recent years there have been a number of asset failures which have required them to be removed from service for a period of time. These include Bellambi Rock Pool, Wollongong Town Hall, Harry Graham Drive and most recently Darkes Road Bridge and Mt Keira Road. These are examples that show unless our assets are adequately maintained, refurbished and replaced, Council's core service to its community will slowly degrade.

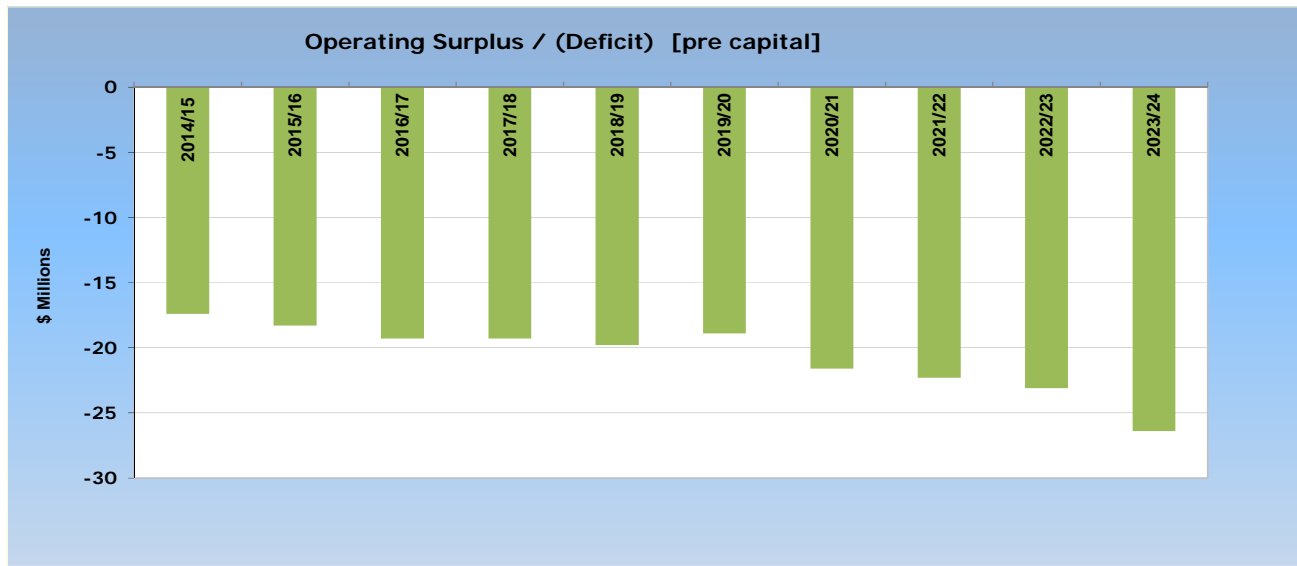
The ability to maintain and fund depreciation of assets is a key challenge for NSW local government, and a major risk to many council's long term financial sustainability. Since 2007 Council has taken an approach which focussed on achieving operational savings to free up funds to be used for asset renewal. A total of \$20.3million in operational savings has been achieved as a result of:

- ongoing harvesting of underspend within divisions as part of Mini-Budget process
- reshaping the workforce
- renewed emphasis on grant applications to support and enhance core business
- business improvement focus, including service/operational reviews; and
- asset rationalisation.

Whilst this process has achieved additional capital expenditure, it has not enabled Council to move to a surplus operating position, and will not provide the long term efficiencies needed to enable financial sustainability. Council will continue to increase its funds available for capital works, however the consumption of assets (depreciation) continues to outstrip the funding available for renewal, with the gap being about \$21 million annually.

The operating result [pre capital] shown below represents the baseline Long Term Financial model that is built on existing forecasts and, without adjustments, would not provide surplus budgets at any point in the future. The scenarios proposed in the Draft Resourcing Strategy provide a target to achieve financial sustainability in line with the Financial Strategy.

INTEGRATED PLANNING & REPORTING



In June 2009, Council adopted a Financial Strategy to provide direction and context for decision making in the allocation, management and use of Council's financial resources. The strategy acknowledged that the operating result [pre capital] is one of the main indicators of long term financial viability. A deficit from operations indicated that Council was not earning sufficient revenue to fund its ongoing operations (services) and continue to renew its assets that are an integral part of that service. The strategy aimed to ensure, in the short term, the annual deficit was not increased, while stating the need to develop actions in consultation with the community to move towards surplus budgets.

The continuation of a savings program was built into Council's first Resource Strategy 2012-2022. At the time of adoption, the strategy required an operational improvement of \$3.3 million in 2012-13 and an annual savings totalling \$12.4 million by 2022. As at June 2013, the target was \$10.5 million in savings. However, whilst achievement of the savings target would act to stabilise Council's operating deficit, it did not enable achievement of an operating surplus.

In April 2013, the NSW Treasury Corporation (TCorp) undertook an analysis of the financial sustainability of each of the 152 councils in NSW. It found Wollongong City Council's short to medium term financial position to be sound. We have:

- a large portfolio of operational and community assets
- an ability to balance cash flows over the next ten years
- a positive Financial Asset position with low levels of debt, and
- strong cash holdings that provide capacity to manage normal variations that occur in operational performance and to provide cash for investment opportunities that may arise.

However, TCorp identified that Council's deteriorating operating results are '*primarily due to increasing depreciation and amortisation expenses*', and that '*this is a significant issue that could impact the long term financial sustainability of the Council*' (TCorp, October 2012).

Further ongoing cost controls or securing new or additional revenue in future years was recommended by TCorp to address the longer term negative operating position of Council.

The key to managing our long term finances is to ensure sufficient income is earned/or payed over the life of an asset to allow for its replacement and the continuity of the service for which it is used. Without this, in the future, the community will be impacted by failed assets and deterioration in community amenity or large variations in the amounts required to be paid through rates to repair assets and resume service.

Community Engagement

In June 2011, Wollongong City Council commenced engaging with the community to create Wollongong 2022. Specific engagement via the *Securing Our Future* Financial Sustainability Review commenced in September, 2013. This engagement process with the community has gone through three phases:

Step 1 – Call for submissions to inform the Citizen’s Panel

In the lead up to the Citizen’s Panel deliberations, Council invited the community to make submissions to the panel via online surveys, open submissions and an online discussion board. There was also a staff workshop.

Step 2 – Citizen’s Panel

A panel of 34 randomly selected residents met to review Council services, options for operational efficiencies and revenue opportunities. The appointment of a small diverse, but representative, randomly selected group of citizens in the form of a panel was chosen over quantitative methods to allow them time and support to review information and deliberate together over the challenge. The panel provided a set of recommendations in the form of a report.

Step 3 - Exhibition of the Citizen’s Panel’s report on recommended changes.

With the release of the Citizen’s Panel report, the community were invited to provide feedback on the findings and recommendations. This provided the general community with an opportunity to comment on the proposals.

The engagement was based on the following questions, considering the \$21.0 million operating deficit:

1. What are the priority services for Council to deliver and what level should Council deliver these services?
2. What are the opportunities to achieve operational improvements?
3. How should Council fund the delivery of these services to the desired level?

The majority of participants in step 1 indicated a preference for existing levels of Council service. There were mixed attitudes throughout the engagement regarding streamlining staff efficiencies and projects, conditional rate rises and increases in user pays.

The Citizen’s Panel were particularly focussed on trying to minimise the impact on the ratepayer by ‘tightening the belt’ through efficiencies and service level changes. The panel considered a range of information available to them, including community survey feedback, demographic information, and detailed financial and service output information on each of Council’s 117 service delivery streams. The panel reached consensus on services levels, and whilst a rate rise was not welcomed, the panel accepted a small rate rise was part of the solution given the magnitude of savings required to ensure financial sustainability. The proposed rate was considered by the panel as reasonable for the average rate payer.

Step 3 of the engagement process highlighted the importance of maintaining existing service levels to the community, particularly our rock pools and other social and recreational infrastructure.

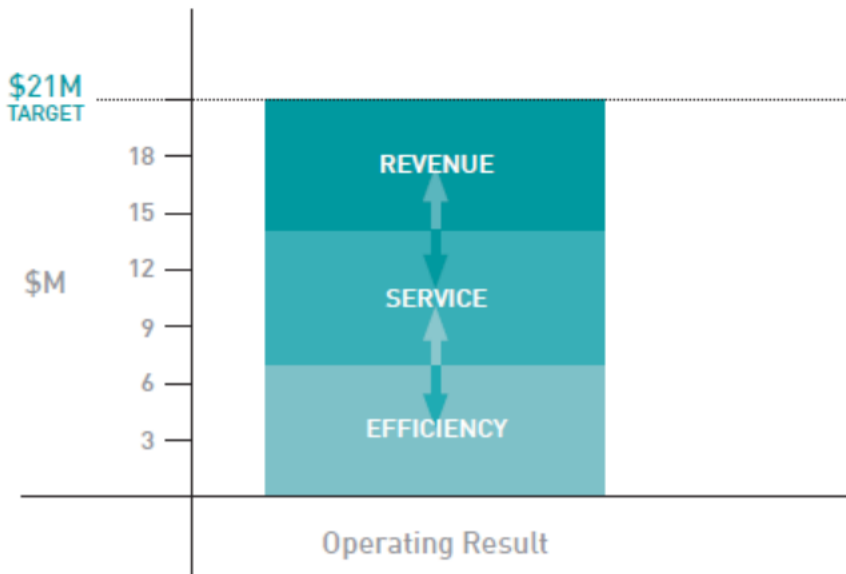
Results from the engagement process have directly informed the three scenarios put forward in the Resourcing Strategy.

Engagement will continue to determine the preferred scenario for finding the \$21million annual operating gap.

Further details on the engagement process and results can be found in the [Securing our Future Community Engagement Report](#) and the [Citizens Panel Final Report](#)

Securing our Future- Options for Financial Sustainability

The following section presents three alternate funding options in the form of scenarios to enable Council’s operating result to be in a more sustainable position. The scenarios encompass three key focus areas as reflected in the schematic figure below. Appendix 1 outlines the expected asset condition for Council baseline position and the lowest additional funding for capital based on the scenarios presented below. This appendix also included examples of projects and programs that could be accelerated by the increased capital funds.



Scenario 1

Scenario 1 is based upon the Citizen’s Panel recommendations which can be found in the full in Attachment 3. It was the view of the panel that this combination of recommendations reflects a balanced approach and is based on the information and data made available to it by Council. The Panel made its recommendations in an effort to minimise the impact on the least number of people and to minimise the impact on rates. Scenario 1 therefore includes a maximum rates increase of 2.5% per annum over and above the rate peg for three years, together with operational efficiencies and service reductions. Impacts of this scenario are estimated to be a real increase of \$102.71 for the average household after three years. There would also be a localised impact on the specific removal or reduction of services, although the risk is lower of unplanned service reduction due to failure to renew assets and a better quality of service (because of renewed services) than the baseline.

SECURING OUR FUTURE

	EFFICIENCY	SERVICE	REVENUE	
			Fees and Charges*	Rates
Scenario 1	\$7M • \$3.5M low impact efficiency dividend • \$3.5M higher impact – outsource management of tourist parks, review Russell Vale Golf Course, some operational activities, reduce back office resourcing, integrate management at key facilities, Employment Enterprise Agreement	\$4M Includes sale of some facilities (including Lakeside Leisure Centre, closure of the cremators operations and Unanderra library. 10% playgrounds, parks and community centres), and reduction in others (ocean rock pools, pool season, street sweeping, cadet and apprenticeship program, events funding, urban renewal program, discontinuation of the Crown Street Façade Program). \$1M extend lives of footpaths.	\$1.6M Increase in fees and charges for car parking, heated pools, fitness trainers, sports fields, community pools (gold coin donation).	\$8.4M 2.5% for each year for three years over and above the assumed 2.7% rate cap

Note:1 Proposals for increases to fees and charges are over and above the annual increases associated with indices and statutory changes and will be reviewed as a part of the annual planning process.

2 The rates increase quantum shown in each scenario in years 1, 2 and 3 is inclusive of an assumed rate peg and additional rate adjustment over the next three years. These forecasts assumed a rate peg of 2.7%, 3.0% and 3.0%. Year 1 will be adjusted as this report progresses to reflect the announcement of IPART on 2 December 2013 of a 2.3% rate peg for 2014-15.

The Panel includes several proposals that have been interpreted as follows:

- Lakeside Leisure Centre – Disposal of land and facility. The Panel considered that future demand will be met by new facilities at West Dapto. This proposal suggests closing the asset and selling the land.
- Pensioner interest – remove interest exemption for full payment by May from Pensioner Policy. Pensioners are currently exempted from paying interest on overdue rates. The proposal is to discontinue doing this, so they are charged interest in line with the remaining rate paying population.
- Unanderra Library – Closure of library service. This proposal refers to the library service only. It does not recommend disposal of the building as it is attached to the Unanderra Community Centre. The panel's decision took into account spatial, budgetary and utilisation information.
- Urban Renewal and Civic Improvement - halve the current program \$300,000. This proposal recommends the reduction in the Urban Renewal and Civic Improvement Planning program, including the number of town and village centres plans undertaken each year.
- Pensioner waste exemptions – remove exemption. Elimination of the fee waiver for waste disposal (general and green waste) at Whytes Gully for Pensioners (ie. charge them the same as everyone else). Based on the free twice yearly household pick up, this additional service was identified as no longer as great a need as previously.
- Crematorium - Exit the cremation operations and potential demolition of this part of the facility. This proposal includes closure of the existing ageing cremators. The surrounding Memorial Gardens (inclusive of infrastructure) is to continue to operate.
- Tourist Parks - lease - outsource all. The tourist parks at Bulli, Corrimal and Windang are located on Crown Land and managed under Trust. This proposal suggests externally sourcing the management and operations of the three tourist parks currently directly managed by Council staff.

INTEGRATED PLANNING & REPORTING

Like all of the scenarios, Scenario 1 includes an efficiency target, however unlike Scenario 2 and 3 it has a higher degree of efficiency to be achieved via significant change to work practice, structure and service delivery models. These are referred to in the scenarios as high impact. Low impact refers primarily to a budget reduction without a major impact on staffing, industrial relations or service delivery.

The Panel's recommendations could directly impact approximately 7% of the workforce and may result in reduced employment options. However, while there would be less employment directly provided by Council, there would be indirect local employment stimulation via contractors undertaking the bulk of the enhanced works program which will be funded by the savings.

		3-year annual increase	Net SRV Increase (three year total)	Total Rates Increase incl. Rate Page (three year total)	Net SRV Increase per week	Total Rates Increase per week (total – SRV + Rate Peg)
			Average	Average	Average	Average
			\$	\$	\$	\$
SCENARIO 1	House	2.5%	102.71	215.75	1.98	4.15
	Pensioner		102.67	215.68	1.97	4.15
	Strata		67.45	141.68	1.3	2.72
	Business	

Scenario 2

Using the Citizen's Panel recommendations as a starting point, Scenario 2 reflects community feedback and analysis from officers. It identifies where community feedback indicates strong opposition to key change points, particularly service reductions, but balances this with analysis of data and information that maintains some of the Panel's key recommendations. Scenario 2 therefore includes a rates increase of 4% per annum above the rate peg for three years. Impacts of this scenario are higher rates, with an average increase of \$166.72 after three years. There would be lower localised service level impacts compared to Scenario 1 and there would be lower risk of unplanned service reduction due to failure to renew assets, and a better quality of service (because of renewed assets) compared to the baseline.

	EFFICIENCY	SERVICE	REVENUE	
			Fees and Charges*	Rates
Scenario 2	\$5M • \$3.5M low impact efficiency dividend • \$1.5M higher impact - outsource management of Tourist Parks, review Russell Vale Golf Course, some operational activities, reduce back office resourcing, integrate management at key facilities.	\$2.3M Includes sale/outourcing of Lakeside Leisure Centre, 10% playgrounds, parks and community centres, withdrawal (or lease or joint venture) of provision crematorium services, discontinuation of the Crown Street Façade Project. \$1M extend lives of footpaths.	\$370K Increase in fees and charges for leasing child care facilities, car parking, heated pools, fitness trainers.	\$13.4M 4% for each year for three years over and above the assumed 2.7% rate cap.

Note:1 Proposals for increases to fees and charges are over and above the annual increases associated with indices and statutory changes and will be reviewed as a part of the annual planning process.

2 The rates increase quantum shown in each scenario in years 1, 2 and 3 is inclusive of an assumed rate peg and additional rate adjustment over the next three years. These forecasts assumed a rate peg of 2.7%, 3.0% and 3.0%. Year 1 will be adjusted as this report progresses to reflect the announcement of IPART on 2 December 2013 of a 2.3% rate peg for 2014-15.

SECURING OUR FUTURE

Providing a variation of the Citizen's Panel recommendations, Scenario 2 provides some variation to the recommendations in Scenario 1. For example, in addition to the closure and demolition of the cremators, Council may also choose to explore the feasibility of a joint venture or a lease to a private operator willing to invest in modern cremators. The tourist parks, if pursued would need to be market tested as would any other outsourcing proposal. Market testing Lakeside may find a provider willing to operate the facility and maintain a similar service due to lower labour costs. Many of these options would need to be further explored.

Scenario 2 could impact on the workforce at a similar level to Scenario 1. However, it also could result in direct employment stimulation via contractors undertaking the bulk of the enhanced works program which will be funded by the savings.

		3-year annual increase	Net SRV Increase (three year total) Average	Total Rates Increase incl. Rate Page (three year total) Average	Net SRV Increase per week Average	Total Rates Increase per week (total – SRV + Rate Peg) Average
			\$	\$	\$	\$
SCENARIO 2	House	4%	166.72	279.76	3.21	5.38
	Pensioner		166.66	279.67	3.21	5.38
	Strata		109.48	183.71	2.11	3.53
	Business	

INTEGRATED PLANNING & REPORTING

Scenario 3

This scenario explores the option to focus primarily on revenue (rates) and internal efficiencies. This responds to the call by some members within the community to leave services as they are. This means a more significant increase in rates of 5% for three years above the rate peg, with the average increase of \$210.40 after the three years. There would be internal efficiency gains delivered with minimal service reductions. There would also be minimal employment reductions (the reductions would be offset by indirect employment stimulation via local contractors), but more significant financial impacts for the ratepayer. There would be a lower risk of unplanned service reduction due to failure to renew assets and a better quality of service (because of renewed assets) compared to the baseline.

	EFFICIENCY	SERVICE	REVENUE	
			Fees and Charges*	Rates
Scenario 3	\$3.5M \$3.5M low impact efficiency dividend.	\$1M \$1M extend lives of footpaths.		\$16.5M 5% for each year for three years over and above the assumed 2.7% rate cap.

Note:1 Proposals for increases to fees and charges are over and above the annual increases associated with indices and statutory changes and will be reviewed as a part of the annual planning process.

2 The rates increase quantum shown in each scenario in years 1, 2 and 3 is inclusive of an assumed rate peg and additional rate adjustment over the next three years. These forecasts assumed a rate peg of 2.7%, 3.0% and 3.0%. Year 1 will be adjusted as this report progresses to reflect the announcement of IPART on 2 December 2013 of a 2.3% rate peg for 2014-15.

		3-year annual increase	Net SRV Increase (three year total) Average	Total Rates Increase incl. Rate Page (three year total) Average	Net SRV Increase per week Average	Total Rates Increase per week (total – SRV + Rate Peg) Average
			\$	\$	\$	\$
SCENARIO 3	House	5%	210.40	323.44	4.05	6.22
	Pensioner		210.34	323.34	4.04	6.22
	Strata		138.17	212.40	2.66	4.08
	Business*	

DELIVERY PROGRAM - OVERVIEW

The Delivery Program is the point where Council outlines the role it will play in delivering on the Wollongong 2022 Community Strategic Plan. The plan details Council's priorities for Wollongong from 2012-17 via actions which are aligned with the community goals, objectives and strategies of the Community Strategic Plan. The planning principles used in the development of this plan can be found in appendix 2.

At the beginning of their Council term, our councillors 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 on this outcome the councillors agreed on five key focus areas for the life of the Delivery Program. These are known as our Councillor Strategic Programs and are outlined below:

The Five Councillor Strategic Programs

- 1. Our Council is committed to improving the standards of community assets over the five year Council term. We will also continue to work towards a financially sustainable solution to manage our assets and deliver key services. This will be achieved by directing 85% of all capital investment into asset renewal, and a strong emphasis on cost effectiveness in service provision.**
- 2. 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.**
- 3. During our 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 Whytes Gully to increase landfill capacity for the region.**
- 4. Our fourth aspiration 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.**
- 5. Finally, our fifth aspiration is to improve the connectivity of the local government area (LGA) through the upgrade of our network of footpaths and cycle ways. Closely linked to our first aspiration, this focus on our path and cycle network will ensure that necessary works are carried out to achieve an accessible and connected city.**

Our Councillors continue their commitment to these Strategic Programs in this draft Delivery Program 2012-17 (revised 1 December 2013). Many of the five year actions which were endorsed in June 2012 remain in this draft plan. There is a need, however to focus on Council's long term financial sustainability and asset related challenges as well as responding to legislative and policy related changes. For this reason Council needs to review and amend its

Delivery Program. Based on this review Council has added actions which demonstrate how additional funds gained via the 'Securing Our Future' project will be distributed. Also, considering the proposed efficiency and service level changes the actions have been reviewed and those unable to be delivered have been recommended for deletion. While it may appear that many of the actions in the draft Delivery Program 2012-17 (revised 1 December 2013) are not amended as a result of the proposed efficiencies and service level changes, it should be noted the extent and scale of delivery of many actions will be impacted. Depending on which scenario is adopted, Council may deliver less of some programs, projects and ongoing activities related to a Delivery Program action. While this impact is not evident in the following tables this should be considered. Other changes, not related to Council's Financial Sustainability Review, such as state legislation, policy and external grant funding also impacted on Delivery Program 2012-17 actions. These include the State Government Planning Reforms, Aged Care Reforms, introduction of Cemeteries Act and Cemeteries NSW and closure of the Lake Illawarra Authority. In addition, the state government announced in 2012 the end of the Waste and Sustainability Improvement Program (WASIP) that for a period of time provided grant funding from waste levies paid by waste facility operators in NSW and funded some of Council's environmental programs. Based on this the following actions have been identified as at risk:

- Community and cultural promotion programs
- Support for regional activities and partnerships that result in increased business investment and jobs growth
- Implementation of the CBD Action Plan
- Support for the development of innovative industries
- Development and implementation of programs that encourage community participation in reducing Wollongong's ecological footprint
- Implementation of the Environmental Sustainability Strategy
- Programs and activities that improve food security and local food production
- Review of planning controls for priority locations
- Improvement in policies and systems to support revitalisation of the city centre
- Programs and events which facilitate community participation
- Implementation of priority actions from Illawarra Biodiversity Strategy and Illawarra Escarpment Strategic Management Plan
- Finalise and implement the Coastal Zone Management Plan.

Annual Plan

The Annual Plan supports Council in the implementation of the Delivery Program. It details the individual projects, programs and activities that will be undertaken over twelve months to achieve the commitments made in the Delivery Program. It also includes Annual Service Plans which outlines the regular and ongoing activities undertaken by Council for all of its 34 services.

Following the exhibition and endorsement of the draft Delivery Program 2012-17 revised 1 December 2013 (including the preferred option for achieving financial sustainability in early 2014), Council will commence the development of its draft Annual Plan. This is planned for public exhibition in April- May 2014. The Draft Annual Plan will further detail the impacts of the financial sustainability review and the preferred scenario.

Monitoring and Reporting

The implementation of the Delivery Program 2012-17 and Annual Program 2013-14 will be monitored via Quarterly Review Statements and the Delivery Program Progress Report to Council and the community. The progress of the five year actions in the Delivery Program are monitored and reported by exception in Council's Delivery Program Progress Report, as are the Performance Measures from the Annual Service Plans. Similarly, the annual deliverables from the Annual Plan are monitored in terms of progress to time and budget and are reported in Council's Quarterly Review Statements. In addition, Council prepares an annual report to the community on progress and achievements by November of each year.

BUDGET SUMMARY

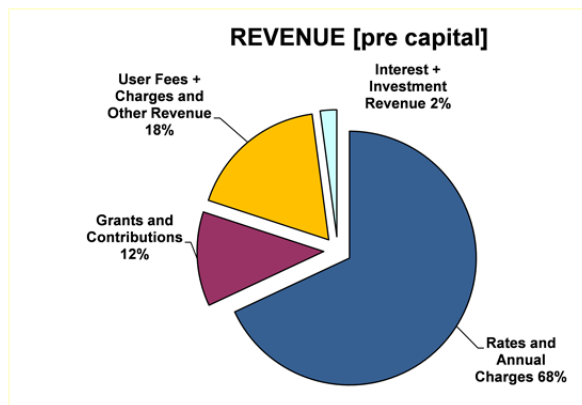
The information below provides an overview of Council’s financial estimates for 2014-15 to 2016-17 based on the information and scenarios put forward in Council’s Draft Resourcing Strategy. The scenarios are options for change that will be considered by Council in February and will form the basis of a decision at that time, but will not necessarily be adopted in full or in part. Once a decision is made in relation to the future direction, the preferred actions will be progressed and developed along with the Annual Plan and Revenue Policy for further community consultation.

The tables and charts below outline the baseline financial forecasts for expenses and revenue for 2014-15. More detailed information in relation to Council’s financial estimates for 2014-15 to 2016-17 for the baseline position and the three scenarios are provided in the Budget section of this report (Appendix 3).

Projected Sources of Revenue

The chart and table below provide a snapshot of the projected sources of revenue for 2014-15.

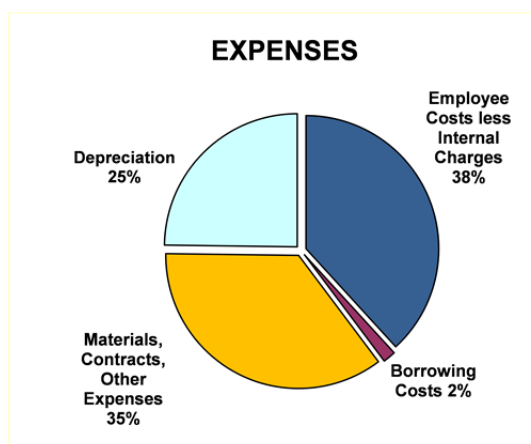
Revenue Type (\$'000)	2014/15 Forecast
Rates and Annual Charges	160.5
Grants and Contributions	28.3
User Fees + Charges and Other Revenue	42.1
Interest + Investment Revenue	5.0
Total	235.9



Projected Expenses

The chart and table below provide a snapshot of the projected expenses from ordinary activities by expense type for 2014-15.

Expense Type (\$'000)	2014/15 Forecast
Employee Costs less Internal Charges	96.7
Borrowing Costs	3.9
Materials, Contracts, Other Expenses	89.9
Depreciation	62.8
Total	253.3



CAPITAL BUDGET SUMMARY

The table below provides a breakdown of the capital budget for 2014-15 to 2016-17 by asset class for Council's baseline position. A draft capital budget for the remaining three years of the Delivery Program can be found in Appendix 4, along with the phasing for capital expenditure by the three proposed scenarios.

Asset Class	2014/15 (\$ m)	2015/16 (\$ m)	2016/17 (\$ m)
Roads and Related Assets	7.13	10.85	7.63
West Dapto	16.30	4.60	6.03
Footpaths and Cycle Ways	18.69	14.45	5.63
Car Parks	1.10	1.60	1.25
Stormwater and Floodplain Management	2.75	4.20	6.40
Buildings	7.88	9.69	9.74
Commercial Operations	0.95	0.95	0.95
Parks Gardens and Sportfields	1.93	2.10	1.78
Beaches and Pools	1.94	1.91	2.78
Natural Areas	0.35	0.48	0.33
Waste Facilities	8.36	3.28	1.40
Fleet	2.89	2.42	1.53
Plant and Equipment	1.97	2.78	3.49
Information Technology	0.79	0.90	0.81
Library Books	1.20	1.25	1.20
Public Art	0.36	0.31	0.31
Emergency Services	2.03	0.24	0.24
Land Acquisitions	0.10	0.10	0.10
Non-Project Allocations	4.13	3.79	3.18
TOTAL	80.85	65.87	54.75

DRAFT DELIVERY PROGRAM 2012-17 (REVISED 1 DECEMBER 2013)

SECURING OUR FUTURE

How to Read this Document

The following section of the draft Delivery Program 2012-17 (revised 1 December 2013) outlines actions by the six community goals from Wollongong 2022. This document was endorsed by Council for the first time in June 2012 and this version incorporates amendments as a result of Securing Our Future and changes resulting from legislation, policy and external grant funding.

Changes to the actions are colour coded to indicate the reason for the amendment. The following colour coding is used in the Delivery Program table cells:

	No change to the Delivery Program 2012-17
	Amendments as a result of Securing our Future'
	Amendments as a result of legislation, policy and external grant funding

Amendments have also been linked to the scenarios. These are baseline, Scenario 1, 2 and 3 as described earlier in this document.

Goal 1: we value and protect our natural environment

As a community we value our heritage and protect our natural environment. We have enhanced our wildlife corridors and the city's unique natural beauty through a green network that connects the escarpment to the sea. We manage our resources effectively and attract visitors to play and stay with minimal impact on the environment. Our beautiful city is well maintained and cared for, and the urban environment not only complements the city's natural qualities and assets but assists to manage population growth and urban expansion in a sensitive and sustainable way. We have the capacity to deal with the many pressures facing our unique environment, such as sea level rises and other climate change related issues. We balance the need for development with the desire of the community to protect our natural environment.

Over the next 3 years, we will:

- Implement priority actions from the Illawarra Biodiversity Strategy.
- Implement the West Dapto Release Area Masterplan.
- Implement priority actions of the Heritage Strategy.
- Develop and implement an Environmental Sustainability Action Plan.
- Finalise Council's Waste and Resource Recovery Strategy in consultation with industry leaders.
- Plan, program and commence the Whytes Gully New Landfill Cell Development project.

Measuring our Performance

The effectiveness of the Delivery Program will be assessed through a number of performance indicators. These include:

- Number of environmental projects planned and completed
- Percentage of priority actions implemented
- Number of opportunities for community participation
- Community participation in environmental programs

GOAL 1: WE VALUE AND PROTECT OUR NATURAL ENVIRONMENT

Wollongong 2022 1.1 The natural environment is protected and enhanced	Draft Delivery Program 2012-17 Revised December 2013		
Strategy	5 Year Action	Service	Responsibility
1.1.1 The community is actively involved in the expansion and improvement of our green corridors and other natural areas connecting the escarpment to the sea	1.1.1.1 Implement programs and events which facilitate community participation	Natural Area Management/ Botanic Gardens and Annexes	Manager ESP
1.1.2 Agencies work together to reduce pollution and its impact on our environment	1.1.2.1 Impacts from development on the environment are assessed, monitored and mitigated	Development Assessment/ Regulatory Control/ Land Use Planning/ Environmental Services	Manager DAC/ Manager RE/ Manager ESP
	1.1.2.2 Establish effective urban stormwater management programs	Environmental Services/ Stormwater Management	Manager ESP/ Manager ISP
1.1.3 The potential impacts of natural disasters, such as those related to bushfire, flood and landslips are managed and risks are reduced to protect life, property and the environment	1.1.3.1 Manage vegetation to reduce bushfire risk in Asset Protection Zones on natural areas under Council care and control	Natural Area Management/ Emergency Management	Manager ESP/ Manager ISP
	1.1.3.2 Implement a coordinated approach to floodplain and stormwater management	Stormwater Services/ Natural Area Management	Manager ISP/ Manager ESP
1.1.4 Projects and programs that achieve enhancement of the natural environment and escarpment are developed and implemented.	1.1.4.1 Implement priority actions from the Illawarra Biodiversity Strategy.	Environmental Services / Natural Area Management	Manager ESP
	1.1.4.2 Implement priority actions from the Illawarra Escarpment Strategic Management Plan.	Environmental Services	Manager ESP

DRAFT DELIVERY PROGRAM 2012-17 (REVISED 1 DECEMBER 2013)

Wollongong 2022 1.2 Our coastal areas and waterways are protected and enhanced		Draft Delivery Program 2012-17 Revised December 2013	
Strategy	5 Year Action	Service	Responsibility
1.2.1 A suite of actions to manage and protect against the future risks of sea level rise is enacted.	1.2.1.1 Finalise and implement the Coastal Zone Management Plan.	Environmental Services	Manager ESP
1.2.2 The impacts of increasing numbers of visitors to the coast and Lake Illawarra, and on our assets are managed effectively.	1.2.2.1 Assess the impact of day visitors on service levels.	Aquatic Services	Manager PR
	1.2.2.2 Coordinate a range of Water Safety Education programs to enhance safe community access to our beaches.	Aquatic Services	Manager PR

Wollongong 2022 1.3 Wollongong's ecological footprint is reduced		Draft Delivery Program 2012-17 Revised December 2013	
Strategy	5 Year Action	Service	Responsibility
1.3.1 The community actively avoids, reduces, reuses and recycles – in that order.	1.3.1.1 Develop and implement programs that encourage community participation in reducing Wollongong's ecological footprint.	Environmental Services	Manager ESP
	Add Action (baseline, scenario 1, 2 & 3): Seek external funds to support programs for Lake Illawarra, following closure of the Lake Illawarra Authority.	Infrastructure Planning & Support	Manager ISP

GOAL 1: WE VALUE AND PROTECT OUR NATURAL ENVIRONMENT

Wollongong 2022 1.3 Wollongong's ecological footprint is reduced	Draft Delivery Program 2012-17 Revised December 2013		
1.3.2 Methods to reduce emissions are investigated and utilised.	1.3.2.1 Finalise and deploy Council's Waste & Resource Recovery Strategy in consultation with industry leaders.	Waste Services	Manager CW
	1.3.2.2 Implement water and energy saving strategies	Environmental Services	Manager ESP
	1.3.2.3 Emissions are monitored and reduction methods are investigated and utilised.	Waste Management/ Environmental Services	Manager CW/ Manager ESP
	1.3.2.4 Investigate a landfill gas management system for Whytes Gully.	Waste Management	Manager CW
1.3.3 Our community is proactively engaged in a range of initiatives that improve the sustainability of our environments.	1.3.3.1 Develop and implement an Environmental Sustainability Action Plan and Policy. Revise Action (scenarios 1, 2 & 3): Develop and implement an Environmental Sustainability Policy and Strategy.	Environmental Services	Manager ESP

Wollongong 2022 1.4 Community awareness and appreciation of heritage is increased	Draft Delivery Program 2012-17 Revised December 2013		
Strategy	5 Year Action	Service	Responsibility
1.4.1 Programs and projects that achieve proactive heritage management, education and promotion are developed and implemented.	1.4.1.1 Work in partnership with others to promote a diverse range of heritage education and promotion programs.	Land Use Planning	Manager ESP
	1.4.1.2 Implement priority actions of the Heritage Strategy.	Land Use Planning	Manager ESP
	1.4.1.3 Implement community and cultural promotions program.	Cultural Services Library Services Community Programs	Manager CCED Manager LCS

DRAFT DELIVERY PROGRAM 2012-17 (REVISED 1 DECEMBER 2013)

Wollongong 2022 1.4 Community awareness and appreciation of heritage is increased	Draft Delivery Program 2012-17 Revised December 2013		
1.4.2 Our Aboriginal community is actively engaged in the management of Indigenous heritage.	1.4.2.1 Work with the local Aboriginal community in the management of Indigenous heritage.	Land Use Planning	Manager ESP

Wollongong 2022 1.5 Local food production and community food initiatives are supported	Draft Delivery Program 2012-17 Revised December 2013		
Strategy	5 Year Action	Service	Responsibility
1.5.1 Work towards ensuring that all people in our community have access to safe, nutritious, affordable and sustainably produced food.	1.5.1.1 Facilitate a range of programs and activities which improve food security and local food production.	Environmental Services	Manager ESP

Wollongong 2022 1.6 The sustainability of our urban environment is improved	Draft Delivery Program 2012-17 Revised December 2013		
Strategy	5 Year Action	Service	Responsibility
1.6.1 Our urban environment minimises impacts on habitat and biodiversity and areas of high conservation value are protected.	1.6.1.1 Review planning controls for environmentally sensitive locations.	Land Use Planning	Manager ESP

GOAL 1: WE VALUE AND PROTECT OUR NATURAL ENVIRONMENT

<p>Wollongong 2022 1.6 The sustainability of our urban environment is improved</p>	<p>Draft Delivery Program 2012-17 Revised December 2013</p>		
<p>1.6.2 Urban density and expansion, such as West Dapto are carefully planned to reflect the principles of ecological sustainable development and balance economic, social and environmental considerations.</p>	<p>1.6.2.1 Implement the West Dapto Release Area Masterplan.</p>	<p>Land Use Planning/ Community Programs</p>	<p>Manager ESP/ Manager CCED</p>
<p>1.6.3 Development is functional, attractive and sympathetic with the environment, and avoids unnecessary use of energy, water or other resources</p>	<p>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).</p>	<p>Development Assessment/ Land Use Planning</p>	<p>Manager DAC/ Manager ESP</p>
	<p>1.6.3.2 Maximise sustainability principles in the design and construction of Wollongong's built form.</p>	<p>Development Assessment</p>	<p>Manager DAC</p>
	<p>Add Action (baseline, scenario 1, 2 & 3) Prepare for the introduction and implementation of the NSW State Government Planning System Reform</p>	<p>Development Assessment/ Land Use Planning</p>	<p>Manager DAC/ Manager ESP</p>

Goal 2: We have an innovative and sustainable economy

We are global leaders in innovative and sustainable research, development and new industries. We become renowned for leading the way with green technology and jobs. Wollongong is established as the Regional Centre, creating hubs of activity with a thriving and resilient local economy. The city is able to support the establishment of new industries, enterprises and business which attract and retain people to live and work. Wollongong is a student friendly city and our residents are educated and employed. We have access to employment and education through our diverse industry base and world class learning institutions.

Over the next 3 years we will:

- Progress implementation of the Central Business District (CBD) Action Plan.
- In collaboration with key agencies, facilitate the West Dapto Taskforce to deliver the first stages of the West Dapto Urban Release area.
- Ensure that Wollongong is attractive to diverse companies for business expansion, establishment and relocation.
- Manage and deliver improved destination marketing program of the City Centre.
- Provide a diverse range of activities in the City Centre that target and engage a broad community.
- Support projects that investigate opportunities for the provision of tourism infrastructure.

Measuring our Performance

The effectiveness of the Delivery Program will be assessed through a number of performance indicators. These include:

- Visitation rates
- Percentage of planned actions completed
- Staff profile reflective of the community's demographics
- Employee satisfaction levels

GOAL 2: WE HAVE AN INNOVATIVE AND SUSTAINABLE ECONOMY

Wollongong 2022 2.1 Local employment opportunities are increased within a strong regional economy	Draft Delivery Program 2012-17 Revised December 2013		
Strategy	5 Year Action	Service	Responsibility
2.1.1 Cross-sector initiatives are coordinated and implemented to increase and attract business investment and jobs growth, particularly for young people.	2.1.1.1 Support regional activities and partnerships that result in increased business investment and jobs growth.	Economic Development/ Finance	Manager CCED/ Manager FIN
2.1.2 Wollongong's Central Business District continues to expand as the regional centre for commercial services, health services and other high order services, retail, entertainment and dining to stimulate and retain local employment.	2.1.2.1 Ensure that Wollongong is attractive to diverse companies for business expansion, establishment and relocation.	Economic Development	Manager CCED
	2.1.2.2 Progress implementation of the CBD Action Plan.	Infrastructure Planning and Support/City Centre Management	Manager ISP/ Manager CCED
2.1.3 Initiatives to retain local talent are developed and implemented.	2.1.3.1 Build on partnerships which enable the retention of local talent.	Economic Development/ Human Resources	Manager CCED/Manager HR
	2.1.3.2 Establish Wollongong City Council as an employer of choice.	Human Resources	Manager HR

DRAFT DELIVERY PROGRAM 2012-17 (REVISED 1 DECEMBER 2013)

Wollongong 2022 2.1 Local employment opportunities are increased within a strong regional economy		Draft Delivery Program 2012-17 Revised December 2013	
Strategy	5 Year Action	Service	Responsibility
2.1.4 Innovation through social enterprise and social business opportunities is encouraged and supported.	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. Revise to (scenarios 1, 2 & 3): Develop and maintain partnerships with the business sector and contribute to a broader range of community projects and activities.	Community Programs	Manager CCED
2.1.5 Opportunities for training and education for unemployed and disadvantaged community members in employment growth areas are pursued.	2.1.5.1 Work with community, government and business partners to support development of local employment opportunities for people who are disadvantaged within the labour market.	Human Resources/ Economic Development/ Community Programs	Manager HR Manager CCED
2.1.6 Major new urban growth areas such as West Dapto are managed effectively to balance employment and population growth.	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.	Various	Director P&E

Wollongong 2022 2.2 The Region's industry base is diversified		Draft Delivery Program 2012-17 Revised December 2013	
Strategy	5 Year Action	Service	Responsibility
2.2.1 Working in partnership with industry and education institutions, an Enterprise Hub is supported within the city	2.2.1.1 Facilitate the delivery of business and tourism information services	Economic Development/ City Centre Management	Manager CCED

GOAL 2: WE HAVE AN INNOVATIVE AND SUSTAINABLE ECONOMY

Wollongong 2022 2.2 The Region's industry base is diversified	Draft Delivery Program 2012-17 Revised December 2013		
Strategy	5 Year Action	Service	Responsibility
2.2.2 Efforts are coordinated to secure tourism infrastructure in the region and attract new industries	2.2.2.1 Support projects that investigate opportunities for the provision of tourism infrastructure	Economic Development/ Parks and Sports fields/ Infrastructure Planning and Support	Manager CCED/Manager PR/Manager ISP
2.2.3 Organisations work in collaboration to support the development of innovative industries including the regional ICT sector and creative industries	2.2.3.1 In conjunction with partner organisations support the development of innovative industries	Economic Development/ Property Service	Manager CCED/ Manager PR

Wollongong 2022 2.3 The profile of Wollongong as the Regional City of the Illawarra is expanded and improved	Draft Delivery Program 2012-17 Revised December 2013		
Strategy	5 Year Action	Service	Responsibility
2.3.1 Wollongong's City Centre is revitalised and active	2.3.1.1 Undertake major refurbishment works in the City Centre	Infrastructure Planning and Support/ City Centre Management/ Economic Development	Manager ISP/ Manager CCED
	Add Action (baseline and scenario 1, 2 and 3) Deliver the Access and Movement Strategy for the city centre	Infrastructure Planning and Support	Manager ISP

DRAFT DELIVERY PROGRAM 2012-17 (REVISED 1 DECEMBER 2013)

<p>Wollongong 2022 2.3 The profile of Wollongong as the Regional City of the Illawarra is expanded and improved</p>	<p>Draft Delivery Program 2012-17 Revised December 2013</p>		
Strategy	5 Year Action	Service	Responsibility
	<p>2.3.1.2 Manage and deliver improved marketing and promotion of the City Centre</p>	<p>City Centre Management</p>	<p>Manager CCED</p>
	<p>2.3.1.3 Provide a diverse range of activities in the City Centre that target and engage a broad community</p>	<p>City Centre Management/Economic Development/ Public Relations/ Cultural Services</p>	<p>Manager CCED</p>
	<p>2.3.1.4 Improve policies and systems to support the revitalisation of the City Centre</p>	<p>Economic Development/City Centre Management/ Land Use Planning</p>	<p>Manager CCED/ Manager ESP</p>
<p>2.3.2 Wollongong is promoted as a preferred conference and events destination, and the place to live, learn, work and visit.</p>	<p>2.3.2.1 Deliver destination marketing and promotion. Revise Action (scenario 1 2 & 3) Review the current investment to deliver a more efficient and targeted destination marketing program</p>	<p>Economic Development/ City Centre Management</p>	<p>Manager CCED</p>
	<p>2.3.2.2 Deliver Visitor Information Services to the city and our visitors.</p>	<p>Economic Development</p>	<p>Manager CCED</p>
	<p>2.3.2.3 Pursue initiatives that promote the region as place to holiday to both the domestic and international markets.</p>	<p>Infrastructure Planning and Support</p>	<p>Manager ISP</p>

GOAL 2: WE HAVE AN INNOVATIVE AND SUSTAINABLE ECONOMY

Wollongong 2022 2.4 New industries and green technologies are established and flourish	Draft Delivery Program 2012-17 Revised December 2013		
Strategy	5 Year Action	Service	Responsibility
2.4.1 The development of renewable energy products and services is supported.	2.4.1.1 Support the creation & expansion of green industries.	Environmental Programs	Manager ESP
2.4.2 Partnership opportunities in research and development is expanded.	2.4.2.1 Ensure that Wollongong is attractive to research & development based companies & organisations.	Economic Development	Manager CCED

Wollongong 2022 2.5 Wollongong continues to expand as a place of learning	Draft Delivery Program 2012-17 Revised December 2013		
Strategy	5 Year Action	Service	Responsibility
2.5.1 Residents have access to a variety of learning opportunities, both formal and informal	2.5.1.1 Implement a range of programs that incorporates learning and development	Library Services/ Community Facilities/ Human Resources/ Cultural Services	Manager LCS/ Manager HR/ Manager ESP/ Manager CCED

Goal 3: Wollongong is a creative, vibrant city

Wollongong is a creative, vibrant city where our rich cultural heritage is celebrated. We embrace new ideas; have thriving creative industries that reflect the diversity of our community and internationally and nationally recognised events and festivals. Our public spaces are activated, exciting and attractive at all times of the day. All of our communities are working together in partnership to strengthen our community connections and celebrate the diversity of our vibrant city.

Over the next 3 years we will:

- Encourage the integration of urban design and public art.
- Implement a coordinated approach to event acquisition and provision in Wollongong via the delivery of the Events Strategy.
- 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.
- Develop a new Cultural Plan.
- Deliver a program of activities in local communities.

Measuring our Performance

The effectiveness of the Delivery Program will be assessed through a number of performance indicators. These include:

- Participation in arts programs
- Number of public art installations
- Number of cultural events
- Completion of the Cultural Plan
- Number of developments that include public art

GOAL 3: WOLLONGONG IS A CREATIVE, VIBRANT CITY

Wollongong 2022 3.1 Creative cultural industries are established and fostered		Draft Delivery Program 2012-17 Revised December 2013	
Strategy	5 Year Action	Service	Responsibility
3.1.1 'Made in Wollongong' becomes a well known and loved brand	3.1.1.1 Promote Made in Wollongong through a variety of activities and promotional opportunities Delete Action (scenarios 1 & 2 3)	Cultural Services/ Economic Development	Manager CCED
3.1.2 Artists and innovators are employed, mentored and supported	3.1.2.1 Provide support to existing and emerging arts workers & their networks Revise Action (scenarios 1 & 2) Provide online signposts to information for existing and emerging art workers and their networks.	Cultural Services	Manager CCED
	3.1.2.2 Provide opportunities for local artists and performers to exhibit, promote and perform at Council venues and events	Economic Development/ Cultural Services	Manager CCED
3.1.3 Partnerships across diverse sectors and industries are facilitated and promoted	3.1.3.1 Successful collaborations with other organisations and agencies are established	Public Relations/ Cultural Services/ Economic Development/ Community Programs	Manager CCED

Wollongong 2022 3.2 The visibility of our cultural diversity is increased		Draft Delivery Program 2012-17 Revised December 2013	
Strategy	5 Year Action	Service	Responsibility
3.2.1 Museums and galleries are promoted as part of the cultural landscape	3.2.1.1 Develop a long term approach for the promotion of heritage sites and museums to the community and visitors Revise Action (baseline and scenarios 1, 2 & 3): Seek funding for the promotion of heritage sites and museums to the community and visitors.	Economic Development/ Cultural Services	Manager CCED

DRAFT DELIVERY PROGRAM 2012-17 (REVISED 1 DECEMBER 2013)

Wollongong 2022 3.2 The visibility of our cultural diversity is increased	Draft Delivery Program 2012-17 Revised December 2013		
Strategy	5 Year Action	Service	Responsibility
3.2.2 Our cultural diversity and heritage is incorporated within our public spaces through signage and public art	3.2.2.1 Encourage the integration of urban design & public art	Community Programs/ Property Services/ Cultural Services/ Infrastructure Services/ Development Assessment	Manager CCED/ Manager ISP/ Manager PR/ Manager CP
3.2.3 Partnerships are established between Indigenous and culturally & linguistically diverse communities and schools	3.2.3.1 Deliver and support a range of projects and programs which build harmony and understanding	Community Programs/Public Relations	Manager CCED

Wollongong 2022 3.3 Community access to the arts and participation events and festivals is increased	Draft Delivery Program 2012-17 Revised December 2013		
Strategy	5 Year Action	Service	Responsibility
3.3.1 Signature events and festivals are held across the city	3.3.1.1 Implement a coordinated approach to event acquisition & provision in Wollongong via the delivery of the Events Strategy	Economic Development/Public Relations	Manager CCED
	3.3.1.2 Encourage Sports Associations to conduct regional, state and national events in the city	Sports Fields and Parks	Manager PR

GOAL 3: WOLLONGONG IS A CREATIVE, VIBRANT CITY

Wollongong 2022 3.3 Community access to the arts and participation events and festivals is increased	Draft Delivery Program 2012-17 Revised December 2013		
Strategy	5 Year Action	Service	Responsibility
	3.3.1.3 Implement a sustainable program of local events via the Events Strategy	Cultural Services/Public Relations	Manager CCED
	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	Community Programs/Public Relations	Manager CCED
	3.3.1.5 Coordinate Council's support and investment in events and festivals	Public Relations	Manager CCED
3.3.2 The arts precinct in the heart of the city is consolidated and further enhanced	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	Infrastructure Planning/Cultural Services /City Centre Management//Public Relations	Manager ISP/Manager CCED/ Manager PD/ Manager LCS

Wollongong 2022 3.4 Strong diverse local cultures thrive	Draft Delivery Program 2012-17 Revised December 2013		
Strategy	5 Year Action	Service	Responsibility
3.4.1 Local groups and communities are actively supported to provide community-based programs, events, and festivals that celebrate cultural traditions and contemporary practices.	3.4.1.1 Support the coordination of a calendar of activities across the city Revise Action (scenarios 1& 2) Support the coordination of an externally delivered calendar of activities across the city	Cultural Services/Public Relations / Community Programs/Economic Development	Manager CCED

Goal 4: We are a connected and engaged community

We are inclusive, connected community, engaged in our neighbourhood and other social networks. We have opportunities to participate in social, economic and political life of the city and are empowered to have our say. We have strong and effective local leadership. We respect and acknowledge the wisdom of age, the vitality and enthusiasm of our young people and the diversity of our community. Our Aboriginal community is recognised and valued. We have embraced new technology to ensure all residents have access to information, services and each other.

Over the next 5 years we will:

- Ensure an effective community engagement framework connects the community to Council decision making.
- Expand Council's use of multimedia, including on-line options for community engagement and communication.
- Increase opportunities for the community to connect with volunteering organisations.
- Coordinate a service review program with a focus on business development and improvement.

Measuring our Performance

The effectiveness of the Delivery Program will be assessed through a number of performance indicators. These include:

- Participation in engagement activities
- Community satisfaction with communications and engagement methods
- Volunteers' level of satisfaction
- Community satisfaction with library services
- Participation in community service projects and programs
- Progress against the Strategic Asset Management Plan
- Percentage of policies and plans reviewed and updated
- Operational savings available for asset renewal.

GOAL 4: WE ARE A CONNECTED AND ENGAGED COMMUNITY

Wollongong 2022 4.1 Residents are able to have their say through increased engagement opportunities and take an active role in decisions that affect our city	Draft Delivery Program 2012-17 Revised December 2013		
Strategy	5 Year Action	Service	Responsibility
4.1.1 Engagement activities by all levels of government are enhanced and improved to achieve diverse community representation and to encourage participation	4.1.1.1 Ensure an effective community engagement framework connects the community to Council decision making	Public Relations	Manager CCED
4.1.2 Technology and social media is utilised to support engagement and communication	4.1.2.1 Expand Council's use of multimedia, including on-line options for community engagement and communication Revise Action (scenarios 1 & 2): Expand Council's use of social media and online options for communication and engagement.	Customer Service/ Public Relations/ Library Services	Manager GI/Manager CCED/Manager LCS
4.1.3 Our Council's plans, intentions, actions and progress are clearly communicated to the community and other stakeholders	4.1.3.1 A coordinated approach to communication is developed and implemented	Public Relations	Manager CCED
	4.1.3.2 Re-establish Council's commitment to partnering with our local Aboriginal community	Community Programs	Manager CCED
	4.1.3.3 Council's Policies and Plans that relate to Community Land and Recreation are developed through a variety of engagement streams	Sport Fields and Parks/ Community Programs	Manager PR/ Manager CCED
	Add Action (scenarios 1, 2 & 3): Continue to provide regular information updates to the community about Council's Financial Sustainability Review.	Corporate Strategy	Executive Manager Strategy

DRAFT DELIVERY PROGRAM 2012-17 (REVISED 1 DECEMBER 2013)

Wollongong 2022 4.2 Our residents feel an increased sense of community		Draft Delivery Program 2012-17 Revised December 2013	
Strategy	5 Year Action	Service	Responsibility
4.2.1 Residents, businesses and visitors are actively involved in diverse non-profit activities helping to connect neighbourhoods	4.2.1.1 Increase opportunities for the community to connect with volunteering organisations	Community Programs	Manager LCS
	4.2.1.2 Support community participation in non-profit activities	Environmental Programs/ Community Programs/ Public Relations/ Cultural Services/ Governance & Administration/ Aged and Disability Services/Library Services	Manager ESP/ Manager LCS/ Manager CCED/ Manager GI/
	4.2.1.3 Build the capability of community based organisations in managing, developing and sustaining their volunteers	Community Facilities	Manager L:CS
4.2.2 Diverse intergenerational projects and programs are implemented across the city	4.2.2.1 Support a range of projects and programs in the city	Various	Manager LCS/Manager CCED
4.2.3 Civic pride grows and shows.	4.2.3.1 Contribute to activities and programs that enhance civic pride in Wollongong	Public Relations/ Economic Development /Office of GM/Public Relations	Manager CCED

GOAL 4: WE ARE A CONNECTED AND ENGAGED COMMUNITY

Wollongong 2022 4.3 Residents have easy and equitable access to information resources and services	Draft Delivery Program 2012-17 Revised December 2013		
Strategy	5 Year Action	Service	Responsibility
4.3.1 High-speed broadband and communication is available across the city	4.3.1.1 Lobby for the expansion of NBN to all suburbs within the LGA within the next five years	Economic Development	Manager CCED/ Executive/ Councillors
4.3.2 Quality district level services, libraries and facilities are available to local communities	4.3.2.1 Review community facilities and consider rationalisation, replacement or refurbishment to achieve facilities that are strategically located, good quality and meet identified community need	Community Facilities/ Library Services	Manager LCS
	4.3.2.2 Investigate the provision of a district level community and library centre for the southern suburbs	Community Facilities/Library Services	Manager LCS
	Add Action (scenario 1): Close Unanderra library due to visitation and access to integrated facilities in Dapto and Warrawong	Library Services	Manager LCS
	Add Action (scenario 2) Review and implement a revised library service model for Unanderra and surrounding suburbs	Library Services	Manager LCS
4.3.3 The local community services sector is strong and sustainable.	4.3.3.1 Continue to participate and contribute to an integrated community service network	Community Programs/Aged & Disability Services	Manager LCS/ Manager CCED

DRAFT DELIVERY PROGRAM 2012-17 (REVISED 1 DECEMBER 2013)

Wollongong 2022 4.4 Our local Council has the trust of the community		Draft Delivery Program 2012-17 Revised December 2013	
Strategy	5 Year Action	Service	Responsibility
4.4.1 Positive leadership and governance, values and culture are built upon	4.4.1.1 Improve community understanding and awareness of Council decisions	Public Relations/ Governance and Administration	Manager CCED/ Manager GI
	4.4.1.2 Ensure appropriate strategies and systems are in place, monitored and reviewed	Governance & Administration/ Corporate Strategy	Manager GI Executive Manager Strategy
	4.4.1.3 Continue to build a professional, customer focussed quality organisation	Human Resources/ Customer Service	Manager HR/ Manager GI
	4.4.1.4 Lead continuous improvement in Council's health and safety culture and behaviour	Human Resources	Manager HR
4.4.2 Working together, services continuously improve and offer best value for money.	4.4.2.1 Coordinate a service review program with a focus on business development and improvement.	Governance & Administration/ Corporate Strategy	Manager GI/ Executive Manager Strategy
	4.4.2.2 Deliver the Asset Management Strategy and Improvement Plan 2012-17.	Infrastructure Planning	Manager ISP
	Add Action (Scenarios 1 & 2): Withdraw from the provision of Cremation Services (retaining the memorial gardens) due to increased provision of alternate services to the Illawarra by other providers within the next five years and ageing assets.	Crematorium and Cemeteries	Manager PR
4.4.3 Innovation is encouraged and supported.	4.4.3.1 Improve systems for recording community and staff ideas.	Corporate Strategy	Executive Manager Strategy
4.4.4 Policies and procedures are simplified to ensure transparency and efficiency.	4.4.4.1 Ensure policies and procedures are regularly reviewed, updated and promoted.	Governance & Administration	Manager GI

GOAL 4: WE ARE A CONNECTED AND ENGAGED COMMUNITY

Wollongong 2022 4.4 Our local Council has the trust of the community		Draft Delivery Program 2012-17 Revised December 2013	
Strategy	5 Year Action	Service	Responsibility
	4.4.4.2 Streamline reporting across the organisation and provide user friendly, plain English reports.	Corporate Strategy/ Financial Service	Executive Manager Strategy
4.4.5 Finances are managed effectively to ensure long term financial sustainability.	4.4.5.1 Carry out Council's Financial Sustainability Program. Delete Action (more detailed actions have been included below)	Financial Services/Corporate Strategy	Manager FIN/ Executive Manager Strategy
	Add Action (scenarios 1, 2 & 3): Achieve an operational savings as a part of Council's Financial Sustainability Review with savings to be directed to asset renewal.	Financial Services/Corporate Strategy	Manager FIN/ Executive Manager Strategy
	Add Action (scenarios 1, 2 & 3): Reduce Council discretionary operational spend (excluding assets) by 5% with saving to be directed to asset renewal.	Financial Services/Corporate Strategy	Manager FIN/ Executive Manager Strategy
	Additional Action (scenarios 1 & 2): Undertake a review of Council's employment conditions including the consideration of more flexible employment conditions and Enterprise Agreement	Financial Services/Corporate Strategy	Manager FIN/ Executive Manager Strategy
	4.4.5.2 Effective and transparent financial management systems are in place.	Governance & Administration/ Finance	Manager GI/ Manager FIN
	4.4.5.3 Pursue alternative funding options to deliver Council services and facilities. Amend Action (scenarios 1, 2 & 3). Continue to pursue alternative funding option to deliver financially sustainable services and facilities.	Corporate Strategy/Finance/ Infrastructure Planning and Support	Executive Manager Strategy/ Manager FIN/ Executive/ Councillors

DRAFT DELIVERY PROGRAM 2012-17 (REVISED 1 DECEMBER 2013)

Wollongong 2022 4.4 Our local Council has the trust of the community	Draft Delivery Program 2012-17 Revised December 2013		
Strategy	5 Year Action	Service	Responsibility
	<p>Add Action (scenario 1):</p> <p>Apply for a special rate variation of around 5.2% in the first year and 5.5% for the following two years (inclusive of the assumed annual rate peg of 2.7%, 3% and 3% respectively) with additional funds to be directed to asset renewal.</p> <p>Add Action (scenario 2):</p> <p>Apply for a special rate variation of around 6.7% in the first year and 7% for the following two years (inclusive of the assumed annual rate peg of 2.7%, 3% and 3% respectively)with additional funds to be directed to asset renewal</p> <p>Add Action (scenario 3):</p> <p>Apply for a special rate variation of around 7.7% in the first year and 8% for the following two years (inclusive of the assumed annual rate peg of 2.7%, 3% and 3% respectively) with additional funds to be directed to asset renewal.</p>	<p>Finance/Corporate Strategy</p> <p>Finance/Corporate Strategy</p> <p>Finance/Corporate Strategy</p>	<p>Manager FIN/ Executive Manager Strategy</p> <p>Manager FIN/ Executive Manager Strategy</p> <p>Manager FIN/ Executive Manager Strategy</p>
	<p>Add Action (scenario 1)</p> <p>Review and increase Council's fees and charges for car parking, commercial heated pools, community pools (gold coin donation) sports fields, fitness trainers, library late fees, and tree permits to ensure the financial sustainability of service provision.</p> <p>Add Action (scenario 2)</p> <p>Review and increase Council's fees and charges for leasing child care facilities, car parking, commercial heated pools and fitness trainers to ensure the financial sustainability of service provision.</p>	<p>Financial Services</p>	<p>Manager FIN</p>
	<p>Add Action (scenario 1)</p> <p>Investigate removing the pensioner and charitable waste exemptions.</p>	<p>Financial Services</p>	<p>Manager FIN</p>
	<p>Add Action (scenarios 1, 2 & 3):</p> <p>Continue to actively seek grants and contributions to deliver core community infrastructure and services.</p>	<p>Infrastructure Strategy and Planning</p>	<p>Manager IFS</p>

GOAL 4: WE ARE A CONNECTED AND ENGAGED COMMUNITY

Wollongong 2022 4.4 Our local Council has the trust of the community		Draft Delivery Program 2012-17 Revised December 2013	
Strategy	5 Year Action	Service	Responsibility
	Add Action (scenario 1): Explore innovative options to increase revenue at Council facilities	Financial Services	Manager FIN
	Add Action (scenario 1, 2 & 3): Improve the efficiency of supply management in order to achieve operational efficiencies.	Financial Services	Manager FIN
	Add Action (scenario 1) Undertake a review of Council's rock pools and implement a rationalisation program	Aquatic Services/ Infrastructure Planning & Support	Manager PR
4.4.6 Excellent customer service is core business	4.4.6.1 Deliver a consistent and effective integrated frontline customer service centre	Governance & Administration	Manager GI/ Manager CCED

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

Our community is safe, healthy and happy. The city provides diverse and accessible recreational and lifestyle activities to foster community wellbeing for people all ages, abilities, cultural backgrounds and personal challenges. Our people thrive with a sense of self and a connection to place. We enjoy the relaxed pace, the opportunities for being with family and friends, helping our neighbours and meeting new people. We encourage informal and formal life long learning and we share a common goal to make Wollongong a place where as a minimum all residents' basic needs are met and our quality of life improved.

Over the next 3 years, we will:

Implement Council's Planning, People, Places Strategy.

Deliver projects and programs to reduce crime in the Wollongong Local Government Area.

Deliver a range of programs for our community.

Continue to liaise with Local Area Commands on key initiatives and crime reduction strategies

Measuring our Performance

The effectiveness of the Delivery Program will be assessed through a number of performance indicators. These include:

- Number of engagement opportunities for young people in planning processes
- Participation in projects and programs for older people and people with a disability
- Number of reported incidences of illegal dumping
- Visitation rates to Botanic Garden
- Community satisfaction with:
 - public open space
 - graffiti removal
 - passive and active recreational activities
 - infrastructure.

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

Wollongong 2022 5.1 There is an increase in the physical fitness, mental health and emotional well-being of all our residents		Draft Delivery Program 2012-17 Revised December 2013	
Strategy	5 Year Action	Service	Responsibility
5.1.1 We work in partnership to build on opportunities to strengthen vulnerable communities	5.1.1.1 Partner with community based organisations in the provision of services	Community Programs/ Aged and Disability Services	Manager CCED /Manager LCS
5.1.2 Child-friendly and age-friendly principles are in design, planning and service delivery within the city	5.1.2.1 Actively engage children and young people in planning and design processes	Infrastructure Planning & Support/ Community Programs/ Public Relations/ Community Programs/Youth Services	Manager CCED/ Manager PD
5.1.3 Residents have improved access to affordable and timely medical services	5.1.3.1 Partner with agencies and health authorities to support improvements to the region's medical services		Executive/ Councillors
5.1.4 Flexible services are provided and can adapt to changing community needs and service demands	5.1.4.1 Assess the changing profile of the community and re-prioritise services appropriately	Corporate Strategy Community Programs/ Aged and Disability Services	Executive Manager Strategy/ Manager CCED/ Manager LCS
	Add Action (scenarios 1 & 2): Withdraw from the Lakeside Leisure Centre Service and sell the site based on low utilisations rates and availability of other service providers in close proximity and consider future service needs in the planning for West Dapto.	Property Services	Manager PR

DRAFT DELIVERY PROGRAM 2012-17 (REVISED 1 DECEMBER 2013)

Wollongong 2022 5.1 There is an increase in the physical fitness, mental health and emotional well-being of all our residents		Draft Delivery Program 2012-17 Revised December 2013	
Strategy	5 Year Action	Service	Responsibility
5.1.5 The long term needs of the community, including our people and our places, are effectively planned for	5.1.5.1 Continue to undertake social, land use and environmental planning activities that assists in service planning	Land Use Planning/ Community Programs	Manager ESP/ Manager CCED
	5.1.5.2 Carry out commercial business management of Council's operational lands	Crematorium and Cemeteries	Manager PR
	Add Action (baseline & scenario 1, 2 & 3): Develop a sustainable financial model and strategy for the maintenance and management in perpetuity for Council cemeteries, in response to the Cemeteries Act and establishment of 'Cemeteries NSW'.	Crematorium and Cemeteries	Manager PR
5.1.6 Urban areas are created to provide a healthy living environment for our community	5.1.6.1 Review planning controls for priority locations	Land Use Planning	Manager ESP
	5.1.6.2 Provide an appropriate and sustainable range of quality passive and active open spaces and facilities	Sports Fields and Parks	Manager PR
	5.1.6.3 Policies and plans are developed, reviewed and implemented to encourage physical activity	Sports Fields and Parks	Manager PR

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

Wollongong 2022 5.2 Residents have improved access to a range of affordable housing options		Draft Delivery Program 2012-17 Revised December 2013	
Strategy	5 Year Action	Service	Responsibility
5.2.1 Housing choice in the Wollongong Local Government Area is improved, taking into account population growth, community needs and affordability	5.2.1.1 Prepare a Housing Study and Strategy incorporating Affordable Housing Issues	Land Use Planning / Financial Services	Manager ESP Manager FIN
5.2.2 Integrated services are provided to residents in need of urgent shelter	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	Land Use Planning	Manager ESP

Wollongong 2022 5.3 The public domain is maintained to a high standard		Draft Delivery Program 2012-17 Revised December 2013	
Strategy	5 Year Action	Service	Responsibility
5.3.1 Litter in public places is reduced	5.3.1.1 Promote and enforce compliance with litter reduction	Regulatory Control/ Environmental Programs/ Waste Management	Manager RE/ Manager ESP/ Manager CW
5.3.2 Public facilities in key locations are clean & accessible	5.3.2.1 Manage and maintain public facilities	Community Programs/ Waste Management	Manager CCED/ Manager CW
5.3.3 Well maintained assets that meet the needs of current and future communities are provided	5.3.2.2 Manage and maintain community infrastructure portfolio with a focus on asset renewal	Infrastructure Planning	Manager ISP
	Add Action (scenarios 1, 2 & 3): Use additional funds achieved through the Financial Sustainability Review for renewal of major building projects as per capital program.	Infrastructure Planning	Manager ISP

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Wollongong 2022 5.4 Community safety is improved		Draft Delivery Program 2012-17 Revised December 2013	
Strategy	5 Year Action	Service	Responsibility
5.4.1 Partnerships continue to strengthen and achieve a safe and accessible community	5.4.1.1 Facilitate a range of partnerships and networks to develop community safety initiatives Revise Action: Facilitate a range of partnerships and networks to develop community safety initiatives, excluding graffiti management.	Community Programs	Manager CCED
	Add Action (scenarios 1,2 & 3): Provide lifeguard services at beaches (in partnership with Surf Life Saving Illawarra) and Council pools.	Aquatic Services	Manager PR
5.4.2 Local crime continues to be prevented and levels of crime reduced.	5.4.2.1 Continue to liaise with Local Area Commands on key initiatives and crime reduction strategies.	Community Programs	Manager CCED
	5.4.2.2 Deliver projects and programs to reduce crime in the Wollongong Local Government Area.	Community Programs	Manager CCED
5.4.3 Safety is considered in the planning and design of any development.	5.4.3.1 Safety is considered in the planning and design of any development.	Community Programs/ Development Assessment	Manager CCED/ Manager DAC

Wollongong 2022 5.5 Participation in recreational and lifestyle activities is increased		Draft Delivery Program 2012-17 Revised December 2013	
Strategy	5 Year Action	Service	Responsibility
5.5.1 The built and natural environment provide access and connectivity.	5.5.1.1 Maintain and establish corridors and parks that strengthen open space connections and people movement.	Infrastructure Planning and Support	Manager CW
	5.5.1.2 Coordinate an access improvement program through pre-planning and renewal activities.	Infrastructure Planning and Support/ Aged & Disability Services	Manager ISP/ Manager CCED

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

Wollongong 2022 5.5 Participation in recreational and lifestyle activities is increased		Draft Delivery Program 2012-17 Revised December 2013	
Strategy	5 Year Action	Service	Responsibility
5.5.2 A variety of quality public spaces and opportunities for sport, leisure, recreation, learning and cultural activities in the community.	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 changing community needs.	Parks & Sports Fields	Manager PR
	Add Action (scenario 1 & 2): Develop a play strategy to support the planning of high quality centralised and integrated park facilities to inform removal 10-15% of Council's small parks and playgrounds	Parks & Sports Fields	Manager PR
	Add Action (scenario 1 & 2): Use additional funds achieved through the Financial Sustainability Review to replace below standard playground facilities informed by the play strategy	Parks & Sports Fields	Manager PR
	5.5.2.2 Implement Council's Planning, People, Places Strategy.	Parks & Sports Fields	Manager PR
	5.5.2.3 Develop a Regional Botanic Garden of Excellence.	Botanic Gardens and Nursery	Manager ESP
	5.5.2.4 Provide statutory services to appropriately manage and maintain our public spaces.	Regulatory Control/ Land Use Planning	Manager RE/ Manager ESP
5.5.3 Healthy, active ageing programs are promoted in partnership with government agencies and community organisations.	5.5.3.1 Deliver a range of programs for older people.	Aged & Disability Services Community Programs	Manager LCS
	5.5.3.2 Deliver a range of recreational pursuits for older people.	Leisure Services	Manager PR

<p>Wollongong 2022 5.6 Residents have a high level of life satisfaction and personal happiness</p>	<p>Draft Delivery Program 2012-17 Revised December 2013</p>		
Strategy	5 Year Action	Service	Responsibility
<p>5.6.1 Projects that build on community strengths are encouraged.</p>	<p>5.6.1.1 Deliver a diverse suite of projects to the community that foster and enhance community strengths.</p> <p>Revise Action (scenario 1):</p> <p>Facilitate projects with the community that foster and enhance community strengths.</p>	<p>Community Programs</p>	<p>Manager CCED/ Manager LCS</p>

GOAL 6: WE HAVE SUSTAINABLE AFFORDABLE AND ACCESSIBLE TRANSPORT

We will have access to an integrated transport network from north to south and east to west. We prefer to walk, cycle or take the bus or train. We have safe, accessible and interconnected pathways to encourage pedestrian traffic. The Local Government Area (LGA) continues to be linked to the broader region and the city of Sydney via efficient, safe and affordable networks.

Over the next 3 years we will:

- Establish a framework for cycle ways and bicycle facilities within Wollongong.
- Improve the connectivity of the local government area through the upgrade in our network of footpaths and cycle ways.
- Work in partnership with key stakeholders to consider the establishment of a 'Park n Ride' commuter bus network.
- Work with key agencies and partners to progress the provision of an effective and integrated regional transport network.
- Develop an integrated Transport Strategy.
- In collaboration with agencies deliver the infrastructure required to support the first stage of the West Dapto Release Area.
- Work with Shellharbour Council, Lake Illawarra Authority and other levels of government to progress the development of a cycleway.
- Deliver Community Transport Services as per funding requirements.

Measuring our Performance

The effectiveness of the Delivery Program will be assessed through a number of performance indicators. These include:

- Progress towards the Bicycle Action Plan
- Progress toward the Illawarra Transport Strategy
- Satisfaction with community transport.

DRAFT DELIVERY PROGRAM 2012-17 (REVISED 1 DECEMBER 2013)

Wollongong 2022 6.1 Walking, cycling and public transport is an accessible and well resourced means of transport, and the use of private cars is reduced		Draft Delivery Program 2012-17 Revised December 2013		
Strategy	5 Year Action	Service	Responsibility	
6.1.1 The city is established as bike-friendly.	6.1.1.1 Establish a strategic framework and a plan for cycle ways and bicycle facilities within Wollongong.	Transport Services	Manager ISP	
6.1.2 The 'Gong' Shuttle Bus service is extended.	6.1.2.1 Assess the feasibility to expand the Gong Shuttle service to outer suburbs.	Transport Services	Manager ISP	
6.1.3 Interconnected and accessible cycle-ways and footpaths are planned and delivered.	6.1.3.1 Improve the connectivity of the local government area through the upgrade in our network of footpaths and cycle ways.	Transport Services	Manager ISP Manager PD	
	Add Action (scenarios 1, 2 & 3) Use additional funds achieved through the Financial Sustainability Review to accelerate the footpath renewal program by about \$4M	Infrastructure Strategy & Planning	Manager ISP	
	Additional Action (scenarios 1, 2, & 3): Extend the average lives of footpaths to 80 years to create about \$1M saving in depreciation annually.	Infrastructure Strategy & Planning	Manager ISP	
6.1.4 A 'Park n Ride' commuter bus network is established and residents are encouraged to 'leave the car at home'.	6.1.4.1 Work in partnership with key stakeholders to consider the establishment of a 'Park n Ride' commuter bus network	Transport Services	Manager ISP	

GOAL 6: WE HAVE SUSTAINABLE AFFORDABLE AND ACCESSIBLE TRANSPORT

Wollongong 2022 6.2 Wollongong is supported by integrated transport system		Draft Delivery Program 2012-17 Revised December 2013		
Strategy	5 Year Action	Service	Responsibility	
6.2.1 Effective and integrated regional transport, with a focus on road, bus, rail and freight movement (including the port of Port Kembla), is provided.	6.2.1.1 Develop an integrated Transport Strategy.	Transport Services	Manager ISP	
	Add Action (baseline and scenarios 1, 2 & 3): Deliver sustainable transport asset renewal programs	Transport Services	Manager ISP	
	Add Action (scenarios 1, 2 & 3) Allocated approximately \$6M of additional funds achieved through the Financial Sustainability Review to road resurfacing and reconstruction.	Transport Services	Manager ISP	
6.2.2 Integrated communities close to major transport links and major commercial centres and planned for and encouraged.	6.2.2.1 In collaboration with agencies deliver the infrastructure required to support the first stage of the West Dapto Release Area.	Various	Director of P&E	
6.2.3 Rail services and stations are improved across the LGA.	6.2.3.1 Work with State and Government agencies and lobby improve rail services and stations across the LGA.	Transport Services	Manager ISP	
6.2.4 Opportunities to reduce travel time between Sydney and Wollongong are pursued and implemented.	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.	Transport Services	Manager ISP	
6.2.5 Availability of late night transport options is improved.	6.2.5.1 Work with key agencies and partners to continue and improve late night transport options.	Transport Services	Manager ISP	

<p>Wollongong 2022 6.3 Transport-disadvantaged communities have increased access to services</p>	<p>Draft Delivery Program 2012-17 Revised December 2013</p>		
<p>Strategy</p>	<p>5 Year Action</p>	<p>Service</p>	<p>Responsibility</p>
<p>6.3.1 Community transport options for frail older people, people with disabilities and the transport-disadvantaged are actively promoted and available.</p>	<p>6.3.1.1 Deliver Community Transport Services as per funding requirements</p> <p>Delete Action Above and Add Action (baseline and scenarios 1, 2 & 3):</p> <p>Develop an alternative service delivery, governance model and auspice for Community Transport in response to the Federal Governments Aged Care Reform legislation.</p>	<p>Aged & Disability Services</p>	<p>Manager LCS</p>

APPENDIX 1: CONDITION OF ASSETS

Funding Analysis	Baseline Over 10 years	Lowest additional funding for Capital Over 10 years (minimum of 3 scenarios)	Examples of Projects or Programs that could accelerated by increased Capital
Proposed Renewal: Proposed New: Total Capex: Funding Gap:	\$180,763,035 \$393,665,777 \$574,434,759 \$21,000,000	\$369,577,035 \$393,665,777 \$763,242,812	
Roads & Related Assets			
Public Transport Facilities	<ul style="list-style-type: none"> Older damaged shelters remain Damaged beyond repair shelters potentially removed without replacement Higher capacity and city centre bus shelters decline in condition Additional facilities at public transport points not replaced eg. bins, bike racks Rollout of new facilities and shelters delayed as limited funds focused on renewal Transport strategy to encourage and facilitate greater use of public transport compromised 	+\$899,000 <ul style="list-style-type: none"> Bus shelter replacement program maintained Rollout of new shelters maintained at current rates Damaged and removed shelters are replaced to schedule High capacity and quality shelters maintained and renewed Public transport goals supported 	Roll out of new shelters maintained: <ul style="list-style-type: none"> Mt Keira Rd, West Wollongong Lucas Dr, Horsley Morongong Cir, Horsley Flagstaff Rd, Warrawong Byamee St, Koonawarra Sheppard St, West Wollongong Cordeaux Rd, Mt Kembla Lucas Dr, Horsley
Road works, including traffic facilities	<ul style="list-style-type: none"> Road resurfacing program remains behind required pavement renewal schedule resulting in increased potholes and pavement failures Increases in pavements requiring reconstruction due to compromised surfacings Pavement improvement programs (eg. Installation of sub-soil drains and replacement of damaged kerb and guttering) and pavement reconstruction programs continue at current rates which is less than rate of failing pavements 	Road resurfacing +\$17,983,000 Road reconstruction +\$41,447,000 <ul style="list-style-type: none"> Road resurfacing program accelerated Planned surfacing upgrades accelerated Full pavement reconstruction program accelerated Partial reconstruction program increased to further decrease need for full replacement Pavement improvement program accelerated to allow resurfacing or partial reconstruction in lieu of full reconstruction 	Resurfacing program accelerated: <ul style="list-style-type: none"> Kelvin Rd – Lutana Pl to Mackenzie Ave, Coniston Rothery St – Bond St to Pioneer Rd, Bellambi Woodlawn Ave – St Johns Ave to Eastern Ave, Mangerton Parkes St – McMillan St to Old Farm Rd, Helensburgh The Avenue surface – Ocean St to Taronga Ave, Mt St Thomas Acacia Ave surface – Vickery St to house no 25, Gwynneville Hore St – Prince Edward Dve to Brownsville Ave, Brownsville

Funding Analysis	Baseline Over 10 years	Lowest additional funding for Capital Over 10 years (minimum of 3 scenarios)	Examples of Projects or Programs that could accelerated by increased Capital
Roads & Related Assets continued			
	<ul style="list-style-type: none"> Declining serviceability of traffic facilities, potentially decreasing road user safety Increased wear/damage impacts on vehicles resulting in increased transport costs Potential long term closures of low traffic roads in high land instability areas eg. Harry Graham Drive and Buttenshaw Drive Low traffic roads continue to decline. 	<ul style="list-style-type: none"> Decreases in vehicle damage and hence transport cost impacts Reduction in community and economic risks. 	<ul style="list-style-type: none"> Shellharbour Rd – Turpin Ave to end, Warrawong. Road reconstruction projects: <ul style="list-style-type: none"> Harry Graham Dr, Kembla Heights Mt Keira Rd, Mt Keira Culgoa Cr – Byamee St to Caloola Ave, Koonawarra Pringle Rd – Caldwell St to Douglas St, Fernhill Benelong St – Ursula Rd, Bulli Duncan St – Tucker St to Margaret St, Balgownie Beach St – Corrimal St to Kembla St, Wollongong Bent St – King St to Greene St, Warrawong
Bridges, board walks and jetties	<ul style="list-style-type: none"> Bridge replacement program at current rate. Preventative upgrade program to address corrosion protection issues in aggressive environments (coastal) has to be maintained at the expense of other programs based on risk Potential deferral of replacements on less economically and socially critical infrastructure such as jetties to ensure funding of bridge works 	+\$4,497,000 <ul style="list-style-type: none"> Accelerate structural repairs and protection works Replacement of bridges before disruptive load or access restrictions are required Component replacement programs implemented eg. balustrades and decking joints Reduction in community risk 	Replacement or structural repairs: <ul style="list-style-type: none"> Hicks St footbridge adjacent Russell Vale Golf Course, Russell Vale Yallah Bay Rd bridge cathodic protection, Yallah Princes Hwy over Cabbage Tree Creek, Fairy Meadow
Footpaths and Shared/Cycle Paths			
Footpaths and shared/cycle paths including retaining walls	<ul style="list-style-type: none"> Condition of footpaths and shared paths continue to decline Increased potential for incidents of trips and falls Decreased amenity and perceptions of desirability in key locations Delayed renewal of high quality pavements in areas of high investment e.g. city foreshore 	Footpaths +\$40,461,000 Shared/Cycle Paths +\$8,091,000 <ul style="list-style-type: none"> Increased rate of path replacement and major repair programs Programs for replacement of path side furniture (signs, line marking and control/safety barriers or fences) implemented 	Footpaths: <ul style="list-style-type: none"> Park Rd - Princes Hwy to Railway St, Bulli Cliff Rd - adjacent Osborne park (south side), Wollongong Greene St laneway - adjacent #31, Warrawong Keira Village Park, Keiraville Mt Keira Rd retaining wall repair - opposite #253, Mt Keira

Funding Analysis	Baseline Over 10 years	Lowest additional funding for Capital Over 10 years (minimum of 3 scenarios)	Examples of Projects or Programs that could accelerated by increased Capital
Footpaths and Shared/Cycle Paths continued			
	<ul style="list-style-type: none"> Continuing decline in amenity in town and village centres Declining useability of shared paths compromising strategy to increase non-private car use for transport Improvements in pedestrian and cycling connectivity reduced as sections of paths approach failure 	<ul style="list-style-type: none"> High investment assets such as the Blue Mile, Grand Pacific Walk, Crown Street Mall achieve designed lives 	<ul style="list-style-type: none"> Flinders St – Campbell St to Gipps St, Wollongong <p>Shared Paths</p> <ul style="list-style-type: none"> Northern cycleway – Stuart Park parallel to George Hanley Dr, North Wollongong Northern cycleway – Stuart Park, access road to concrete section, North Wollongong SLSC precinct Bellambi cycleway – Brompton St to Memorial Dr (south side), Bellambi University link cycleway – Smith St underpass to Beaton Park, Gwynneville <p>Wollongong CBD and town and village centre renewals</p> <ul style="list-style-type: none"> Crown St footpath – Gladstone Ave to “The Landmark” Wollongong Windang CBD upgrade Cringila CBD footpaths Five Islands Rd to Newcastle St, Cringila Flinders St, Wollongong Unanderra Town Centre Stage 2 Stanwell Park shops
Car parks			
Car park reconstruction or upgrading	<ul style="list-style-type: none"> Continued slow progress is repairing damaged pavements Small decreases in parking capacity, especially during periods of wet weather due to pavement failure and large potholes Declining condition of car park furniture such as wheel stops and line marking Potential increases in trips and falls 	<p>+\$2,247,000</p> <ul style="list-style-type: none"> Accelerated planned renewal works Improved useability of facilities Reduction in community risk Cater for increasing use as parking demand increases 	<ul style="list-style-type: none"> Western Suburbs Pool, Unanderra Berkeley Boat Harbour, Berkeley Banksia Ave beach car park, Windang Bellambi Rock pool car park fencing, Bellambi Corrimal Pool, Corrimal Dapto CBD car park surface off Bong Bong Rd, Dapto Euroka St scout hall car park, West Wollongong Guest Park car park off Balgownie Rd (west), Fairy Meadow Happy Valley Reserve Dobbie Ave, Bellambi

Funding Analysis	Baseline Over 10 years	Lowest additional funding for Capital Over 10 years (minimum of 3 scenarios)	Examples of Projects or Programs that could accelerated by increased Capital
Stormwater & Floodplain Management			
Floodplain and Stormwater Management including Water quality devices	<ul style="list-style-type: none"> • Short to medium term expenditure (up to 10 years) is adequate based on current asset condition and renewal schedules • Increasing pressure to decrease expenditure on new floodplain risk management programs to reduce community and economic risks in order to divert funding to renewal programs • In the longer term, inadequate capacity to achieve renewal programs and increased likelihood of significant failures with consequent impacts on roads 	<p>Maintaining current expenditure: Floodplain management \$43,159,000 Stormwater management \$11,508,000 Stormwater treatment \$2,637,000</p> <ul style="list-style-type: none"> • Increased renewal work in other asset areas over the initial 10 years will ensure there is sufficient capacity to deliver significant renewal programs from year 11 onwards • Increased renewal works on roads, including major culverts, will result in some additional stormwater renewal works which will decrease longer term management issues 	<ul style="list-style-type: none"> • Ensuring delivery of planned upgrades: • Newbold Close, debris control structure, Thirroul • North Angels Creek, open channel, Tarrawanna • Princes Hwy, debris control structure, Figtree • Pringel Rd, debris control structure, Tarrawanna • Slackey Creek, debris trap, Bulli • Tallegalla St, debris control structure, Unanderra <p>Stormwater facilities that remain deliverable:</p> <ul style="list-style-type: none"> • Market St, Wollongong • Marshall St, Dapto • Parkes St, Helensburgh • Stanleigh Crescent, West Wollongong • Sturt Place, Bulli
Buildings			
Cultural centres, and community buildings including administration facilities	<ul style="list-style-type: none"> • Continuing decline in condition of community buildings and reduction in service capability • Continued slow improvement in electrical and fire safety • Continued slow improvement in compliance upgrades • Slow improvements in preventative works such as roof and roof drainage improvements, security upgrades • Effectively reducing service levels for the community • Increased operational costs through increased maintenance due to renewal work not being funded to achieve required renewal schedule • Continued user dissatisfaction with building conditions 	<p>+\$51,251,000 over 10 years</p> <ul style="list-style-type: none"> • Increased delivery of programmed component renewals e.g. electrical and fire safety works, roof drainage • Accelerated of structural replacement and facility renewal programs such as roof, kitchen, toilet, flooring and air conditioning replacements, concrete cancer removal programs etc • Increased painting programs • Access improvements • Major renewal projects funded 	<ul style="list-style-type: none"> • IPAC IMB Theatre stage floor • Wollongong Art Gallery front sliding doors • Wollongong Art Gallery eastern timber floor • IPAC Security • IPAC air conditioning BMCS controller • Coniston Community Centre roof • Koonawarra Community Centre parquetry floor • Port Kembla Community Centre Office roof • Noel Mulligan Oval RLFC Canteen Relocation • Dapto Senior Citizens, Heining Hall flooring • Webb Park Amenities Upgrade • Bulli Community Centre garage • Koonawarra Community Centre office wall access • Stanwell Park Beach Kiosk, Stanwell Park

Funding Analysis	Baseline Over 10 years	Lowest additional funding for Capital Over 10 years (minimum of 3 scenarios)	Examples of Projects or Programs that could accelerated by increased Capital
Buildings continued			
	<ul style="list-style-type: none"> Insufficient funds available for major building renewal projects without reducing a reduction in expenditure on smaller projects 		<ul style="list-style-type: none"> Mt Keira Kiosk and amenities Warrawong Library & Multi-purpose community facility
Parks, Gardens and Sportsfields			
Public facilities (Public Toilets, shelters)	<ul style="list-style-type: none"> Continued slow progress in renewing degrading shelters Increased frequency of closing facilities due to damage and resultant public safety issues Increased failure rates in storm events Insufficient funds available to renew major assets at end of design life eg. Charles Harper Park toilet Decrease in seats and tables in shelters over time as insufficient funds to replace damaged beyond repair items Increase in community concerns with respect to prioritising available funds to high use higher cost facilities (e.g. along foreshore) at expense of lower use facilities of other recreation facilities. 	+\$2,878,000 over 10 years <ul style="list-style-type: none"> Accelerated renewal program Sufficient funds for programmed renewal of facilities for local community needs and supporting tourism sector of economy Reduction in premature failure rates of facilities Reduction in number of facilities closed to service due to damage Program funded sufficiently to allow use of higher resilience material without reducing overall program 	<ul style="list-style-type: none"> Trinity Row Bulli Beach Reserve wave shelter, Bulli Carters Ln, Thomas Dalton Pk Hexagonal Shelter 2, Fairy Meadow Bulli kiosk public amenities accessibility upgrade, Bulli
Play facilities	<ul style="list-style-type: none"> Continued slow progress in renewing degrading play equipment Increased frequency of closing equipment due to damage and resultant public safety issues Insufficient funds to replace major facilities at end of design life (e.g. all access facility and Botanic Garden, Towradgi, Brighton Lawn) without reducing replacement program of other playgrounds 	+\$4,854,000 <ul style="list-style-type: none"> Replacement program accelerated Replacements programed to occur before failure of asset to point of not being useable Component replacement program can be implemented to ensure facilities meet designed life Less facilities closed for extended periods of time Older facilities replaced with contemporary equipment Decreases need to reduce funding on upgrading facilities (to meet forecast community demand to) to fund renewal works 	<ul style="list-style-type: none"> Stuart Park Playground, North Wollongong JJ Kelly Park Playground, Wollongong Goolagong St Reserve Playground, Penrose William Beach Park Playground, Brownsville Nicholson Park Playground, Woonona Lakeside Drive Reserve Playground, Dapto

Funding Analysis	Baseline Over 10 years	Lowest additional funding for Capital Over 10 years (minimum of 3 scenarios)	Examples of Projects or Programs that could accelerated by increased Capital
Parks, Gardens and Sports fields continued			
Recreation facilities (eg. park furniture, skate facilities)	<ul style="list-style-type: none"> Continued slow progress in renewing degrading facilities Increased frequency of closing equipment due to damage and resultant public safety issues Insufficient funds to replace major facilities at end of design life (eg. skate facilities) without reducing replacement program of other recreation facilities 	+\$4,316,000 <ul style="list-style-type: none"> Extend program of renewal works Upgrade facilities as a part of renewal program to achieve contemporary requirements Reduce public risk for facilities that are degrading such as skate parks Fund replacement program to match design lives Accelerate program for replacing private power poles in recreation and sporting areas Accelerate upgrade program for on-site power distribution boards 	<ul style="list-style-type: none"> Guest Park Skate Park Renew/Upgrade, Fairy Meadow
Sporting facilities	<ul style="list-style-type: none"> Continued slow progress in replacing sports fencing Delayed implementation of major projects such as replacing the running surface at Beaton Park/ Kerry McCann Running Track Replacement programs lags further behind increase use of facilities as city population grows 	+\$3,147,000 <ul style="list-style-type: none"> Accelerate program of facility replacements Renewal of high value facilities such as at Beaton Park can be programmed On field equipment/fixtures eg. goal post etc., replaced Irrigation systems upgrades and renewed to ensure useability of fields, especially those with increasing utilisation 	<ul style="list-style-type: none"> Kerryn McCann Running Track, Gwynneville Thomas Dalton Park - Elliots Rd fencing, Fairy Meadow Wisemans Park fencing, Gwynneville Barina Park fencing, Lake Heights Cawley Park fencing, Russell Vale Elizabeth Park fencing, Bellambi Keira Park fencing, Mt Keira

Funding Analysis	Baseline Over 10 years	Lowest additional funding for Capital Over 10 years (minimum of 3 scenarios)	Examples of Projects or Programs that could accelerated by increased Capital
Aquatic Facilities (treated water pools, rock pools)			
Rock and Treated Water pools	<ul style="list-style-type: none"> • Continued decline in condition • Increasing rates of major failures due to pool shell failures • Rock/tidal pools – continuing concourse failures and non-replacement of safety fencing • Increased risk of failure of pumping equipment in treated water pools due to • Unplanned replacements of pumps and water treatment plan due to failure 	<p>+\$6,293,000</p> <ul style="list-style-type: none"> • Accelerate delivery of major renewal programs such as pool shell replacements or repairs • Delivery of replacement program with upgrade component to increase water quality • Funds available for renewal of associated facilities such as change rooms 	<ul style="list-style-type: none"> • Woonona Rock Pool Concourse • Coalcliff Rock Pool • Thirroul Pool floor
Crematorium/Cemeteries			
Crematorium/ Cemetery facilities	<ul style="list-style-type: none"> • Available funds concentrated on delivering expansion to meet demand eg. additional headstone beams and memorial walls, internal road expansion to access new sites • Continuing decline in structural condition of existing paths and facilities • Continuing decline in support facilities such as administration offices, halls/chapels and main access roads 	<p>+\$450,000</p> <ul style="list-style-type: none"> • Funds available for replacement/renewal of internal access roads and pedestrian paths • Renewals of memorial walls and associated gardens • Renewal programs for chapels/halls 	<ul style="list-style-type: none"> • Replacement or perimeter fencing at Wollongong Lawn Cemetery including upgrade to prevent illegal vehicle access • Replacement of damaged footpaths at Bulli Cemetery • Replacement of rest seats, bins surrounds and other furniture at cemeteries to service site needs of mourners and visitors

APPENDIX 2: PLANNING PRINCIPLES

Consistent with the Wollongong 2022, social justice principles are reflected throughout this document via the provision of infrastructure, recognition of our diverse population, and through democratic and effective governance.

Our planning principles are aim to ensure the Wollongong community will prosper socially and economically, while preserving the ability of our natural environment to support a good quality of life now and in the future. This is reflected through our Sustainability Commitment which is outlined below:

Our Sustainability Commitment

Wollongong City Council will work to protect our local environment, reduce the use of natural resources and to support our quality of life for present and future generations. We will demonstrate leadership and responsible planning and decision-making to avoid any harmful local and global effects of our actions. We will also work in partnership with the community, stakeholders and other government organisations to achieve our sustainability commitments.

A quadruple bottom line approach, based on achieving integrated sustainability through the interlinked areas of environmental, social, economic and governance activities, underpin Council's commitment to sustainability. Principles have been developed which further clarify how these areas will be considered by Council in carrying out its operations.

Governance:

- a We value sustainability leadership and will demonstrate how sustainability can be practically implemented;
- b We believe that sustainability should be intrinsic to all decision-making and will incorporate it as a fundamental component of all Council processes;
- c We support understanding of the importance of sustainability and will improve sustainability awareness throughout Council and the community; and
- d We recognize the importance of issues beyond our borders and aim to create a balance between local and global issues.
- e

Environmental sustainability:

- a We respect our natural resources and will work to protect and enhance these for current and future generations;
- b We value our natural biodiversity and will work to protect and enhance local native habitat;
- c We treasure our coastal areas and waterways and will work to maintain their health and special qualities;
- d We will not undertake any actions that have a potential risk to cause serious harm to the community or the environment even in the absence of scientific certainty (the precautionary principle);
- e We recognise the importance of access to fresh, local and sustainably produced food.

Social-cultural sustainability:

- a We respect universal social justice and will work to improve community well-being and quality of life;
- b We value social equity and believe that services, facilities and community amenities should be accessible and equitable;
- c We support equal rights and constructive engagement with the community in decision-making;
- d We will actively involve people from diverse linguistic, cultural and spiritual backgrounds.
- a operations;
- b We believe in local economic growth that respects our natural heritage and values and will foster sustainable and green economic opportunities.

APPENDIX 2: PLANNING PRINCIPLES

Economic sustainability:

- a We will use resources efficiently and responsibly and reduce our ecological footprint;
- b We support sustainable asset management principles;
- c We understand the impact of poverty on quality of life and will work to address disadvantage in our community;
- d We value a strong local economy and will encourage the use of local businesses and resources in our operations;
- e We believe in local economic growth that respects our natural heritage and values and will foster sustainable and green economic opportunities.

Financial Overview

This report provides an overview of Council’s financial estimates for 2014-15 to 2016-17 based on the information and scenarios put forward in Council’s Draft Resourcing Strategy. The organisational financial estimates are provided for a baseline position that continues with existing service levels and Revenue Policy, and three scenarios designed to achieve a longer term financially sustainable position. All estimates show that Council’s short to medium term financial capacity remains sound with strong liquidity, low debt and sound financial control which enables balanced funds budgets to be planned and achieved. A balanced funds result means that the allocation of resources to be spent is matched by the levels of revenue received to pay for it.

Council currently has unrestricted cash holdings (Available Funds) that provide more than sufficient capacity to manage normal variations in operational performance or provide opportunity for future investment and very low levels of debt.

While Council’s Financial Strategy is to provide a near balanced Funds Result, the first two years of all estimates includes a negative Funds Result that reflects the higher than required Available Funds held by Council being invested back into asset renewal over that time. Investment of these funds will reduce the Available Funds Balance to the upper end of council’s targeted position.

The Funds Results estimates for 2014/15 and forward years for the baseline and scenario estimates are shown below. The Funds Result remains constant while funds applied to capital renewal varies with each scenario. Council maintains a strong position around its Funds Result to ensure it can maintain sound short financial stability and meet its current and foreseeable debts.

TOTAL FUNDS SURPLUS (DEFICIT)			
	2014/15 Forecast \$000	2015/16 Forecast \$000	2016/17 Forecast \$000
Total Funds Surplus (Deficit)	(2,731)	(2,756)	283

While Council is able to balance its cash inflows and outflows in the short to medium term, in the longer term a challenge remains, as it does with most other local councils, to provide enough funding to renew and maintain long lived assets used in providing existing Council services. This challenge requires us to reduce the proportion of Council resources spent on day to day activities and increase the funding for asset renewal and refurbishment. In conjunction with this, it would appear there is a need to increase overall funding to help close the gap. The three financially sustainable options or scenarios presented in the Draft Resource Strategy are set to achieve this longer term financial sustainability.

Through these proposals, it will be possible to renew the high value, long lived assets such as roads, bridges, buildings, public toilets and recreation facilities that generally need to be funded over their life. If not funded in this way the existing services may not be possible in the future without significant impact on a future generation.

APPENDIX 3: BUDGET 2014-15

Council's Draft Financial Strategy is designed to ensure that Council can meet its obligations to achieve a long term financially sustainable position. It seeks to achieve that by:

- Requiring an annual operational improvement of \$21M over the next three to six years.
- Moving the Operating Result [pre capital] to a small surplus position.
- Increasing the amount of funds made available from operations for capital.
- Reducing and/or eliminating the gap between the Funds Available for Capital and annual consumption of existing assets used in providing current services (depreciation).
- Spending the vast majority of Funds Available for Capital on the renewal of existing assets used in delivering existing services. This is currently set as a minimum of 85% of the self-sourced funding.
- Ensuring the impacts of creating new assets does not deteriorate Council's future position. That is, capital decisions are required to consider the full cost of the new assets (including ongoing operational costs) by factoring those costs into future operating estimates before the decision is made.
- Maintaining sufficient Available Funds to manage emerging issues and opportunities without impacting on existing services.

The strategy and scenarios put forward in the Draft Resource Strategy provide for long term financial sustainability.

Council's Draft Resource Strategy provides substantial information on Council's financial performance and position over recent years and highlights the significant improvements that have been achieved financially by the Council in that time. The financial adjustments proposed in the current plans, while remaining extremely difficult, are much less onerous due to the organisational improvement, constraint and financial planning and control that has been achieved in recent years.

Financial Estimates

The various financial results of the baseline and scenarios are outlined in the table below.

Wollongong City Council			
Annual Net Surplus/(Deficit) [pre capital]			
Scenario Comparisons			
	2014/15 Forecast \$M	2015/16 Forecast \$M	2016/17 Forecast \$M
Baseline	(17.4)	(18.3)	(19.3)
Scenario 1	(11.5)	(5.9)	0.6
Scenario 2	(10.8)	(5.8)	(0.1)
Scenario 3	(9.9)	(4.3)	1.7

The baseline results are built in detail from programmed works and services and assumptions detailed later in this report. The financial estimates for the scenarios are derived from the baseline results with variations at a higher level to reflect the yet to be programmed actions. The scenarios are outlined below with a financial summary and in more detail in the Draft Resource Strategy. The scenarios are options for change that will be considered by Council in February and will form the basis of a decision at that time, but will not necessarily be adopted in full or in part.

Once a decision is made in relation to the future direction, the preferred actions will be progressed and developed along with the Annual Plan and Revenue Policy for further community consultation.

Baseline – provides detailed forecasts for the continuation of existing services, revenue policies, and organisational performance. The current expenditure indices included in the baseline are reasonably tight, such that the projected growth in expenses is lower than revenue increases. To achieve the proposed expense growth averages, at around 3.5% over the period, Council would continue to maintain sound financial control and organisational restraint, cost containment and productivity improvement.

It should be noted that the current baseline differs from the prior Long Term Financial Plan that had a recurrent savings program of \$2.9 Million in the first year of the Plan and another \$1 Million in each future year of the Plan. The proposed savings program that exceeded \$10 Million per annum by 2022-23 was not defined and would have required efficiency and service adjustments to achieve the required outcome. To ensure these types of adjustments were part of the community deliberation, they have been included in the change scenarios for greater transparency.

The baseline projections include estimates for general rate increases (the rate peg) of 2.7% in 2014-15, 3% in 2015-16 and another 3% in 2016-17. These rate peg amounts are included in all scenarios.

Scenario 1 – is predominately the model proposed by the Citizens Panel. The scenario includes a significant improvement in organisational efficiency of \$7 Million. This would require significant organisational change including higher level workplace, industrial and delivery adjustment.

The proposal also would require changes to the levels of service delivered of \$4 Million. If this scenario was adopted, the implementation of the adjustments would require significant scoping, consultation, change and some time to implement. As the detail of this change has not yet been specified, an assumption for modelling has been made that allows for progressive implementation over three to five years. It has been assumed for the estimates that the majority of decisions and actions required would be taken within the Delivery Plan timeframe of this Council (three years) while some implementation and deployment issues may carry over into the term of the next Council.

The model proposes a rating adjustment of \$8.4 Million to be implemented over a three year period as recommended by the Citizen's Panel. The rating adjustment would require a rate increase to most ratepayers of around 5.2% in the first year and 5.5% for the following two years (inclusive of the assumed annual rate peg of 2.7%, 3% and 3% respectively). The assumed rating revenues and increases are indicative at this stage and will be further refined as property information in 2013-14 is updated for the proposed 2014-15 Revenue Policy. It is proposed in the scenarios that rates above the rate peg estimate will not apply to 3c Regional Business and Heavy 1 Activity 1 Business subcategories that currently pay a higher than average rate in the dollar on property valuation. The rate increase would also not apply to special rates.

Other revenue would be increased under this scenario by increasing and/or introducing fees in future periods above the baseline position. \$1.6 Million per annum is provided for increased fees.

APPENDIX 3: BUDGET 2014-15

The table below provides a delivery timeframe for planning purposes that may change as specific adjustments are reviewed, scoped and proposed for implementation.

SCENARIO 1 Adjustments	EFFICIENCY		SERVICES	REVENUE		TOTAL
	Lower Impact \$,000	High Impact \$,000	\$,000	Rates * \$,000	Other \$,000	Other \$,000
2014/15	1,000	550	1,200	2,610	500	5,860
2015/16	1,000	1,250	1,000	2,870	500	6,620
2016/17	1,500	1,200	1,200	2,920	600	7,420
2017/18		300	400			700
2018/19		200	200			400
TOTAL	3,500	3,500	4,000	8,400	1,600	21,000

** Actual dollars for rates increase will vary over the years in line with finalised property data and proposed rates increases.*

Scenario 2 – includes a slightly lower level target for operational efficiency that will still call for reduction in resources required to provide existing levels of services; some adjustments to existing services and increases in rates over a three year period required to move to the targeted surplus operating budget.

The targeted efficiency saving is based on reaching competitive delivery costs for services across the breadth of Council's operations; it would still require substantial industrial change and operational transformation.

The model proposes a rating adjustment \$13.4 Million to be implemented over a three year period. The rating adjustment would require a rate increase to most ratepayers of around 6.7% in the first year and 7% for the following two years (inclusive of the assumed annual rate peg of 2.7%, 3% and 3% respectively). The assumed rating revenues and increases are indicative at this stage and will be further refined as property information in 2013-14 is updated for the proposed 2014-15 Revenue Policy. It is proposed in the scenarios that rates above the rate peg estimate will not apply to 3c Regional Business and Heavy 1 Activity 1 Business subcategories that currently pay a higher than average rate in the dollar on property valuation. The rate increase would also not apply to special rates.

The table below provides a delivery timeframe for planning purposes that may change as specific adjustments are reviewed, scoped and proposed for implementation.

SCENARIO 2 Adjustments	EFFICIENCY		SERVICES	REVENUE		TOTAL
	Lower Impact \$,000	High Impact \$,000	\$,000	Rates * \$,000	Other \$,000	Other \$,000
2014/15	1,000		1,000	4,340	120	6,460
2015/16	1,000		200	4,460	250	5,910
2016/17	1,500	500	200	4,600		6,800
2017/18		500	500			1,000
2018/19		500	200			700
2019/20			200			200
TOTAL	3,500	1,500	2,300	13,400	370	21,070

** Actual dollars for rates increase will vary over the years in line with finalised property data and proposed rates increases.*

APPENDIX 3: BUDGET 2014-15

Scenario 3 – This scenario provides for little or no discernible decrease in current service levels other than the proposal to extend the useful life of Footpath assets from 60 to 80 years and accept a slightly lower level of service, particularly in relation to aesthetic appeal of footpaths. This proposal reduces depreciation and also the average funding requirement for footpath renewals.

The proposal includes targeted efficiency savings based on what are considered achievable lower impact goals that will require lower level industrial change, disruption, and operational transformation, and increases in rates over a three year period required to move to the targeted surplus operating budget.

Based on the baseline forecasts and current indices, there is a need for additional rate revenue of \$16.5 Million per annum. The model proposes a rating adjustment \$16.5 Million to be implemented over a three year period. The rating adjustment would require a rate increase to most ratepayers of around 7.7% in the first year and 8% for the following two years (inclusive of the assumed annual rate peg of 2.7%, 3% and 3% respectively). The assumed rating revenues and increases are indicative at this stage and will be further refined as property information in 2013-14 is updated for the proposed 2014-15 Revenue Policy. It is proposed in the scenarios that rates above the rate peg estimate will not apply to 3c Regional Business and Heavy 1 Activity 1 Business subcategories that currently pay a higher than average rate in the dollar on property valuation. The rate increase would also not apply to special rates.

The following table provides a reasonable timeframe for the targeted delivery of adjustments.

SCENARIO 3 Adjustments	EFFICIENCY		SERVICES	REVENUE		TOTAL
	Lower Impact \$,000	High Impact \$,000	\$,000	Rates * \$,000	Other \$,000	Other \$,000
2014/15	1,000		1,000	5,350		7,350
2015/16	1,000			5,490		6,490
2016/17	1,500			5,660		7,160
TOTAL	3,500	-	1,000	16,500	-	21,000

**Actual dollars for rates increase will vary over the years in line with finalised property data and proposed rates increases.*

These scenarios are provided as indicative of the types of measures that may be available to Council and its community. There is no specific apportionment between measures available and there is no agreed actions implied by the estimates provided.

The following budget reports are provided for the baseline and the three scenarios:

- Whole of Council 10 Year Financials Forecasts
 - Income and Expense Statement
 - Funding Statement (Including Capital Budget)
 - Balance Sheet
 - Cash Flow

WOLLONGONG CITY COUNCIL

10 Year Financials - Baseline

	2014/15 Forecast \$'000	2015/16 Forecast \$'000	2016/17 Forecast \$'000
INCOME & EXPENSE STATEMENT			
EXPENSES FROM ORDINARY ACTIVITIES			
Employee Costs	107,323	110,723	114,596
Borrowing Costs	3,918	3,754	3,581
Materials, Contracts & Other Expenses	91,659	95,889	101,963
Depreciation, Amortisation + Impairment	62,808	63,659	64,522
Internal Charges (labour)	(10,590)	(10,819)	(11,080)
Internal Charges (not labour)	(1,804)	(1,783)	(1,954)
Total Expenses from Ordinary Activities	253,313	261,423	271,628
REVENUES FROM ORDINARY ACTIVITIES			
Rates and Annual Charges	160,516	165,837	172,098
User Charges and Fees	33,300	34,830	37,161
Interest and Investment Revenues	4,965	4,485	4,375
Other Revenues	8,829	9,074	9,323
Grants and Contributions - Operating	28,337	28,900	29,407
Revenues [pre capital]	235,948	243,126	252,363
NET SURPLUS (DEFICIT) [Pre capital]	(17,365)	(18,297)	(19,264)
Capital Grants & Contributions	11,201	9,397	11,118
NET SURPLUS (DEFICIT)	(6,164)	(8,900)	(8,147)

WOLLONGONG CITY COUNCIL

10 Year Financials - Baseline

	2014/15 Forecast \$'000	2015/16 Forecast \$'000	2016/17 Forecast \$'000
FUNDING STATEMENT			
Surplus (Deficit) [pre capital]	(6,164)	(8,900)	(8,147)
Add back :			
- Non-cash Operating Transactions	80,481	81,651	83,112
- Restricted cash used for operations	7,820	8,448	9,397
- Income transferred to Restricted Cash	(30,846)	(28,486)	(30,860)
- Payment of Accrued Leave Entitlements	(10,131)	(10,430)	(10,737)
- Payment of Carbon Contributions	(508)	(730)	(982)
Funds Available from Operations	40,653	41,553	41,784
Advances (made by) / repaid to Council	(135)	0	0
Borrowings repaid	(4,778)	(4,892)	(5,153)
Operational Funds Available for Capital Budget	35,740	36,661	36,631
CAPITAL BUDGET			
Assets Acquired	(80,846)	(65,874)	(54,752)
Transfers to Restricted Cash	0	0	0
Funded From :-			
- Operational Funds	35,740	36,661	36,631
- Sale of Assets	2,208	2,008	1,522
- Internally Restricted Cash	10,319	5,550	1,883
- Capital Grants	6,600	700	709
- Developer Contributions (Section 94)	6,660	9,079	11,300
- Other Externally Restricted Cash	16,488	8,821	2,490
- Other Capital Contributions	100	300	500
TOTAL FUNDS SURPLUS / (DEFICIT)	(2,731)	(2,756)	283

WOLLONGONG CITY COUNCIL

10 Year Financials - Baseline

	2014/15 Forecast \$'000	2015/16 Forecast \$'000	2016/17 Forecast \$'000
BALANCE SHEET			
CURRENT ASSETS			
Cash Assets	77,369	71,049	75,581
Investment Securities	8,597	7,894	8,398
Receivables	18,404	18,964	19,684
Inventories	8,941	8,941	8,941
Other	929	955	981
TOTAL CURRENT ASSETS	114,239	107,802	113,584
NON-CURRENT ASSETS			
Non-Current Receivables	5,109	5,109	5,109
Investments Accounted for using Equity Method	984	984	984
Investment Property	4,045	4,211	4,382
Intangible Assets	364	364	364
Property, Plant & Equipment	2,398,040	2,398,171	2,386,879
TOTAL NON-CURRENT ASSETS	2,408,541	2,408,838	2,397,717
TOTAL ASSETS	2,522,780	2,516,640	2,511,302
CURRENT LIABILITIES			
Current Payables	22,798	23,528	24,446
Provisions < 12 Months	9,713	9,980	10,249
Provisions > 12 Months	33,145	34,057	34,976
Current Interest Bearing Liabilities	4,892	5,153	5,280
TOTAL CURRENT LIABILITIES	70,548	72,717	74,952
NON-CURRENT LIABILITIES			
Non Current Interest Bearing Liabilities	26,829	22,548	17,998
Non Current Provisions	51,030	55,902	61,025
TOTAL NON-CURRENT LIABILITIES	77,859	78,450	79,024
TOTAL LIABILITIES	148,407	151,167	153,975
NET ASSETS	2,374,373	2,365,473	2,357,326
EQUITY			
Accumulated Surplus	(1,082,225)	(1,080,472)	(1,066,992)
Surplus (Deficit) for period	6,164	8,900	8,147
Asset Revaluation Reserve	(1,226,811)	(1,226,811)	(1,226,811)
Restricted Assets	(71,501)	(67,090)	(71,670)
TOTAL EQUITY	(2,374,373)	(2,365,473)	(2,357,326)

WOLLONGONG CITY COUNCIL

10 Year Financials - Baseline

	2014/15 Forecast \$'000	2015/16 Forecast \$'000	2016/17 Forecast \$'000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATIONS			
Receipts			
Rates and Annual Charges	159,085	165,277	171,377
User Charges & Fees	33,300	34,830	37,161
Investment Incomes	4,965	4,485	4,375
Grants & Contributions	39,538	38,297	40,524
Other Operating Receipts	8,646	8,882	9,127
Payments			
Employee Costs	(94,550)	(97,623)	(101,097)
Materials & Contracts	(89,244)	(93,376)	(99,090)
Borrowing Costs	(1,192)	(1,077)	(957)
Other Operating Payments	2,288	2,042	2,000
NET CASH PROVIDED BY (OR USED IN) OPERATIONS	62,838	61,736	63,419
CASH FLOWS FROM INVESTING ACTIVITIES			
Receipts			
Sale of Investment securities	2,071	702	(504)
Proceeds from Sale of Property, Plant & Equip	2,208	2,008	1,522
Payments			
Purchase of Property Plant & Equipment	(80,846)	(65,874)	(54,752)
Advances to Deferred Debtors	(135)	0	0
NET CASH PROVIDED BY (OR USED IN) INVESTING ACTIVITIES	(76,701)	(63,164)	(53,734)
CASH FLOWS FROM FINANCING ACTIVITIES			
Receipts			
Payments			
Repayments of Borrowings and Advances	(4,778)	(4,892)	(5,153)
NET CASH PROVIDED BY (OR USED IN) FINANCING ACTIVITIES	(4,778)	(4,892)	(5,153)
NET INCREASE (DECREASE) IN CASH & CASH EQUIVALENTS HELD	(18,641)	(6,320)	4,532
Cash at Beginning of Period	96,010	77,369	71,049
CASH & CASH EQUIVALENTS AT EOY	77,369	71,049	75,581
PLUS other investment securities	8,597	7,894	8,398
TOTAL CASH & INVESTMENTS	85,965	78,943	83,979

WOLLONGONG CITY COUNCIL

10 Year Financials - Scenario 1

	2014/15 Forecast \$'000	2015/16 Forecast \$'000	2016/17 Forecast \$'000
INCOME & EXPENSE STATEMENT			
EXPENSES FROM ORDINARY ACTIVITIES			
Employee Costs	107,323	110,723	114,596
Borrowing Costs	3,918	3,754	3,581
Materials, Contracts & Other Expenses	91,659	95,889	101,963
Depreciation, Amortisation + Impairment	61,608	62,359	63,222
Internal Charges (labour)	(10,590)	(10,819)	(11,080)
Internal Charges (not labour)	(1,804)	(1,783)	(1,954)
Efficiency Improvements	(1,550)	(3,800)	(6,500)
Service Reductions	0	(900)	(2,100)
Total Expenses from Ordinary Activities	250,563	255,423	261,728
REVENUES FROM ORDINARY ACTIVITIES			
Rates and Annual Charges	163,116	171,237	180,498
User Charges and Fees	33,300	34,830	37,161
Interest and Investment Revenues	4,965	4,485	4,375
Other Revenues	8,829	9,074	9,323
Grants and Contributions - Operating	28,337	28,900	29,407
Additional Revenues	500	1,000	1,600
Revenues [pre capital]	239,048	249,526	262,363
NET SURPLUS (DEFICIT) [Pre capital]	(11,515)	(5,897)	636
Capital Grants & Contributions	11,201	9,397	11,118
NET SURPLUS (DEFICIT)	(314)	3,500	11,753

WOLLONGONG CITY COUNCIL

10 Year Financials - Scenario 1

	2014/15 Forecast \$'000	2015/16 Forecast \$'000	2016/17 Forecast \$'000
FUNDING STATEMENT			
Surplus (Deficit) [pre capital]	(314)	3,500	11,753
Add back :			
- Non-cash Operating Transactions	79,281	80,351	81,812
- Restricted cash used for operations	7,820	8,448	9,397
- Income transferred to Restricted Cash	(30,846)	(28,486)	(30,860)
- Payment of Accrued Leave Entitlements	(10,131)	(10,430)	(10,737)
- Payment of Carbon Contributions	(508)	(730)	(982)
Funds Available from Operations	45,303	52,653	60,384
Advances (made by) / repaid to Council	(135)	0	0
Borrowings repaid	(4,778)	(4,892)	(5,153)
Operational Funds Available for Capital Budget	40,390	47,761	55,231
CAPITAL BUDGET			
Assets Acquired	(85,496)	(76,974)	(73,352)
Transfers to Restricted Cash	0	0	0
Funded From :-			
- Operational Funds	40,390	47,761	55,231
- Sale of Assets	2,208	2,008	1,522
- Internally Restricted Cash	10,319	5,550	1,883
- Capital Grants	6,600	700	709
- Developer Contributions (Section 94)	6,660	9,079	11,300
- Other Externally Restricted Cash	16,488	8,821	2,490
- Other Capital Contributions	100	300	500
TOTAL FUNDS SURPLUS / (DEFICIT)	(2,731)	(2,756)	283

WOLLONGONG CITY COUNCIL

10 Year Financials - Scenario 1

	2014/15 Forecast \$'000	2015/16 Forecast \$'000	2016/17 Forecast \$'000
BALANCE SHEET			
CURRENT ASSETS			
Cash Assets	76,928	70,113	74,077
Investment Securities	8,548	7,790	8,231
Receivables	18,646	19,463	20,464
Inventories	8,941	8,941	8,941
Other	929	955	981
TOTAL CURRENT ASSETS	113,992	107,262	112,693
NON-CURRENT ASSETS			
Non-Current Receivables	5,109	5,109	5,109
Investments Accounted for using Equity Method	984	984	984
Investment Property	4,045	4,211	4,382
Intangible Assets	364	364	364
Property, Plant & Equipment	2,403,890	2,416,421	2,425,029
TOTAL NON-CURRENT ASSETS	2,414,391	2,427,088	2,435,867
TOTAL ASSETS	2,528,382	2,534,350	2,548,561
CURRENT LIABILITIES			
Current Payables	22,551	22,988	23,555
Provisions < 12 Months	9,713	9,980	10,249
Provisions > 12 Months	33,145	34,057	34,976
Current Interest Bearing Liabilities	4,892	5,153	5,280
TOTAL CURRENT LIABILITIES	70,301	72,177	74,061
NON-CURRENT LIABILITIES			
Non Current Interest Bearing Liabilities	26,829	22,548	17,998
Non Current Provisions	51,030	55,902	61,025
TOTAL NON-CURRENT LIABILITIES	77,859	78,450	79,024
TOTAL LIABILITIES	148,160	150,627	153,084
NET ASSETS	2,380,223	2,383,723	2,395,476
EQUITY			
Accumulated Surplus	(1,082,225)	(1,086,322)	(1,085,242)
Surplus (Deficit) for period	314	(3,500)	(11,753)
Asset Revaluation Reserve	(1,226,811)	(1,226,811)	(1,226,811)
Restricted Assets	(71,501)	(67,090)	(71,670)
TOTAL EQUITY	(2,380,223)	(2,383,723)	(2,395,476)

WOLLONGONG CITY COUNCIL

10 Year Financials - Scenario 1

	2014/15 Forecast \$'000	2015/16 Forecast \$'000	2016/17 Forecast \$'000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATIONS			
Receipts			
Rates and Annual Charges	161,443	170,419	179,496
User Charges & Fees	33,300	34,830	37,161
Investment Incomes	4,965	4,485	4,375
Grants & Contributions	39,538	38,297	40,524
Other Operating Receipts	9,146	9,882	10,727
Payments			
Employee Costs	(94,550)	(97,623)	(101,097)
Materials & Contracts	(87,941)	(88,969)	(90,841)
Borrowing Costs	(1,192)	(1,077)	(957)
Other Operating Payments	2,288	2,042	2,000
NET CASH PROVIDED BY (OR USED IN) OPERATIONS	66,999	72,286	81,387
CASH FLOWS FROM INVESTING ACTIVITIES			
Receipts			
Sale of Investment securities	2,120	757	(440)
Proceeds from Sale of Property, Plant & Equip	2,208	2,008	1,522
Payments			
Purchase of Property Plant & Equipment	(85,496)	(76,974)	(73,352)
Advances to Deferred Debtors	(135)	0	0
NET CASH PROVIDED BY (OR USED IN) INVESTING ACTIVITIES	(81,302)	(74,209)	(72,271)
CASH FLOWS FROM FINANCING ACTIVITIES			
Receipts			
Payments			
Repayments of Borrowings and Advances	(4,778)	(4,892)	(5,153)
NET CASH PROVIDED BY (OR USED IN) FINANCING ACTIVITIES	(4,778)	(4,892)	(5,153)
NET INCREASE (DECREASE) IN CASH & CASH EQUIVALENTS HELD	(19,082)	(6,815)	3,964
Cash at Beginning of Period	96,010	76,928	70,113
CASH & CASH EQUIVALENTS AT EOY	76,928	70,113	74,077
PLUS other investment securities	8,548	7,790	8,231
TOTAL CASH & INVESTMENTS	85,476	77,904	82,308

WOLLONGONG CITY COUNCIL

10 Year Financials - Scenario 2

	2014/15 Forecast \$'000	2015/16 Forecast \$'000	2016/17 Forecast \$'000
INCOME & EXPENSE STATEMENT			
EXPENSES FROM ORDINARY ACTIVITIES			
Employee Costs	107,323	110,723	114,596
Borrowing Costs	3,918	3,754	3,581
Materials, Contracts & Other Expenses	91,659	95,889	101,963
Depreciation, Amortisation + Impairment	61,808	62,459	63,222
Internal Charges (labour)	(10,590)	(10,819)	(11,080)
Internal Charges (not labour)	(1,804)	(1,783)	(1,954)
Efficiency Improvements	(1,000)	(2,000)	(4,000)
Service Reductions	0	0	(100)
Total Expenses from Ordinary Activities	251,313	258,223	266,228
REVENUES FROM ORDINARY ACTIVITIES			
Rates and Annual Charges	164,983	174,771	185,499
User Charges and Fees	33,300	34,830	37,161
Interest and Investment Revenues	4,965	4,485	4,375
Other Revenues	8,829	9,074	9,323
Grants and Contributions - Operating	28,337	28,900	29,407
Additional Revenues	120	370	370
Revenues [pre capital]	240,535	252,430	266,134
NET SURPLUS (DEFICIT) [Pre capital]	(10,778)	(5,793)	(93)
Capital Grants & Contributions	11,201	9,397	11,118
NET SURPLUS (DEFICIT)	423	3,604	11,024

WOLLONGONG CITY COUNCIL

10 Year Financials - Scenario 2

	2014/15 Forecast \$'000	2015/16 Forecast \$'000	2016/17 Forecast \$'000
FUNDING STATEMENT			
Surplus (Deficit) [pre capital]	423	3,604	11,024
Add back :			
- Non-cash Operating Transactions	79,481	80,451	81,812
- Restricted cash used for operations	7,820	8,448	9,397
- Income transferred to Restricted Cash	(30,846)	(28,486)	(30,860)
- Payment of Accrued Leave Entitlements	(10,131)	(10,430)	(10,737)
- Payment of Carbon Contributions	(508)	(730)	(982)
Funds Available from Operations	46,240	52,857	59,655
Advances (made by) / repaid to Council	(135)	0	0
Borrowings repaid	(4,778)	(4,892)	(5,153)
Operational Funds Available for Capital Budget	41,327	47,965	54,502
CAPITAL BUDGET			
Assets Acquired	(86,433)	(77,178)	(72,623)
Transfers to Restricted Cash	0	0	0
Funded From :-			
- Operational Funds	41,327	47,965	54,502
- Sale of Assets	2,208	2,008	1,522
- Internally Restricted Cash	10,319	5,550	1,883
- Capital Grants	6,600	700	709
- Developer Contributions (Section 94)	6,660	9,079	11,300
- Other Externally Restricted Cash	16,488	8,821	2,490
- Other Capital Contributions	100	300	500
TOTAL FUNDS SURPLUS / (DEFICIT)	(2,731)	(2,756)	283

WOLLONGONG CITY COUNCIL

10 Year Financials - Scenario 2

	2014/15 Forecast \$'000	2015/16 Forecast \$'000	2016/17 Forecast \$'000
BALANCE SHEET			
CURRENT ASSETS			
Cash Assets	76,885	70,136	74,177
Investment Securities	8,543	7,793	8,242
Receivables	18,762	19,690	20,758
Inventories	8,941	8,941	8,941
Other	929	955	981
TOTAL CURRENT ASSETS	114,059	107,514	113,098
NON-CURRENT ASSETS			
Non-Current Receivables	5,109	5,109	5,109
Investments Accounted for using Equity Method	984	984	984
Investment Property	4,045	4,211	4,382
Intangible Assets	364	364	364
Property, Plant & Equipment	2,404,627	2,417,262	2,425,141
TOTAL NON-CURRENT ASSETS	2,415,128	2,427,929	2,435,979
TOTAL ASSETS	2,529,187	2,535,443	2,549,078
CURRENT LIABILITIES			
Current Payables	22,618	23,240	23,960
Provisions < 12 Months	9,713	9,980	10,249
Provisions > 12 Months	33,145	34,057	34,976
Current Interest Bearing Liabilities	4,892	5,153	5,280
TOTAL CURRENT LIABILITIES	70,368	72,429	74,466
NON-CURRENT LIABILITIES			
Non Current Interest Bearing Liabilities	26,829	22,548	17,998
Non Current Provisions	51,030	55,902	61,025
TOTAL NON-CURRENT LIABILITIES	77,859	78,450	79,024
TOTAL LIABILITIES	148,227	150,879	153,489
NET ASSETS	2,380,960	2,384,564	2,395,588
EQUITY			
Accumulated Surplus	(1,082,225)	(1,087,059)	(1,086,083)
Surplus (Deficit) for period	(423)	(3,604)	(11,024)
Asset Revaluation Reserve	(1,226,811)	(1,226,811)	(1,226,811)
Restricted Assets	(71,501)	(67,090)	(71,670)
TOTAL EQUITY	(2,380,960)	(2,384,564)	(2,395,588)

WOLLONGONG CITY COUNCIL

10 Year Financials - Scenario 2

	2014/15 Forecast \$'000	2015/16 Forecast \$'000	2016/17 Forecast \$'000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATIONS			
Receipts			
Rates and Annual Charges	163,194	173,843	184,430
User Charges & Fees	33,300	34,830	37,161
Investment Incomes	4,965	4,485	4,375
Grants & Contributions	39,538	38,297	40,524
Other Operating Receipts	8,766	9,252	9,497
Payments			
Employee Costs	(94,550)	(97,623)	(101,097)
Materials & Contracts	(88,424)	(91,484)	(95,188)
Borrowing Costs	(1,192)	(1,077)	(957)
Other Operating Payments	2,288	2,042	2,000
NET CASH PROVIDED BY (OR USED IN) OPERATIONS	67,887	72,564	80,743
CASH FLOWS FROM INVESTING ACTIVITIES			
Receipts			
Sale of Investment securities	2,125	750	(449)
Proceeds from Sale of Property, Plant & Equip	2,208	2,008	1,522
Payments			
Purchase of Property Plant & Equipment	(86,433)	(77,178)	(72,623)
Advances to Deferred Debtors	(135)	0	0
NET CASH PROVIDED BY (OR USED IN) INVESTING ACTIVITIES	(82,235)	(74,420)	(71,550)
CASH FLOWS FROM FINANCING ACTIVITIES			
Receipts			
Payments			
Repayments of Borrowings and Advances	(4,778)	(4,892)	(5,153)
NET CASH PROVIDED BY (OR USED IN) FINANCING ACTIVITIES	(4,778)	(4,892)	(5,153)
NET INCREASE (DECREASE) IN CASH & CASH EQUIVALENTS HELD	(19,125)	(6,748)	4,041
Cash at Beginning of Period	96,010	76,885	70,136
CASH & CASH EQUIVALENTS AT EOY	76,885	70,136	74,177
PLUS other investment securities	8,543	7,793	8,242
TOTAL CASH & INVESTMENTS	85,427	77,929	82,419

WOLLONGONG CITY COUNCIL

10 Year Financials - Scenario 3

	2014/15 Forecast \$'000	2015/16 Forecast \$'000	2016/17 Forecast \$'000
INCOME & EXPENSE STATEMENT			
EXPENSES FROM ORDINARY ACTIVITIES			
Employee Costs	107,323	110,723	114,596
Borrowing Costs	3,918	3,754	3,581
Materials, Contracts & Other Expenses	91,659	95,889	101,963
Depreciation, Amortisation + Impairment	61,808	62,659	63,522
Internal Charges (labour)	(10,590)	(10,819)	(11,080)
Internal Charges (not labour)	(1,804)	(1,783)	(1,954)
Efficiency Improvements	(1,000)	(2,000)	(3,500)
Service Reductions	0	0	0
Total Expenses from Ordinary Activities	251,313	258,423	267,128
REVENUES FROM ORDINARY ACTIVITIES			
Rates and Annual Charges	166,016	176,837	188,598
User Charges and Fees	33,300	34,830	37,161
Interest and Investment Revenues	4,965	4,485	4,375
Other Revenues	8,829	9,074	9,323
Grants and Contributions - Operating	28,337	28,900	29,407
Additional Revenues	0	0	0
Revenues [pre capital]	241,448	254,126	268,863
NET SURPLUS (DEFICIT) [Pre capital]	(9,865)	(4,297)	1,736
Capital Grants & Contributions	11,201	9,397	11,118
NET SURPLUS (DEFICIT)	1,336	5,100	12,853

WOLLONGONG CITY COUNCIL

10 Year Financials - Scenario 3

	2014/15 Forecast \$'000	2015/16 Forecast \$'000	2016/17 Forecast \$'000
FUNDING STATEMENT			
Surplus (Deficit) [pre capital]	1,336	5,100	12,853
Add back :			
- Non-cash Operating Transactions	79,481	80,651	82,112
- Restricted cash used for operations	7,820	8,448	9,397
- Income transferred to Restricted Cash	(30,846)	(28,486)	(30,860)
- Payment of Accrued Leave Entitlements	(10,131)	(10,430)	(10,737)
- Payment of Carbon Contributions	(508)	(730)	(982)
Funds Available from Operations	47,153	54,553	61,784
Advances (made by) / repaid to Council	(135)	0	0
Borrowings repaid	(4,778)	(4,892)	(5,153)
Operational Funds Available for Capital Budget	42,240	49,661	56,631
CAPITAL BUDGET			
Assets Acquired	(87,346)	(78,874)	(74,752)
Transfers to Restricted Cash	0	0	0
Funded From :-			
- Operational Funds	42,240	49,661	56,631
- Sale of Assets	2,208	2,008	1,522
- Internally Restricted Cash	10,319	5,550	1,883
- Capital Grants	6,600	700	709
- Developer Contributions (Section 94)	6,660	9,079	11,300
- Other Externally Restricted Cash	16,488	8,821	2,490
- Other Capital Contributions	100	300	500
TOTAL FUNDS SURPLUS / (DEFICIT)	(2,731)	(2,756)	283

WOLLONGONG CITY COUNCIL

10 Year Financials - Scenario 3

	2014/15 Forecast \$'000	2015/16 Forecast \$'000	2016/17 Forecast \$'000
BALANCE SHEET			
CURRENT ASSETS			
Cash Assets	76,821	70,033	74,058
Investment Securities	8,536	7,781	8,229
Receivables	18,833	19,822	20,971
Inventories	8,941	8,941	8,941
Other	929	955	981
TOTAL CURRENT ASSETS	114,059	107,532	113,179
NON-CURRENT ASSETS			
Non-Current Receivables	5,109	5,109	5,109
Investments Accounted for using Equity Method	984	984	984
Investment Property	4,045	4,211	4,382
Intangible Assets	364	364	364
Property, Plant & Equipment	2,405,540	2,419,671	2,429,379
TOTAL NON-CURRENT ASSETS	2,416,041	2,430,338	2,440,217
TOTAL ASSETS	2,530,100	2,537,870	2,553,397
CURRENT LIABILITIES			
Current Payables	22,618	23,258	24,041
Provisions < 12 Months	9,713	9,980	10,249
Provisions > 12 Months	33,145	34,057	34,976
Current Interest Bearing Liabilities	4,892	5,153	5,280
TOTAL CURRENT LIABILITIES	70,368	72,447	74,547
NON-CURRENT LIABILITIES			
Non Current Interest Bearing Liabilities	26,829	22,548	17,998
Non Current Provisions	51,030	55,902	61,025
TOTAL NON-CURRENT LIABILITIES	77,859	78,450	79,024
TOTAL LIABILITIES	148,227	150,897	153,570
NET ASSETS	2,381,873	2,386,973	2,399,826
EQUITY			
Accumulated Surplus	(1,082,225)	(1,087,972)	(1,088,492)
Surplus (Deficit) for period	(1,336)	(5,100)	(12,853)
Asset Revaluation Reserve	(1,226,811)	(1,226,811)	(1,226,811)
Restricted Assets	(71,501)	(67,090)	(71,670)
TOTAL EQUITY	(2,381,873)	(2,386,973)	(2,399,826)

WOLLONGONG CITY COUNCIL

10 Year Financials - Scenario 3

	2014/15 Forecast \$'000	2015/16 Forecast \$'000	2016/17 Forecast \$'000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATIONS			
Receipts			
Rates and Annual Charges	164,156	175,848	187,448
User Charges & Fees	33,300	34,830	37,161
Investment Incomes	4,965	4,485	4,375
Grants & Contributions	39,538	38,297	40,524
Other Operating Receipts	8,646	8,882	9,127
Payments			
Employee Costs	(94,550)	(97,623)	(101,097)
Materials & Contracts	(88,424)	(91,466)	(95,725)
Borrowing Costs	(1,192)	(1,077)	(957)
Other Operating Payments	2,288	2,042	2,000
NET CASH PROVIDED BY (OR USED IN) OPERATIONS	68,729	74,217	82,855
CASH FLOWS FROM INVESTING ACTIVITIES			
Receipts			
Sale of Investment securities	2,132	754	(447)
Proceeds from Sale of Property, Plant & Equip	2,208	2,008	1,522
Payments			
Purchase of Property Plant & Equipment	(87,346)	(78,874)	(74,752)
Advances to Deferred Debtors	(135)	0	0
NET CASH PROVIDED BY (OR USED IN) INVESTING ACTIVITIES	(83,140)	(76,112)	(73,677)
CASH FLOWS FROM FINANCING ACTIVITIES			
Receipts			
Payments			
Repayments of Borrowings and Advances	(4,778)	(4,892)	(5,153)
NET CASH PROVIDED BY (OR USED IN) FINANCING ACTIVITIES	(4,778)	(4,892)	(5,153)
NET INCREASE (DECREASE) IN CASH & CASH EQUIVALENTS HELD	(19,190)	(6,787)	4,025
Cash at Beginning of Period	96,010	76,821	70,033
CASH & CASH EQUIVALENTS AT EOY	76,821	70,033	74,058
PLUS other investment securities	8,536	7,781	8,229
TOTAL CASH & INVESTMENTS	85,356	77,815	82,287

3 YEAR RESTRICTED CASH SUMMARY

PURPOSE OF RESTRICTED CASH	OPENING BALANCE 1/07/14	2014/15 Forecast \$'000			2015/16 Forecast \$'000			2016/17 Forecast \$'000		
		Transfer		Balance 30/06/15	Transfer		Balance 30/06/16	Transfer		Balance 30/06/17
		In	Out		In	Out		In	Out	
Internally Restricted Cash										
Community Infrastructure	3,348			3,348			3,348			3,348
MacCabe Park Development	540	150		690	150		840	150		990
City Parking Strategy	842	386	50	1,178	369	300	1,247	352	300	1,300
Sports Priority Program	414	267	150	531	267	150	647	267	150	764
Telecommunications Revenue	207	34	33	208	34	33	209	35	33	211
West Dapto Rates (additional)	287	391	1,723	(1,045)	563	1,790	(2,272)	800		(1,472)
Darcy Wentworth Park	132	33		165	34		198	35		233
Waste Disposal Facilities ***	13,887	3,687	8,413	9,162	3,527	3,327	9,363	3,470	1,420	11,413
Total Internal Restricted Cash	19,657	4,948	10,369	14,236	4,945	5,600	13,582	5,109	1,903	16,788
Externally Restricted Cash										
Section 94	11,292	9,236	6,756	13,772	8,972	9,176	13,569	11,162	11,396	13,335
Grants	10,777	8,526	11,210	8,092	6,917	5,617	9,392	6,489	5,948	9,934
Loan Repayments	31,573		15,188	16,385		7,961	8,425		1,005	7,419
Carbon Pricing	4,557	3,134	508	7,183	3,293	730	9,746	3,711	982	12,475
Domestic Waste Management	7,803	1,356		9,158	661	255	9,564	636	855	9,345
External Service Charges to Restricted Assets	47	49		96	50		146	51		197
Other Contributions	2,194	480	525	2,149	490	536	2,103	499	513	2,089
Special Rates Levies - City Centre + Mall	225	1,388	1,419	195	1,423	1,457	161	1,459	1,496	123
Stormwater Management	516	1,729	2,012	233	1,736	1,566	403	1,743	2,181	(35)
Total External Restricted Cash	68,985	25,898	37,618	57,265	23,541	27,297	53,508	25,750	24,376	54,882
Grand Total	88,642	30,846	47,987	71,501	28,486	32,897	67,090	30,860	26,279	71,670
*** The Waste Disposal Facilities Restricted Asset is held for the development and renewal of assets within Council's waste facilities and for the rehabilitation of the sites at the end of their lives. Council's Waste Strategy and Master Plan for facilities is currently being reviewed and will potentially change the life and capital requirements of the facilities. While this review is being progressed the forward capital works program only includes specific works that are not impacted by a revised strategy. Adjustments to the works program will be made where necessary following completion of the review program. Cash collections have been estimated in accordance with the current program.										

3 YEAR S94 RESTRICTED CASH SUMMARY

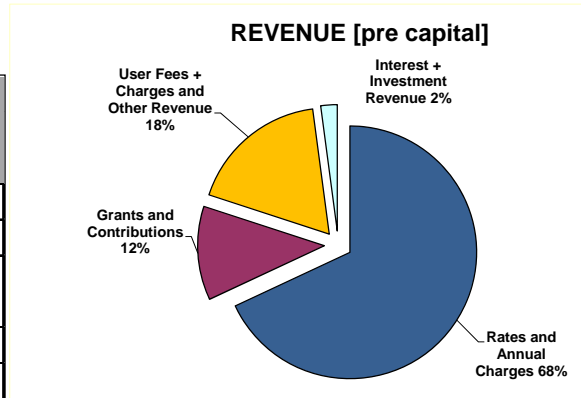
PURPOSE OF RESTRICTED CASH	OPENING BALANCE 1/07/14	2014/15 Forecast \$'000			2015/16 Forecast \$'000			2016/17 Forecast \$'000		
		Transfer		Balance 30/06/15	Transfer		Balance 30/06/16	Transfer		Balance 30/06/17
		In	Out		In	Out		In	Out	
Externally Restricted Cash										
S94 Plans	28	38		66	49		115	56		171
S94 West Dapto	12,336	8,108	2,760	17,684	7,902	5,437	20,149	10,174	8,330	21,993
S94A City Centre	(6,322)	(283)	720	(7,325)	(342)	522	(8,189)	(377)	550	(9,116)
S94A City Wide	5,250	1,373	3,276	3,347	1,363	3,216	1,494	1,309	2,516	288
Total S94 Restricted Cash	11,292	9,236	6,756	13,772	8,972	9,176	13,569	11,162	11,396	13,335

APPENDIX 3: BUDGET 2014-15

Detailed Budget Background

Revenue

Revenue Type (\$'000)	2014/15 Forecast
Rates and Annual Charges	160.5
Grants and Contributions	28.3
User Fees + Charges and Other Revenue	42.1
Interest + Investment Revenue	5.0
Total	235.9



Rates & Annual Charges

Rates

Baseline rate income forecasts are based on the estimated IPART determined Increase of 2.7% in 2014/15 and 3% in the following two years. Scenario rates estimates are adjusted by the amounts outlined in each scenario. The rate categories and sub-categories are proposed to remain unchanged. These structures have been applied since 1994 when the provisions of the then new Local Government Act came into force. A change in pricing structure for residential rates to include a base charge was introduced in 2002.

In addition to general rates, Council currently applies two special rates, the Mall Special Rate and the City Centre Special Rate. Together, special rates are projected to generate \$1.4 Million of revenue for 2014/15.

Final Rate increases are generally advised by IPART in December. Forecasts beyond 2014/15 also include a 0.4% growth in rates that represents approximately 420 additional properties per annum.

The pricing of rates based on existing property information is shown below. These prices will change through the planning process as property information changes. More detailed information relating to the Rates and Rating Policy will be contained in the Rates, Fees and Charges booklet to be published for consultation along with the Annual Plan in April/May 2014.

	2014/15 Forecast \$'000	2015/16 Forecast \$'000	2016/17 Forecast \$'000
Rates Revenue			
Ordinary Rates - Residential	(84,866)	(88,047)	(91,398)
Ordinary Rates - Farmland	(434)	(449)	(464)
Ordinary Rates - Mining	(936)	(967)	(1,000)
Ordinary Rates - Business	(40,865)	(42,254)	(43,691)
Special Rates - Mall	(1,000)	(1,031)	(1,063)
Special Rates - City Centre	(393)	(405)	(417)
TOTAL Rates Revenue	(128,492)	(133,152)	(138,033)

APPENDIX 3: BUDGET 2014-15

With the development of new properties in West Dapto, there will be increasing rate revenue for Council over a period of time. This rate revenue will precede operational demand and assets built will require little renewal or maintenance for seven to fifteen years creating a perception of improved financial capacity. Experience in developing councils has shown the long term negative impacts that the delayed expense pattern has if additional rate revenue is built into other recurrent operations.

To assist in managing this, the Financial Strategy requires that increased annual rate revenue created from the subdivision in West Dapto will be restricted and only allocated to operational expenditure as the area develops. The annual revenue will be made available to meet infrastructure or planning requirements in the area, or be applied to meet existing infrastructure renewal requirements. In the coming years, this will be directed towards repayments of loans for the West Dapto Access Strategy.

Domestic Waste Management

Under the Local Government Act, Council must not apply income from an ordinary rate towards the cost of providing Domestic Waste Management services. Income obtained from charges for Domestic Waste Management must be calculated so as to not exceed the reasonable cost to the Council of providing those services.

The charge calculated for 2014/15 will be based on the full recovery of the service, including appropriate charges for Domestic Waste tipping fees at Whyte's Gully. The Waste Facility tipping charge includes pricing for future capital costs associated with the management of the facility, long term site remediation, and a provision for carbon price based on waste tipped in the 2014/15 year.

Pricing and revenue for Domestic Waste Management are applied on an averaging basis over a period of time to avoid abnormal fluctuations in price. The anticipated revenue for Domestic Waste Management is shown below with more details on the charges to be set out in the Rates, Fees and Charges booklet to be published for consultation along with the Annual Plan in April/May 2014.

The current estimates are preliminary based on trends from prior years. A more detailed budget will be developed for the Annual Plan that will need to address changes in Council's contracts that will be new for 2014/15, changes to the Waste Levy and any implications in legislation, including possible changes to Carbon Price legislation.

	2014/15 Forecast \$'000	2015/16 Forecast \$'000	2016/17 Forecast \$'000
Domestic Waste Management Revenue			
Annual Charges Domestic Waste Management	(31,432)	(32,115)	(33,521)

Note: Figures net of Pensioner Rebates

APPENDIX 3: BUDGET 2014-15

Stormwater Management

Council levies a Stormwater Management Charge on all parcels of rateable land, other than those exempted under the Local Government Act. The pricing from Stormwater Management is to remain unchanged from 2013/14.

The future estimates for Stormwater are shown below.

	2014/15 Forecast \$'000	2015/16 Forecast \$'000	2016/17 Forecast \$'000
Stormwater Management Revenue			
Annual Charges Stormwater Management Services	(1,722)	(1,729)	(1,736)

Waste Management Services – Non-Domestic Premises

Council levies a Waste Management fee on approximately 372 non-residential properties where approved. The operations of this service are currently managed through the kerbside collection contracts and costs have not been separated from Domestic Waste. The fee for this service has historically been set in line with Domestic Waste Management fees to avoid cross subsidisation.

The revenue from non-domestic waste operations is estimated at \$195,000 for 2014/15.

Pensioner Rebates

Council is required to provide a pensioner rebate under the Local Government Act and has also continued to provide a voluntary rebate to eligible pensioners who were receiving a Council rebate prior to 1994. Pensioner rebates are deducted from rates revenue for reporting purposes.

The compulsory pensioner rebate to ratepayers holding a pension card is 50% of rates and annual charges up to \$250. 55% of this rebate is funded from Government subsidy which is included in untied grant revenues.

	2014/15 Forecast \$'000	2015/16 Forecast \$'000	2016/17 Forecast \$'000
Pensioner Rebates			
Pensioner Rate Rebate - Statutory s575	3,198	3,228	3,258
Pensioner Rate Rebate - Council s582	597	565	530
Pensioner DWM Rebate - Statutory s575	934	959	985
Pensioner DWM Rebate - Council s582	196	201	207
TOTAL Pensioner Rebates	4,926	4,954	4,980

User Fees, Charges and Other Revenue

Council charges a range of fees as contained in the Rates, Fees and Charges booklet. The income received from fees reduces the amount of rates and other untied income required for these services. Other charges are generally not for service and include penalty income, leasing, recoveries, sponsorship etc.

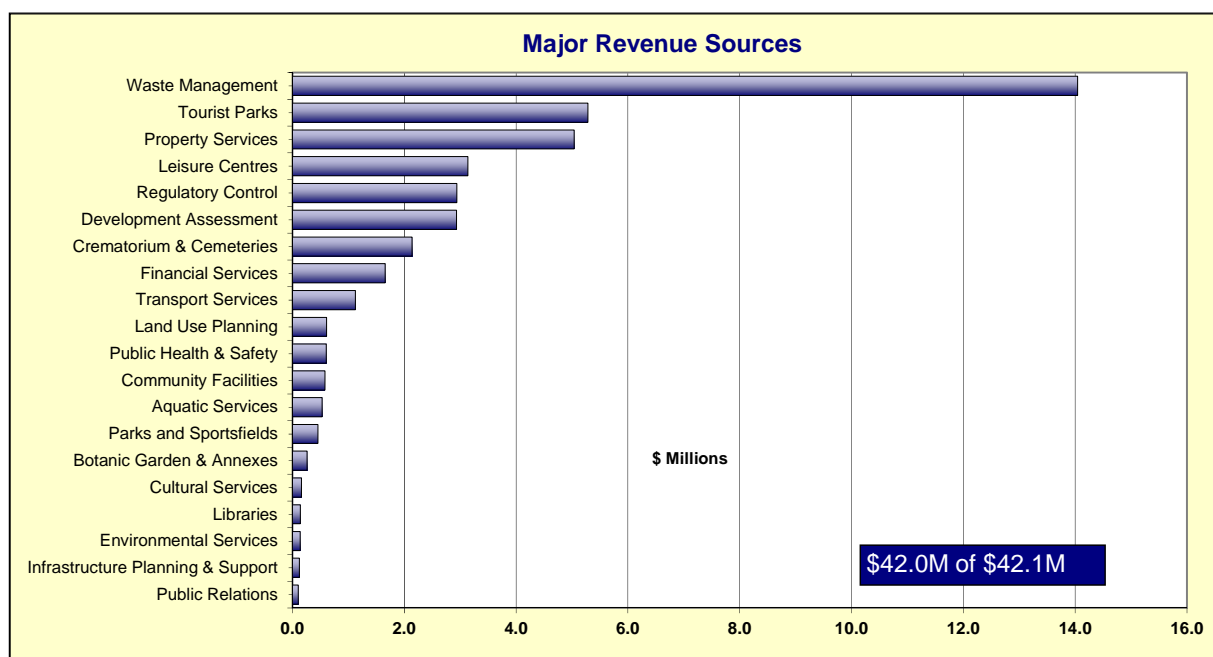
Fees for services are set having due consideration to the following factors:

- The cost of providing the service.
- The importance of the service to the community.
- The price fixed by a relevant industry body.
- Any factors specified in the Local Government Act.
- Market rates or pricing.

Council assesses its pricing for services under the following categories which are identified against individual fees in the Rates, Fees and Charges booklet.

Pricing Method	Description
Full Cost Pricing	Fees and charges are set to enable the recovery of all direct and indirect costs involved in the provision of a service.
Subsidised Pricing	Fees and charges are set at a level that recovers less than the full cost incurred in service delivery. In effect some level of subsidisation is factored into the price.
Rate of Return Pricing	Fees and charges are set to enable the recovery of all direct and indirect costs involved in the provision of a service plus a profit margin.
Market Pricing	Fees and charges are based on current market fee structures. The market price is usually determined by examining competitors' prices and may have little relationship to the cost of providing the service.
Statutory Pricing	Fees and charges are set to comply with statutory legislation. Council identifies in its Fees & Charges document where it adopts the maximum statutory fee.

Fees, Charges and Other Revenue account for 18% of Council's revenue [pre capital]. The major elements are shown in the table below



APPENDIX 3: BUDGET 2014-15

Operational Grants

Untied Grants

Financial Assistance Grant

The Financial Assistance Grant (FAG) is a general purpose annual grant funded by the Federal Government through the States. Although the Grant has two components, general purpose and roads component, it is an unconditional Grant. The general purpose component is distributed to the States based on population whilst the road component is distributed based on a fixed share of the national pool.

The NSW Local Government Grants Commission is responsible for the distribution of the Grant to councils within the State. Distribution criteria include population changes, changes in standard costs, disability measures, local roads and bridges lengths and changes in property values. The following table shows the anticipated revenues from the FAG.

	2014/15 Forecast \$'000	2015/16 Forecast \$'000	2016/17 Forecast \$'000
Financial Assistance Grant			
General Component	(15,521)	(15,909)	(16,306)
Road Component	(2,382)	(2,440)	(2,499)
TOTAL Financial Assistance Grant	(17,902)	(18,348)	(18,806)

Waste & Sustainability Improvement Program (WASIP)

The State Government has for a period of time provided grant funding from waste levies paid by waste facility operators in NSW. The provision of this grant was also tied to meeting various targets set by the State Government. The State finalised this program and has implemented a transitional arrangement that provided Council one more year in 2013-14 of funding that was received in 2012-13.

Financial projections for the years 2014-15 to 2016-17 show that no further funding is expected and that programs being phased down or funded through reprioritisation of existing allocations. Additional funds may become available through the Waste Less Recycle More grants that will replace WASIP allocations from the Waste Levy. Estimates of funding have not been made available at this stage.

	2014/15 Forecast \$'000	2015/16 Forecast \$'000	2016/17 Forecast \$'000
WASIP	0	0	0

Pensioner Rate Subsidy

The pensioner rate subsidy is included in the untied grants to offset the cost of rebates.

	2014/15 Forecast \$'000	2015/16 Forecast \$'000	2016/17 Forecast \$'000
Pensioner Subsidies			
Pensioner Rate Subsidy	(1,759)	(1,776)	(1,792)
Pensioner DWM Subsidy	(514)	(528)	(542)
TOTAL Pensioner Subsidies	(2,273)	(2,303)	(2,334)

APPENDIX 3: BUDGET 2014-15

Specific Purpose Operational Grants

There is a small range of specific purpose operational grants that are recurrent in nature and form part of Council's ongoing budget. The budget and forecast amounts for ongoing funding is provided below by service.

	2014/15 Forecast \$'000	2015/16 Forecast \$'000	2016/17 Forecast \$'000
Specific Purpose Operating Grants			
Aged & Disability Services	(3,144)	(3,209)	(3,276)
Emergency Management	(567)	(567)	(567)
Libraries	(538)	(541)	(543)
Community Programs	(301)	(301)	(301)
Stormwater Services	(300)	(300)	(300)
Youth Services	(147)	(148)	(148)
Cultural Services	(66)	(66)	(66)
Total Specific Purpose Operating Grants	(5,063)	(5,131)	(5,201)

The proposed Financial Strategy states that Council will actively pursue grant funding and other contributions to assist in the delivery of core services.

State and Federal Government planning and the announcement of one off specific purpose grants does not generally align with Council's planning cycle. It is anticipated that Council will become aware of, and make application for, a range of grants during the next reporting period that are not budgeted at this stage. Where grants are provided, the budget will be updated to make allowance for the additional income and expense of the program as approved.

Interest on Investments

Interest on investments forecasts are based on anticipated cash holdings and projected interest rates. Cash holdings projections are drawn from the budgeted revenues and expenditures in the budget and anticipated internal and external restricted cash balances. Council is required to restrict any interest attributed to Section 94, Domestic Waste Management and a number of grants.

Projected interest rates are based on forecast 90 day bill rates to reflect current investment strategies. Forecasts for interest rates are derived from a number of sources including banking sector projections and Council's investment adviser. The impact of the global financial crisis has seen a significant decline in this area of revenue. In addition, there are increased limitations on investments products that can be used by councils. Previously, access to higher risk strategies meant higher returns and greater risk.

Interest revenues included in the financial projections for 2014-15 onwards are of a preliminary nature and will need to be reviewed through the budget development process.

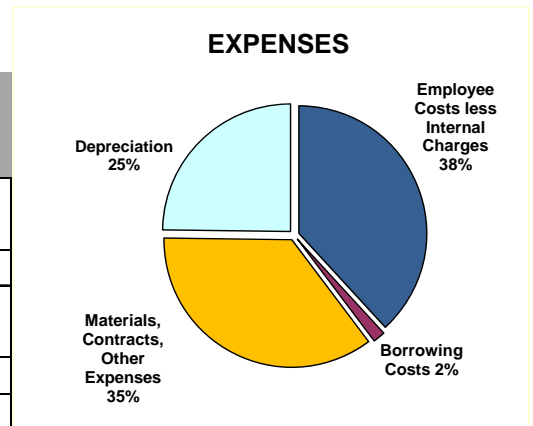
Capital Income

Capital income refers to revenue that is specifically for additional assets acquired by Council. The funding may be in the form of cash contributions or may represent the value of assets dedicated to Council by land developers or other levels of Government. Capital income is inconsistent from one period to another and is also difficult to predict due to the nature of the transactions.

Wollongong City Council usually eliminates capital income from its key financial measures and discussions as it is not income that can be used to fund the day to day operations of the Council or generally be used to replace existing assets. Capital income is, however, important to the Council and its community as it is a source of funds that allow increased assets that can improve services and/or provide new services to growing areas such as roads, bridges, drains and playing fields in a new release area such as West Dapto. The operation of these assets will be reflected in Council's operating costs in future years and will form part of the operating financial measures at that time.

Expenses

Expense Type (\$'000)	2014/15 Forecast
Employee Costs less Internal Charges	96.7
Borrowing Costs	3.9
Materials, Contracts, Other Expenses	89.9
Depreciation	62.8
Total	253.3



Service Levels

The baseline budget includes Service at existing levels as outlined in the current Annual Service Plans 2013/14 document. Estimates for expenses and income in future years have been applied based on existing service levels unless a decision has been made, or a plan is in place, to vary this level. The detail of services to be provided is outlined in Council's Service Plans. The outcomes of Service Reviews are incorporated into forward estimates as deployment strategies are confirmed. Variations in recurrent budget costs in excess of expected indices have been considered and are included in the budget where necessary.

The three scenarios provided include options to amend the level of funding and services in some areas in future periods. While there are indicative areas and concepts for service adjustment no decision has been made as to where, or if service adjustments will be made. The financial estimates reflect the assumptions outlined in each scenario previously reported in the Delivery Plan and in more detail in the Draft Resource Strategy.

Employee Costs

Baseline labour and associated employee costs are based on the Employee Establishment. Additional labour costs related to specific non recurrent projects (where identified) are also included. Labour costs are budgeted in accordance with the Enterprise Agreement (EA) rates with anticipated indexation for increases beyond the current Enterprise Agreement. The Enterprise Agreement for 2012/15 set increases for the three years commencing 1 July 2012. Estimated increases have been included beyond that period.

Recurrent casual and overtime budgets are maintained to match the service and structure levels required for 2014/15 subject to variation if adjustments as outlined in the scenarios are adopted. It is usual that some of these budgets are exceeded during the year as additional employee resources are used for projects that are planned but not allocated to labour in the first instance, or for new projects introduced with funding.

Employee costs are inclusive of labour on costs such as superannuation, workers' compensation costs, parental leave, annual leave, provision for long service leave and payroll tax, where applicable. The Federal Government has passed legislation to increase the compulsory superannuation guarantee payments that Council pays for all staff in accumulation scheme super funds. This series of increases (0.25% in 2014/15 and 0.5% increases for 2015/16 to 2019/20 to bring the levy to 12% by 2020) has been factored into the long term position.

APPENDIX 3: BUDGET 2014-15

The cost of employees working on capital projects is allocated to specific projects as work is completed. This includes design, survey, project management and supervision and construction staff. The budget includes all labour costs and an estimate of the annual employee allocation required to be made to capital works. This is shown in Internal Charges as a negative expense which reduces the operating cost to the correct level. Under this structure, the capital budget is required to include sufficient works to employ these resources.

	2014/15 Forecast \$'000	2015/16 Forecast \$'000	2016/17 Forecast \$'000
Salaries & Wages			
Salaries and Wages	79,784	81,898	84,486
Superannuation	10,461	11,021	11,621
Workers' Compensation Insurance	2,251	2,319	2,388
Fringe Benefits Tax	364	374	384
Payroll Tax	43	44	46
Training Costs (excluding Salaries)	788	811	836
Other Employee Costs	1,319	1,546	1,680
Change in Workers Comp Provision	220	227	233
Direct Labour Oncosts	12,093	12,484	12,922
TOTAL Employee Salary & Wages	107,323	110,723	114,596
Employee Costs used in Capital Works	10,813	11,015	11,255
TOTAL Operational Salaries	96,510	99,708	103,340

Borrowing Costs (Financing)

Borrowings are considered as part of the Capital Budget process in accordance with the Financial Strategy and Asset Management Policy. Council's current Financial Strategy indicates Council will remain a low debt user by maintaining a debt service ratio (principal and interest repayments compared to operational revenue) below 4%.

Loans

In 2010/11, Council accepted a \$26.1 Million interest free loan from the Department of Planning to accelerate construction of the West Dapto Access Strategy. In 2012/13, Council further increased its loan borrowings by \$20 Million as part of a subsidised Local Infrastructure Renewal Scheme program that was offered by the State Government as incentive to councils to accelerate infrastructure renewal. These loans are planned to be repaid over nine and a half years.

A further \$4.3 Million in LIRS funding will be drawn down in 2013/14 as part of LIRS (2) to be subsidised at 3%. These repayments have increased the debt service ratio to around 2.6% in 2013/14. The LIRS program has allowed Council to bring forward the program for the renewal and upgrade of footpaths and cycleways and LIRS (2) will allow significant building renewal and enhancement to be carried out in coming periods.

	2014/15 Forecast \$'000	2015/16 Forecast \$'000	2016/17 Forecast \$'000
Borrowing Cost on LIRS			
Interest	1,190	1,075	955
Recognise interest on loan funds associated with Local Infrastructure Renewal Scheme (excludes subsidy)			

APPENDIX 3: BUDGET 2014-15

The loan repayments associated with the West Dapto Access Strategy will be funded primarily from Section 94 contributions and additional rate revenue from the West Dapto subdivision.

The operating expenses shown in Council's forecasts include a borrowing cost for the interest free loan that Council received in 2009/10. As this loan is an interest free loan, it is accounted for at fair value. The value of the interest free loan in each period is the Net Present Value of the future repayments that will be made over the remaining life of the asset. The \$26.1 Million loan was originally recognised as a liability of only \$17.3 Million while the difference between that and the actual funds received was treated as income in the 2009/10. There is a notional interest expense recorded each year to reflect the amortisation of this notional income and the increase in the NPV over the life of the loan.

Waste Facility Remediation

Council is required under its accounting standards to recognise the value of its waste facilities inclusive of remediation works that are required.

The anticipated cost of the remediation is added to the value of the waste facility asset and also held as a provision (liability) against the asset. Both sides of this transaction are held at NPV. As the NPV increases over time, the increase in provision is transacted through the Income and Expense Statement as borrowing costs as shown below.

	2014/15 Forecast \$'000	2015/16 Forecast \$'000	2016/17 Forecast \$'000
Borrowing Cost on Waste Remediation			
Interest on Tip Remediation	1,722	1,804	1,894

Materials, Contracts and Other Expenses

Baseline forecasts for materials, contracts and other expenses are based on current estimates of Service Plan requirements plus indexation. The scenarios include differing levels of service adjustment that will initially be reflected as a specific cost savings line in the estimates. As projects are specified for implementation they will be reflected as adjustment to materials and contracts and/or employee cost adjustments. It is usual to initially factor in project savings or new projects as Materials and Contracts until final resourcing is specified.

Indexation

General indexation is used where specific information is not available. The proposed indices are derived from a number of publications including long term economic projections published by various banks, the Quarterly Economic Brief from Deloitte Access Economics and IPART recommendations for various utilities and rates pegging.

Indices for Expenditure				
	2014/15	2015/16	2016/17	2017/18 +
	%	%	%	%
CPI - general expenditure	2.3	2.75	2.7	2.6
Expenditure growth	0.3	0.3	0.3	0.3
Employee Costs				
-Wages costs	3.0	3.0	3.0	3.0
-Skills & Performance adjustments	0.3	0.3	0.3	0.3
-Superannuation levy increase	0.25	0.50	0.50	0.50
Loan borrowing rate	6.9	7.5	7.6	7.6
Utilities				
-Electricity	3.3	7.0	7.0	7.0
-Other Utilities	3.3	3.7	3.7	3.6
-Street lighting	3.3	3.7	3.7	3.6

Statutory Charges

Waste levy

The Waste levy is applicable to waste and cover materials going to landfill. Rates applicable are determined by the Department of Environment and Climate Change based on geographic location, with Wollongong classified as being within the Extended Regulated Area. Rates applicable are shown below. Application of the levy to cover materials was introduced March 2007. The levy increases annually by \$10 per tonne (plus CPI adjustments) for the next four years. In 2014/15, the levy is estimated to be \$120.50 (inclusive of estimated CPI increase) per tonne in the Sydney, Hunter, Central Coast, Illawarra and Shoalhaven regions.

A portion of the levy relates to Domestic Waste which is recovered through the Domestic Waste Management Charge.

	2014/15 Forecast \$'000	2015/16 Forecast \$'000	2016/17 Forecast \$'000
Waste Levy			
Waste Levy - Council	589	667	750
Waste Levy - Commercial	5,171	5,856	6,581
Waste Levy - Domestic	6,094	6,902	7,756
Waste Levy on Landfill	5,245	5,941	6,677
TOTAL Waste Levy	17,098	19,366	21,763

APPENDIX 3: BUDGET 2014-15

Street Lighting

Street lighting is charged by Council's current supplier Endeavour Energy. A rebate on street lighting is paid through the account resulting in a net cost to Council.

	2014/15 Forecast \$'000	2015/16 Forecast \$'000	2016/17 Forecast \$'000
Street Lighting	3,482	3,610	3,744

Emergency Services

Emergency services operations are contributed to by Council as below:

	2014/15 Forecast \$'000	2015/16 Forecast \$'000	2016/17 Forecast \$'000
Emergency Services			
Rural Fire Service contribution	380	380	380
State Emergency Services contribution	256	256	256
Fire Brigade contribution	2,504	2,504	2,504
Provision for indexation on contributions	281	410	543
TOTAL Emergency Services	3,421	3,550	3,683

Earlier in 2013, the State Government commenced a review of the way emergency services, including Fire and Rescue NSW, the NSW Rural Fire Service and the NSW State Emergency Service are funded with a view of making this funding less complicated and more equitable and efficient. Under current arrangements the bulk of funding (73.7%) is provided by a tax on insurance companies, while the remainder of the funds are provided by local governments (11.7%) and the State Government (14.6%).

A wide range of alternative revenue sources were considered and there was likelihood of a property based levy in place of current arrangements. The final decision has been deferred pending further investigations and assessment of similar reforms introduced in Victoria in July 2013.

Affiliates Contributions

	2014/15 Forecast \$'000	2015/16 Forecast \$'000	2016/17 Forecast \$'000
Affiliates Contributions			
Tourism Support & Contributions	956	979	1,002
Performing Arts Centre	638	656	674
TOTAL Affiliates Contributions	1,595	1,635	1,676

Note: Council will review contributions during the annual budget process for 2014-15

APPENDIX 3: BUDGET 2014-15

Other Contributions, Donations, Memberships and Subsidies

	2014/15 Forecast \$'000	2015/16 Forecast \$'000	2016/17 Forecast \$'000
Other Contributions			
Neighbourhood Youth Program	237	243	250
Sponsorship Fund	102	104	107
IRIS Contribution	85	87	89
Southern Councils Group	69	71	73
Illawarra Surf Lifesaving Contribution	68	69	71
Asset Operational Costs	65	67	69
Illawarra Escarpment - Geotech. Research	54	54	54
Australia Day Committee	52	54	55
Illawarra Institute Sport Contribution	43	44	45
Community Arts Programme - Public Art Se	41	42	43
Subsidy Aerial Patrol Contribution	26	27	27
Scholarships	12	13	13
Heritage	11	12	12
Cultural Centres Operations	10	11	11
IBC Business Awards and comm promotion	9	10	10
Public Bands Contribution	8	8	8
Life Education Illawarra Contribution	7	7	7
Aboriginal Activities	6	6	6
WCC Social Club	3	3	4
Minor Donations	3	3	3
TOTAL Other Contributions	911	935	958

Note: Council will review contributions during the annual budget process for 2014-15

Depreciation

Depreciation represents 25% of the expense budget. While depreciation is not cash expenditure, it is an important part of the real cost of maintaining Council services. Depreciation represents the consumption of an asset over its life. This deterioration in value of assets occurs through use, ageing or obsolesce.

The cost of depreciation has changed during the prior year reporting period as classes of assets have been moved for historical cost to fair valuation. In 2009/10 particularly, the valuation of roads and bridges was changed to fair value which had a significant impact on depreciation amounts. All assets are now moved to fair value or acceptable approximations of fair value and significant change is not anticipated in the future.

Council has re-evaluated some asset lives that have resulted in a decrease in depreciation for 2012/13. Council's maturity in asset management is improving and as new information becomes available changes may occur, particularly to asset lives and valuation information.

Service Budgets

While Council's budget is set and reported at a whole of Council level, for strategic planning purposes it is important to understand the proposed allocations of financial resources at the individual service level. Service level expenses include not only the direct labour and material costs but also internal charges. Internal charges are charges for activities managed by one division to provide services to other areas within Council. Direct examples of this will include:

- Provision of assets, such as vehicles, plant, computers, and buildings.
- Internal services such as Design, Project Delivery and Supervision, Printing and Marketing, Workshop.

Where it is useful to directly charge between one service and another, a defined methodology has been established to allocate costs between the division providing the service and the user of the service. In the case of buildings, this is considered to be similar to a landlord/tenant arrangement, for plant, similar to plant hire arrangements, for vehicles and computers, like a rental agreement. It is intended that generally only avoidable costs driven by end user demand are charged. The allocation of charges is based on cost with no internal profits generated through the process. Corporate Services and other overheads have not been charged directly to cost centres unless there is an external source of funding that provides for a proportion of those expenses.

DRAFT CAPITAL BUDGET

Remaining years of 2012-2017 Delivery Plan

PROGRAM	2014/15			2015/16			Expenditure	2016/17	
	Expenditure	Funding	Revenue Funding	Expenditure	Funding	Revenue Funding		Funding	Revenue Funding
Roads & Related Assets									
Traffic Facilities	500,000	(320,000)	180,000	1,100,000	(650,000)	450,000	800,000	(590,000)	210,000
Total Program Traffic Facilities	500,000	(320,000)	180,000	1,100,000	(650,000)	450,000	800,000	(590,000)	210,000
City Centre New/Upgrade	200,000	(100,000)	100,000	300,000	(72,000)	228,000	250,000	(100,000)	150,000
City Wide New/Upgrade	150,000	(75,000)	75,000	150,000	(100,000)	50,000	100,000	(100,000)	0
Total Program Public Transport Facilities	350,000	(175,000)	175,000	450,000	(172,000)	278,000	350,000	(200,000)	150,000
Road reconstruction	3,300,000	(400,000)	2,900,000	4,900,000	(600,000)	4,300,000	3,000,000	(550,000)	2,450,000
Guardrail Renewal	150,000	0	150,000	150,000	0	150,000	150,000	0	150,000
Retaining Wall Replacement	150,000	0	150,000	150,000	0	150,000	200,000	0	200,000
Road Resurfacing	253,000	0	253,000	1,800,000	0	1,800,000	981,000	0	981,000
Kerb & Gutter Replacement & Subsoil Drainage	400,000	0	400,000	400,000	0	400,000	400,000	0	400,000
Road Upgrades	250,000	(250,000)	0	500,000	0	500,000	500,000	(350,000)	150,000
Guardrails - New	100,000	0	100,000	100,000	0	100,000	50,000	0	50,000
Total Program Roadworks	4,603,000	(650,000)	3,953,000	8,000,000	(600,000)	7,400,000	5,281,000	(900,000)	4,381,000

APPENDIX 4: CAPITAL BUDGET

PROGRAM	2014/15			2015/16			2016/17		
	Expenditure	Funding	Revenue Funding	Expenditure	Funding	Revenue Funding	Expenditure	Funding	Revenue Funding
Bridges, Boardwalks & Jetties - New	280,000	(280,000)	0	500,000	(250,000)	250,000	600,000	(300,000)	300,000
Bridges, Boardwalks & Jetties - Replace / Upgrade	1,400,000	(300,000)	1,100,000	800,000	(250,000)	550,000	600,000	0	600,000
Total Program Bridges, Boardwalks & Jetties	1,680,000	(580,000)	1,100,000	1,300,000	(500,000)	800,000	1,200,000	(300,000)	900,000
Total Roads & Related Assets	7,133,000	(1,725,000)	5,408,000	10,850,000	(1,922,000)	8,928,000	7,631,000	(1,990,000)	5,641,000

West Dapto

Total West Dapto	16,300,000	(12,890,000)	3,410,000	4,600,000	(4,467,282)	132,718	6,027,000	(5,570,000)	457,000
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Footpaths & Cycleways

Footpaths - New	2,250,000	(2,250,000)	0	2,500,000	(1,900,000)	600,000	817,618	(500,000)	317,618
Footpaths - Reconstruction / Upgrades	2,709,139	(2,100,000)	609,139	3,871,067	(2,550,000)	1,321,067	1,138,924	(200,000)	938,924
Retaining Walls (Footpaths)	80,000	0	80,000	200,000	0	200,000	100,000	0	100,000
Street Trees	20,000	0	20,000	30,000	0	30,000	20,000	0	20,000
Total Program Footpaths	5,059,139	(4,350,000)	709,139	6,601,067	(4,450,000)	2,151,067	2,076,542	(700,000)	1,376,542
Cycle/Shared Paths - New	400,000	(300,000)	100,000	250,000	(200,000)	50,000	200,000	(200,000)	0
Gr& Pacific Walk	888,000	(250,000)	638,000	1,000,000	(250,000)	750,000	1,000,000	(150,000)	850,000

APPENDIX 4: CAPITAL BUDGET

PROGRAM	2014/15			2015/16			2016/17		
	Expenditure	Funding	Revenue Funding	Expenditure	Funding	Revenue Funding	Expenditure	Funding	Revenue Funding
Cycle/Shared Path - Reconstruct/Upgrade	2,200,000	(1,400,000)	800,000	2,400,000	(1,600,000)	800,000	900,000	(400,000)	500,000
Total Program Cycle/Shared Paths	3,488,000	(1,950,000)	1,538,000	3,650,000	(2,050,000)	1,600,000	2,100,000	(750,000)	1,350,000
Crown Street Mall Upgrade	6,455,000	(900,000)	5,555,000	100,000	0	100,000	0	0	0
CBD Public Domain	3,190,000	(1,850,000)	1,340,000	3,300,000	(1,800,000)	1,500,000	750,000	(300,000)	450,000
Village & Town Centre Upgrades	500,000	(150,000)	350,000	800,000	0	800,000	700,000	(200,000)	500,000
Total Commercial Centre Upgrades - Footpaths & Cycleways	10,145,000	(2,900,000)	7,245,000	4,200,000	(1,800,000)	2,400,000	1,450,000	(500,000)	950,000
Total Footpaths & Cycleways	18,692,139	(9,200,000)	9,492,139	14,451,067	(8,300,000)	6,151,067	5,626,542	(1,950,000)	3,676,542
Carparks									
Carpark Constructing/Formalisation	500,000	(250,000)	250,000	700,000	(500,000)	200,000	450,000	(200,000)	250,000
Total Program Carpark Construction/Formalising	500,000	(250,000)	250,000	700,000	(500,000)	200,000	450,000	(200,000)	250,000
Carpark - Renew/Upgrade	600,000	(500,000)	100,000	900,000	0	900,000	800,000	0	800,000
Total Program Carpark Reconstruction or Upgrading	600,000	(500,000)	100,000	900,000	0	900,000	800,000	0	800,000
Total Carparks	1,100,000	(750,000)	350,000	1,600,000	(500,000)	1,100,000	1,250,000	(200,000)	1,050,000

APPENDIX 4: CAPITAL BUDGET

PROGRAM	2014/15			2015/16			2016/17		
	Expenditure	Funding	Revenue Funding	Expenditure	Funding	Revenue Funding	Expenditure	Funding	Revenue Funding
Stormwater & Floodplain Management									
Floodplain Structures	1,000,000	(200,000)	800,000	1,800,000	(200,000)	1,600,000	4,000,000	(500,000)	3,500,000
Creek Modifications	150,000	0	150,000	500,000	0	500,000	500,000	0	500,000
Voluntary Purchasing Scheme	300,000	(200,000)	100,000	300,000	(200,000)	100,000	300,000	(109,057)	190,943
Total Program Floodplain Management	1,450,000	(400,000)	1,050,000	2,600,000	(400,000)	2,200,000	4,800,000	(609,057)	4,190,943
Minor Drainage Replacements	200,000	(200,000)	0	200,000	(200,000)	0	200,000	(200,000)	0
Drainage - Reconstruction of Facilities	550,000	(550,000)	0	750,000	(210,000)	540,000	750,000	(650,000)	100,000
Pipe Relining	150,000	(150,000)	0	200,000	(100,000)	100,000	200,000	(200,000)	0
Drainage - Upgrading or New Facilities	200,000	(200,000)	0	200,000	(100,000)	100,000	200,000	(160,000)	40,000
Total Program Stormwater Management	1,100,000	(1,100,000)	0	1,350,000	(610,000)	740,000	1,350,000	(1,210,000)	140,000
Water Quality Facilities	200,000	(200,000)	0	150,000	(150,000)	0	150,000	(75,000)	75,000
Drainage - Debris Control	0	0	0	100,000	(100,000)	0	100,000	(100,000)	0
Total Program Stormwater Treatment Devices	200,000	(200,000)	0	250,000	(250,000)	0	250,000	(175,000)	75,000
Total Stormwater & Floodplain Management	2,750,000	(1,700,000)	1,050,000	4,200,000	(1,260,000)	2,940,000	6,400,000	(1,994,057)	4,405,943

APPENDIX 4: CAPITAL BUDGET

PROGRAM	2014/15			2015/16			2016/17		
	Expenditure	Funding	Revenue Funding	Expenditure	Funding	Revenue Funding	Expenditure	Funding	Revenue Funding
Buildings									
Cultural Centres	800,000	0	800,000	900,000	0	900,000	850,000	0	850,000
Total Program Cultural Centres (IPAC, Gallery, Townhall)	800,000	0	800,000	900,000	0	900,000	850,000	0	850,000
Administration Buildings	1,020,000	0	1,020,000	1,100,000	0	1,100,000	800,000	0	800,000
Total Program Administration Buildings	1,020,000	0	1,020,000	1,100,000	0	1,100,000	800,000	0	800,000
Building Compliance Upgrades	600,000	0	600,000	500,000	0	500,000	500,000	0	500,000
Water & Energy Saving Upgrades	50,000	0	50,000	50,000	0	50,000	50,000	0	50,000
Building Security Upgrades	150,000	0	150,000	150,000	0	150,000	150,000	0	150,000
Building Leaf & Debris Control Upgrades	150,000	0	150,000	150,000	0	150,000	150,000	0	150,000
Airconditioning Renewal/Upgrades	200,000	0	200,000	150,000	0	150,000	180,000	0	180,000
Buildings - Renewal	2,295,000	0	2,295,000	3,079,500	0	3,079,500	3,800,000	0	3,800,000
Buildings - New	500,000	0	500,000	1,450,000	(75,000)	1,375,000	1,100,000	0	1,100,000
New life guard towers/facilities	200,000	0	200,000	200,000	0	200,000	200,000	0	200,000
Refurbishment of Heritage Buildings	150,000	0	150,000	150,000	0	150,000	150,000	0	150,000
Buildings- Major Building Renewal	1,200,000	0	1,200,000	1,500,000	0	1,500,000	1,500,000	0	1,500,000
Fittings renew/upgrade (chairs etc)	60,000	0	60,000	60,000	0	60,000	60,000	0	60,000
Total Program Community	5,555,000	0	5,555,000	7,439,500	(75,000)	7,364,500	7,840,000	0	7,840,000

APPENDIX 4: CAPITAL BUDGET

PROGRAM	2014/15			2015/16			2016/17		
	Expenditure	Funding	Revenue Funding	Expenditure	Funding	Revenue Funding	Expenditure	Funding	Revenue Funding
Buildings									
Public Facilities - Upgrade/Replace	250,000	0	250,000	250,000	0	250,000	250,000	0	250,000
Public Facilities - New	250,000	0	250,000	0	0	0	0	0	0
Total Program Public Facilities (Shelters, Toilets etc)	500,000	0	500,000	250,000	0	250,000	250,000	0	250,000
Total Buildings	7,875,000	0	7,875,000	9,689,500	(75,000)	9,614,500	9,740,000	0	9,740,000

Commercial Operations

Tourist Park Cabins - Renewal/Upgrade	650,000	0	650,000	650,000	0	650,000	650,000	0	650,000
Total Program Tourist Park - Upgrades & Renewal	650,000	0	650,000	650,000	0	650,000	650,000	0	650,000
Crematorium/Cemetery - Upgrades/Renewal	150,000	0	150,000	150,000	0	150,000	150,000	0	150,000
Total Program Crematorium/Cemetery - Upgrades & Renewal	150,000	0	150,000	150,000	0	150,000	150,000	0	150,000
Leisure Centres & RVGC (equip)	150,000	0	150,000	150,000	0	150,000	150,000	0	150,000

APPENDIX 4: CAPITAL BUDGET

PROGRAM	2014/15			2015/16			2016/17		
	Expenditure	Funding	Revenue Funding	Expenditure	Funding	Revenue Funding	Expenditure	Funding	Revenue Funding
Total Program Leisure Centres & RVGC	150,000	0	150,000	150,000	0	150,000	150,000	0	150,000
Total Commercial Operations	950,000	0	950,000	950,000	0	950,000	950,000	0	950,000

Parks Gardens & Sportfields

Play Facilities - Renew/Upgrade	650,000	(25,000)	625,000	150,000	(25,000)	125,000	650,000	0	650,000
Skate Park - Construction	50,000	(50,000)	0	750,000	(550,000)	200,000	50,000	(50,000)	0
Total Program Play Facilities	700,000	(75,000)	625,000	900,000	(575,000)	325,000	700,000	(50,000)	650,000
Recreation Facilities - Replace	450,000	(33,000)	417,000	400,000	(33,000)	367,000	400,000	(33,000)	367,000
Recreation Facilities - Additional	50,000	0	50,000	50,000	0	50,000	50,000	0	50,000
Private Power Pole Upgrades	50,000	0	50,000	50,000	0	50,000	50,000	0	50,000
Total Program Recreation Facilities	550,000	(33,000)	517,000	500,000	(33,000)	467,000	500,000	(33,000)	467,000
Sports Facilities - Grants	150,000	(150,000)	0	150,000	(150,000)	0	150,000	(150,000)	0
Sport Facility - Replace/Upgrade	80,000	0	80,000	80,000	0	80,000	80,000	0	80,000
Sports Facilities - New	50,000	0	50,000	0	0	0	0	0	0
Sports Field - Irrigation	150,000	(100,000)	50,000	100,000	0	100,000	100,000	0	100,000
Total Program Sporting Facilities	430,000	(250,000)	180,000	330,000	(150,000)	180,000	330,000	(150,000)	180,000
Lake Illawarra Foreshore	250,000	(150,000)	100,000	370,000	(170,000)	200,000	250,000	(180,000)	70,000

APPENDIX 4: CAPITAL BUDGET

PROGRAM	2014/15			2015/16			2016/17		
	Expenditure	Funding	Revenue Funding	Expenditure	Funding	Revenue Funding	Expenditure	Funding	Revenue Funding
Improvements									
Total Program Lake Illawarra Foreshore	250,000	(150,000)	100,000	370,000	(170,000)	200,000	250,000	(180,000)	70,000
Total Parks Gardens & Sportfields	1,930,000	(508,000)	1,422,000	2,100,000	(928,000)	1,172,000	1,780,000	(413,000)	1,367,000

Beaches & Pools

Beach Facilities - Replace/Renew	385,000	0	385,000	395,000	0	395,000	395,000	0	395,000
Beach Facilities - New	175,000	0	175,000	180,000	0	180,000	180,000	0	180,000
Total Program Beach Facilities	560,000	0	560,000	575,000	0	575,000	575,000	0	575,000
Rock/Tidal Pools	550,000	0	550,000	650,000	0	650,000	600,000	0	600,000
Total Program Rock/Tidal Pools	550,000	0	550,000	650,000	0	650,000	600,000	0	600,000
Pool Facilities - Replace/Upgrade	750,000	0	750,000	600,000	0	600,000	800,000	0	800,000
Pool Facilities - New	75,000	0	75,000	80,000	0	80,000	800,000	0	800,000
Total Program Treated Water Pools	825,000	0	825,000	680,000	0	680,000	1,600,000	0	1,600,000
Total Beaches & Pools	1,935,000	0	1,935,000	1,905,000	0	1,905,000	2,775,000	0	2,775,000

APPENDIX 4: CAPITAL BUDGET

PROGRAM	2014/15			2015/16			2016/17		
	Expenditure	Funding	Revenue Funding	Expenditure	Funding	Revenue Funding	Expenditure	Funding	Revenue Funding
Natural Areas									
Environmental Management Program	250,000	0	250,000	375,000	0	375,000	225,000	(100,000)	125,000
Total Program Environmental Management Program	250,000	0	250,000	375,000	0	375,000	225,000	(100,000)	125,000
Natural Area Management & Rehabilitation	100,000	0	100,000	100,000	0	100,000	100,000	0	100,000
Total Program Natural Area Management & Rehabilitation	100,000	0	100,000	100,000	0	100,000	100,000	0	100,000
Total Natural Areas	350,000	0	350,000	475,000	0	475,000	325,000	(100,000)	225,000
Waste Facilities									
Total Waste Facilities	8,362,550	(8,362,550)	0	3,276,500	(3,276,500)	0	1,400,000	(1,400,000)	0
Fleet									
Total Fleet	2,886,222	(1,772,538)	1,113,684	2,418,282	(1,511,812)	906,470	1,526,382	(1,021,943)	504,439
Plant & Equipment									

APPENDIX 4: CAPITAL BUDGET

PROGRAM	2014/15			2015/16			2016/17		
	Expenditure	Funding	Revenue Funding	Expenditure	Funding	Revenue Funding	Expenditure	Funding	Revenue Funding
Portable Equipment Replacement	400,000	(300,000)	100,000	480,000	(296,000)	184,000	355,000	(300,000)	55,000
Total Program Portable Equipment (Mowers etc)	400,000	(300,000)	100,000	480,000	(296,000)	184,000	355,000	(300,000)	55,000
Mobile Plant Replacement	1,310,000	(150,000)	1,160,000	2,000,000	(200,000)	1,800,000	2,810,000	(200,000)	2,610,000
Total Program Mobile Plant (trucks, backhoes etc)	1,310,000	(150,000)	1,160,000	2,000,000	(200,000)	1,800,000	2,810,000	(200,000)	2,610,000
Fixed Equipment Replacement	260,000	0	260,000	300,000	0	300,000	320,000	0	320,000
Total Program Fixed Equipment	260,000	0	260,000	300,000	0	300,000	320,000	0	320,000
Total Plant & Equipment	1,970,000	(450,000)	1,520,000	2,780,000	(496,000)	2,284,000	3,485,000	(500,000)	2,985,000

Information Technology									
Total Information Technology	790,000	0	790,000	895,000	0	895,000	810,000	0	810,000

Library Books									
Total Library Books	1,200,000	0	1,200,000	1,250,000	0	1,250,000	1,200,000	0	1,200,000

Public Art									
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APPENDIX 4: CAPITAL BUDGET

PROGRAM	2014/15			2015/16			2016/17		
	Expenditure	Funding	Revenue Funding	Expenditure	Funding	Revenue Funding	Expenditure	Funding	Revenue Funding
Public Art Program	260,000	0	260,000	200,000	0	200,000	200,000	0	200,000
Total Program Public Art Works	260,000	0	260,000	200,000	0	200,000	200,000	0	200,000
Art Gallery Acquisitions	100,000	0	100,000	110,000	0	110,000	110,000	0	110,000
Total Program Art Gallery Acquisitions	100,000	0	100,000	110,000	0	110,000	110,000	0	110,000
Total Public Art	360,000	0	360,000	310,000	0	310,000	310,000	0	310,000
Emergency Services									
Total Emergency Services	2,030,000	0	2,030,000	235,000	0	235,000	240,000	0	240,000
Land Acquisitions									
Total Land Acquisitions	100,000	0	100,000	100,000	0	100,000	100,000	0	100,000
Non-Project Allocations									
Total Program Capital Project Contingency	3,281,841	(2,270,971)	1,010,870	2,588,700	(960,540)	1,628,160	2,026,159	(505,178)	1,520,981
Capital Project Planning	850,000	0	850,000	1,200,000	0	1,200,000	1,150,000	0	1,150,000

APPENDIX 4: CAPITAL BUDGET

PROGRAM	2014/15			2015/16			2016/17		
	Expenditure	Funding	Revenue Funding	Expenditure	Funding	Revenue Funding	Expenditure	Funding	Revenue Funding
Total Program Capital Project Planning	850,000	0	850,000	1,200,000	0	1,200,000	1,150,000	0	1,150,000
Total Non-Project Allocations	4,131,841	(2,270,971)	1,860,870	3,788,700	(960,540)	2,828,160	3,176,159	(505,178)	2,670,981
Loans									
Total Loans	0	(2,760,000)	(2,760,000)	0	(2,760,000)	(2,760,000)	0	(2,760,000)	(2,760,000)
TOTAL	80,845,752	(42,389,059)	38,456,693	65,874,049	(26,457,134)	39,416,915	54,752,083	(18,404,178)	36,347,905

APPENDIX 4: CAPITAL BUDGET

SCENARIO 1 - Additional Revenue allocated to capital renewal works										
BUDGET AREA - Renewal/Replacement of	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/2021	2021/2022	2022/2023	2023/2024
Public Transport Facilities (bus shelters etc)	\$22,000	\$53,000	\$89,000	\$92,000	\$94,000	\$96,000	\$99,000	\$102,000	\$105,000	\$108,000
Roadworks - road resurfacing	\$443,000	\$1,057,000	\$1,771,000	\$1,836,000	\$1,876,000	\$1,928,000	\$1,982,000	\$2,037,000	\$2,093,000	\$2,168,000
Roadworks - road reconstruction	\$1,021,000	\$2,437,000	\$4,083,000	\$4,232,000	\$4,325,000	\$4,444,000	\$4,568,000	\$4,694,000	\$4,824,000	\$4,997,000
Bridges, Boardwalks and Jetties	\$111,000	\$264,000	\$443,000	\$459,000	\$469,000	\$482,000	\$495,000	\$509,000	\$523,000	\$542,000
Footpaths	\$996,000	\$2,379,000	\$3,986,000	\$4,131,000	\$4,221,000	\$4,338,000	\$4,459,000	\$4,582,000	\$4,709,000	\$4,878,000
Cycle/Shared Paths	\$199,000	\$476,000	\$797,000	\$826,000	\$844,000	\$868,000	\$892,000	\$916,000	\$942,000	\$976,000
Carparks	\$55,000	\$132,000	\$221,000	\$230,000	\$235,000	\$241,000	\$248,000	\$255,000	\$262,000	\$271,000
Community Buildings including Cultural Centres (IPAC, Gallery, Townhall)	\$1,262,000	\$3,013,000	\$5,049,000	\$5,233,000	\$5,347,000	\$5,495,000	\$5,648,000	\$5,804,000	\$5,965,000	\$6,179,000
Public Facilities (Shelters, Toilets etc)	\$71,000	\$169,000	\$283,000	\$294,000	\$300,000	\$309,000	\$317,000	\$326,000	\$335,000	\$347,000
Crematorium/Cemetery Facilities	\$11,000	\$26,000	\$44,000	\$46,000	\$47,000	\$48,000	\$50,000	\$51,000	\$52,000	\$54,000
Play Facilities	\$120,000	\$285,000	\$478,000	\$496,000	\$507,000	\$521,000	\$535,000	\$550,000	\$565,000	\$585,000
Recreation Facilities	\$106,000	\$254,000	\$425,000	\$441,000	\$450,000	\$463,000	\$476,000	\$489,000	\$502,000	\$520,000
Sporting Facilities	\$78,000	\$185,000	\$310,000	\$321,000	\$328,000	\$337,000	\$347,000	\$356,000	\$366,000	\$379,000
Aquatic Facilities (Pools etc)	\$155,000	\$370,000	\$620,000	\$643,000	\$657,000	\$675,000	\$694,000	\$713,000	\$733,000	\$759,000
Total	\$4,650,000	\$11,100,000	\$18,599,000	\$19,280,000	\$19,700,000	\$20,245,000	\$20,810,000	\$21,384,000	\$21,976,000	\$22,763,000

APPENDIX 4: CAPITAL BUDGET

SCENARIO 2- Additional Revenue allocated to capital renewal works										
BUDGET AREA - Renewal/Replacement of	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/2021	2021/2022	2022/2023	2023/2024
Public Transport Facilities (bus shelters etc)	\$27,000	\$54,000	\$85,000	\$90,000	\$93,000	\$94,000	\$97,000	\$100,000	\$102,000	\$106,000
Roadworks - road resurfacing	\$532,000	\$1,077,000	\$1,702,000	\$1,801,000	\$1,864,000	\$1,883,000	\$1,937,000	\$1,993,000	\$2,050,000	\$2,124,000
Roadworks - road reconstruction	\$1,226,000	\$2,481,000	\$3,923,000	\$4,152,000	\$4,296,000	\$4,340,000	\$4,465,000	\$4,593,000	\$4,725,000	\$4,897,000
Bridges, Boardwalks and Jetties	\$133,000	\$269,000	\$426,000	\$450,000	\$466,000	\$471,000	\$484,000	\$498,000	\$512,000	\$531,000
Footpaths	\$1,197,000	\$2,422,000	\$3,830,000	\$4,053,000	\$4,194,000	\$4,237,000	\$4,358,000	\$4,484,000	\$4,612,000	\$4,780,000
Cycle/Shared Paths	\$239,000	\$484,000	\$766,000	\$811,000	\$839,000	\$847,000	\$872,000	\$897,000	\$922,000	\$956,000
Carparks	\$67,000	\$135,000	\$213,000	\$225,000	\$233,000	\$235,000	\$242,000	\$249,000	\$256,000	\$266,000
Community Buildings including Cultural Centres (IPAC, Gallery, Townhall)	\$1,516,000	\$3,068,000	\$4,851,000	\$5,134,000	\$5,312,000	\$5,366,000	\$5,521,000	\$5,679,000	\$5,842,000	\$6,054,000
Public Facilities (Shelters, Toilets etc)	\$85,000	\$172,000	\$272,000	\$288,000	\$298,000	\$301,000	\$310,000	\$319,000	\$328,000	\$340,000
Crematorium/Cemetery Facilities	\$13,000	\$27,000	\$43,000	\$45,000	\$47,000	\$47,000	\$48,000	\$50,000	\$51,000	\$53,000
Play Facilities	\$144,000	\$291,000	\$460,000	\$486,000	\$503,000	\$508,000	\$523,000	\$538,000	\$553,000	\$574,000
Recreation Facilities	\$128,000	\$258,000	\$408,000	\$432,000	\$447,000	\$452,000	\$465,000	\$478,000	\$492,000	\$510,000
Sporting Facilities	\$93,000	\$188,000	\$298,000	\$315,000	\$326,000	\$330,000	\$339,000	\$349,000	\$359,000	\$372,000
Aquatic Facilities (Pools etc)	\$186,000	\$377,000	\$596,000	\$631,000	\$652,000	\$659,000	\$678,000	\$697,000	\$717,000	\$744,000
Total	\$5,586,000	\$11,303,000	\$17,873,000	\$18,913,000	\$19,570,000	\$19,770,000	\$20,339,000	\$20,924,000	\$21,521,000	\$22,307,000

APPENDIX 4: CAPITAL BUDGET

SCENARIO 3- Additional Revenue allocated to capital renewal works										
BUDGET AREA - Renewal/Replacement of	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/2021	2021/2022	2022/2023	2023/2024
Public Transport Facilities (bus shelters etc)	\$31,000	\$62,000	\$95,000	\$95,000	\$95,000	\$98,000	\$101,000	\$104,000	\$107,000	\$111,000
Roadworks - road resurfacing	\$623,000	\$1,234,000	\$1,905,000	\$1,907,000	\$1,905,000	\$1,961,000	\$2,018,000	\$2,077,000	\$2,138,000	\$2,215,000
Roadworks - road reconstruction	\$1,435,000	\$2,845,000	\$4,390,000	\$4,395,000	\$4,390,000	\$4,519,000	\$4,651,000	\$4,788,000	\$4,928,000	\$5,106,000
Bridges, Boardwalks and Jetties	\$156,000	\$309,000	\$476,000	\$477,000	\$476,000	\$490,000	\$505,000	\$519,000	\$535,000	\$554,000
Footpaths	\$1,401,000	\$2,777,000	\$4,286,000	\$4,290,000	\$4,286,000	\$4,411,000	\$4,541,000	\$4,674,000	\$4,811,000	\$4,984,000
Cycle/Shared Paths	\$280,000	\$555,000	\$857,000	\$858,000	\$857,000	\$882,000	\$908,000	\$935,000	\$962,000	\$997,000
Carparks	\$78,000	\$154,000	\$238,000	\$238,000	\$238,000	\$245,000	\$252,000	\$260,000	\$267,000	\$277,000
Community Buildings including Cultural Centres (IPAC, Gallery, Townhall)	\$1,775,000	\$3,518,000	\$5,429,000	\$5,435,000	\$5,429,000	\$5,588,000	\$5,751,000	\$5,920,000	\$6,093,000	\$6,313,000
Public Facilities (Shelters, Toilets etc)	\$100,000	\$198,000	\$305,000	\$305,000	\$305,000	\$314,000	\$323,000	\$332,000	\$342,000	\$354,000
Crematorium/Cemetery Facilities	\$16,000	\$31,000	\$48,000	\$48,000	\$48,000	\$49,000	\$50,000	\$52,000	\$53,000	\$55,000
Play Facilities	\$168,000	\$333,000	\$514,000	\$515,000	\$514,000	\$529,000	\$545,000	\$561,000	\$577,000	\$598,000
Recreation Facilities	\$149,000	\$296,000	\$457,000	\$458,000	\$457,000	\$471,000	\$484,000	\$499,000	\$513,000	\$532,000
Sporting Facilities	\$109,000	\$216,000	\$333,000	\$334,000	\$333,000	\$343,000	\$353,000	\$364,000	\$374,000	\$388,000
Aquatic Facilities (Pools etc)	\$218,000	\$432,000	\$667,000	\$667,000	\$667,000	\$686,000	\$706,000	\$727,000	\$748,000	\$775,000
Total	\$6,539,000	\$12,960,000	\$20,000,000	\$20,022,000	\$20,000,000	\$20,586,000	\$21,188,000	\$21,812,000	\$22,448,000	\$23,259,000