

Quarterly Review

The Delivery Program 2013/14 – 2016/17 & Operational Plan 2016/17

Budget Review Statement | Operational Review | Works Program Review

For the period 1 January - 31 March 2017



Introduction

Section 404(5) of the Local Government Act 1993 requires every council to report on progress with respect to the Principal Activities detailed in its Delivery Program. This report outlines Council's progress for the period of 1 January to 31 March 2017.

A Snapshot of Integrated Planning and Reporting Suite of Documents

Wollondilly Shire Council has prepared a suite of Integrated Planning and Reporting documents in accordance with sections 402(4), 402(1) – 402(7), 403(2), 404(1) – 404(5) and 405(1) – 405(6) of the Local Government Act 1993.

The suite of documents include:

Wollondilly Community Strategic Plan 2033
Wollondilly Revised Resourcing Strategy 2013/14 – 2022/23
Wollondilly Delivery Program 2013/14 – 2013/17 & Wollondilly Operational Plan 2016/17
Quarterly and Annual Reports.

All Council's Corporate Planning documents can be sourced from www.wollondilly2033.com.au

Contents

Report of the General Manager	1
Your Councillors & Wards	2
Integrated Planning & Reporting	4
Wollondilly Reporting	5
Budget Review Statement	11
Operational Review	21
Works Program Review	29

Report of the General Manager Luke Johnson



Council produces a Quarterly Budget Review Statement in accordance with the reporting guidelines issued by the Division of Local Government in 2010. This is the seventh year of reporting under the Integrated Planning & Reporting framework which now has a greater focus on sustainability and aims to ensure consistency in reporting across NSW Councils.

I am pleased to present to you the report on the organisation's results for the third quarter of the 2016/17 financial year.

This report reflects Council's financial performance and operational review for January – March 2017. Council is proud of what we have achieved throughout this quarter with a number of our highlights detailed below.

Australia Day in Wollondilly

2017 got off to a flying start with our annual Australia Day celebrations at the Picton Botanical Gardens. Wollondilly welcomed 9 new citizens during the Citizenship Ceremony and recognised the valuable contributions local residents make to our community through the Australia Day Awards. Wollondilly's Australia Day Ambassador was Sam Cawthorn, a well-known motivational speaker, author and philanthropist presented this year's Awards and addressed the audience about his experiences and the importance of Australia Day.

Activate Wollondilly – Building Preparedness and Resilience in Disaster Recovery

Wollondilly Shire Council was fortunate to receive funding from The Office of Emergency Management to conduct four (4) Community Forums that focused on disaster recovery and resilience to prepare Wollondilly Shire for any future natural disasters. The forums welcomed the input from residents, businesses, community organisations/schools/charities and emergency service agencies to focus on disaster recovery, preparedness and resilience. The key priority outcomes were:

- support capabilities for disaster resilience,
- communicate with and educate people about risks,
- lead change and coordinate effort, and
- partner with those who effect change to reinforce resilience and preparedness of the community.

The forums were facilitated by retired former Police Commissioner Ken Moroney and State Recovery Coordinator Dave Owens. A report with recommendations is currently being developed which will go on exhibition for community feedback. A desktop exercise will follow with a final report due in December 2017.

Live Streaming of Ordinary Council Meetings

I am pleased to say that residents are now able to view Wollondilly's Ordinary Council Meetings from their home as it is streamed live from Council's chambers. The first meeting to be live streamed was on Monday 20 February. Over 300 people viewed the live stream and close to 100 people accessed footage of the online meeting archives afterwards. Live streaming can be accessed from Council's website and viewed on any computer or smart device and is also be made accessible to the public after the event.

Planning Cities to Improve Mental Health

On 27 February, Wollondilly Shire Council and the Wollondilly Health Alliance (WHA) were delighted to host leading mental health experts from around the world for the "Urban Collaborative – Supporting Mental Health and Wellbeing in Cities". The visit, which was organised by the Greater Sydney Commission, looked at how better planned cities can improve residents mental health and formed part of the "International Initiative for Mental Health Leadership" (IIMHL) conference. There were 18 delegates from the UK, the US, Canada, Sweden, New Zealand and Australia who were addressed by Council and WHA staff as well as the Greater Sydney Commission's Social Commissioner, Heather Nesbitt and NSW Mental Health Commissioner, John Feneley.

Wollondilly Shire Council forms part of the Wollondilly Health Alliance with South Western Sydney Primary Health Network and South Western Sydney Local Health District and was selected as the sole local government area to take part in the collaborative because of our proven ability to integrate health and wellbeing considerations into our strategic planning and operations.


Luke Johnson
General Manager

Your Councillors and Ward



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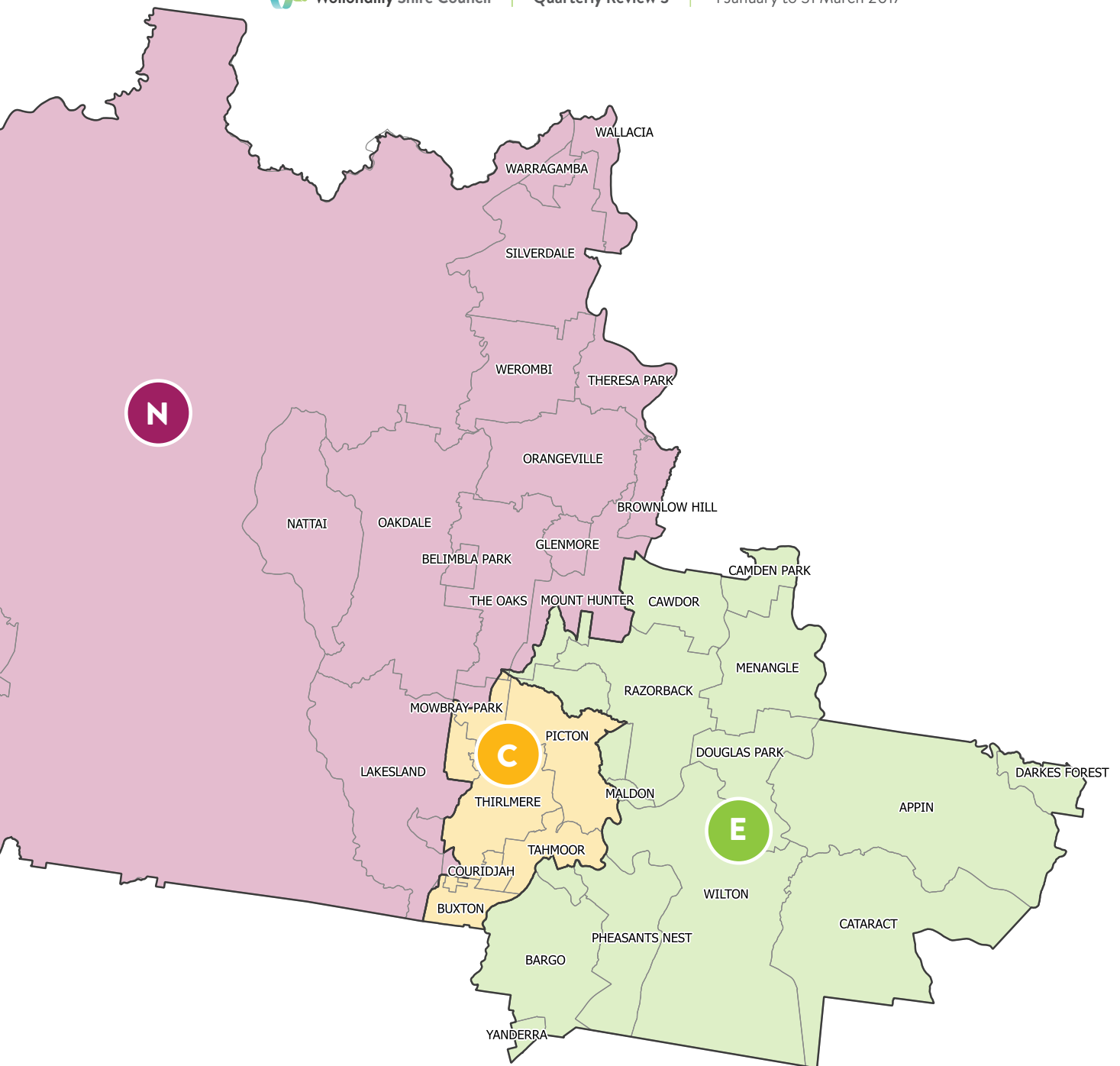


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The Integrated Planning & Reporting (IP&R) framework

Getting to know our Corporate Business Planning documents

Wollondilly’s Corporate Business Planning documents consists of: the Wollondilly Community Strategic Plan, the Wollondilly Resourcing Strategy and the Wollondilly Delivery Program & Operational Plan; they all work together to provide a solid plan for the Shire’s sustainable future.

The Community Strategic Plan is our Community’s story. It is a story of our key issues, our strengths, our opportunities and challenges for the future.

It addresses four key questions:

- Where are we now
- Where do we want to be in 10 years time?
- How will we get there?
- How will we know we’ve arrived?

The Resourcing Strategy is a critical link when it comes to translating strategic objectives into actions. The Community Strategic Plan provides the means for our Community to express its long term aspirations, however they will not be achieved without sufficient resources – time, money, assets and people to carry them out.

In 2009, the NSW Government introduced a new framework guiding local government in a new approach to planning for and reporting on their activities. This framework is known as IP&R and is better known to Council as our “Corporate Business Planning documents”.

The Delivery Program is a summary of strategies and activities that Council has prioritised over its four year term to achieve the outcomes in the Community Strategic Plan. It addresses the full range of Council’s operations. It is the critical link between the Community Strategic Plan and the Resourcing Strategy when it comes to translating strategic objectives into detailed activities.

The Operational Plan shows detailed actions we are undertaking that clearly link to our Corporate Business Planning documents.

Together the Delivery Program and Operational Plan are Council’s commitment in response to the Community Strategic Plan (CSP), which was developed in consultation with our Community. This directs Council with the priorities you impressed to be important to you.

Reports – Progress & Annual will outline Council’s progress and achievements in implementing our Plans & Programs.

Wollondilly Quarterly Reporting

“An important tool designed to help achieve best practice outcomes for Council and better outcomes for our Community”

Wollondilly Quarterly Reporting consists of three sections:

1. Budget Review Statement
2. Operational Review
3. Works Program Review

1. Budget Review Statement

The quarterly budget review acts as a barometer of Council’s financial health during the year. It discloses Council’s overall financial position, providing sufficient information to enable informed decision making while ensuring transparency in the process. It is also a means to ensure that Council remains on track to meet its objectives, targets and outcomes as set out in the Operational Plan.

The information contained in the financial section of this Quarterly Review reports against the original and revised annual budgets at the end of a quarter and also provides explanations for major variations that result in recommendations for budget changes.

Collectively, these pages are known as the quarterly budget review statement (QBRs) and are reported to Council in accordance with the relevant legislation at the end of each quarter.

The quarterly budget review statement (QBRs) plays an important role in monitoring Council’s progress against the Operational Plan and the ongoing management of Council’s annual budget.

2. Operational Review

The operational review reports on Council’s progress and outcomes on actions, activities and projects set out in the Operational Plan with respect to the principle activities detailed in the Delivery Program.

The operational review:

Quarter	Type
Jul – Sep	▶ Awareness Report
Oct – Dec	▶ Progress Report
Jan – Mar	▶ Awareness Report
Apr - Jun	▶ Progress Report

Awareness Report

The awareness report details activities, actions or projects that are not running to time, quality or budget and requires attention from Council and Councillors. It focuses on information that is meaningful and valuable to the direction and success of the organisation in the short term.

Progress Report

The progress report provides detailed information on progress and outcomes on all of Council’s activities, actions and projects as set out in the Operational Plan. This report is Council’s story back to the Community on what we have delivered, what’s on track, at risk or undelivered over a six month period.

The progress report celebrates our achievements and discusses our challenges and focuses on key topics such as milestones, advocacy, awards, community engagement, funding & grants.

3. Works Program Review

The quarterly works program review reports on Council’s progress and outcomes against the Wollondilly Shire Council’s Draft Capital Projects Program 2015/16. It provides a financial snapshot of money spent from the Special Rate Variation.

The rate increase allows Council to focus on asset renewal and maintenance to deliver better outcomes for our ratepayers, particularly on our roads.

WOLLONDILLY DELIVERY PROGRAM

2013/14 - 2016/17

PURPOSE

Growing **Your** Future Together

VISION

We all want Wollondilly to continue to be a great place to live, work and visit

DIRECTION

Wollondilly Community Strategic Plan 2033

Wollondilly Delivery Program 2013/14 - 2016/17

Outcomes

Strategies

Looking after the Community <ul style="list-style-type: none"> • Access to a range of activities, services and facilities • A connected and supported Community 	CO1 Community Building, Well-being Identity Deliver a range of community programmes, services, facilities and events which strengthen the capacity, well-being and cultural identity of our community.
	CO2 Working with Others Work with other agencies and service providers to deliver community programmes, services and facilities which complement and enhance Council's service provision.
	CO3 Social Planning Undertake strategic social planning and research regarding community needs and issues.
	CO4 Engagement and Communication Implement excellence in our community engagement by listening to and responding to the needs and concerns of residents.
Accountable & Transparent Governance <ul style="list-style-type: none"> • Government, Community and business talking and working together • A Council that demonstrates good business management and ethical conduct 	GO1 Quality Employer Provide and attractive employment choice for talented people.
	GO2 Best Practice Governance Be a leader in best practice local government governance.
	GO3 Customer Service Deliver responsive and helpful services to all our customers.
	GO4 Advocacy Advocate strongly for the interests of Wollondilly and its community.
	GO5 Financial Sustainability Maintain Council in a strong and sustainable financial position.
	GO6 Resource Efficiency Be efficient and effective in the use of Council resources and provide value for money in the delivery of services.

	<p>GO7 Information Management Ensure best practice approach as to the delivery of quality information and technology services.</p> <p>GO8 Corporate Image Promote a positive representation of Council’s corporate image.</p>
<p>Caring for the Environment</p> <ul style="list-style-type: none"> • Our local environment is valued and protected • A Community that interacts with and cares for their environment 	<p>EN1 Biodiversity Resilience Protect and conserve biodiversity and natural resources, including waterways, riparian lands and groundwater dependant ecosystems.</p> <p>EN2 Growth Management Apply best practice environmental principles to the management of future growth.</p> <p>EN3 Development Assessment Apply best practice environmental principles to the assessment of development and planning proposals.</p> <p>EN4 Environmental Responsibility Educate and promote legislative environmental responsibilities to the community.</p> <p>EN5 Auditing, Monitoring and Enforcement Undertake auditing, monitoring and regulatory enforcement to protect the environment and the health, safety and well-being of the community.</p> <p>EN6 Waste Management Improve waste minimisation and recycling practices in homes, workplaces, development sites and public places.</p> <p>EN7 Sustainable Living Educate, promote and support low consumption, sustainable lifestyles and lowering of the Shire’s carbon footprint.</p>
<p>Building a strong local Economy</p> <ul style="list-style-type: none"> • A strong local economy providing employment and other opportunities 	<p>EC1 Economic Development Enhance economic development in Wollondilly Shire through innovative engagement and ongoing promotion of our strengths.</p> <p>EC2 Planning for and Supporting Business Strengthen and diversify Wollondilly’s economic base by attracting and supporting the development of a diverse range of industries.</p> <p>EC3 Manage Growth Encourage and manage growth to ensure that it contributes to economic well-being.</p> <p>EC4 Managing Development and Land Use Manage and regulate land use and development in order to achieve a high quality built environment which contributes to economic well-being.</p> <p>EC5 Protect Natural Resources Protect natural resources so as to contribute to the Shire’s economic well-being.</p>
<p>Management and Provision of Infrastructure</p> <ul style="list-style-type: none"> • Safe, maintained and effective infrastructure • Access to a range of transport options 	<p>IN1 Maintain Road Network Ensure that the road network is maintained to a standard that is achievable within the resources available.</p> <p>IN2 Manage Road Network Manage the road network to respond to community needs, growth in the Shire, improving road safety and improving transport choices.</p> <p>IN3 Provision of Facilities Provide a range of recreation and community facilities to meet the needs of the community.</p> <p>IN4 Emergency Management Plan for and assist in the community’s response to emergencies such as bushfires and flooding.</p> <p>IN5 Advocacy and Lobbying Represent our community with regard to external services including energy, communications, water, waste management and resource recovery.</p>

Corporate Values

In November 2016 Council commenced the process of reviewing our existing Corporate Values; the existing values were designed and implemented by the Leadership team in 2006.

The current process was designed to give all employees the opportunity to provide input into the refreshed values, not just the leadership team.

Over three months Council staff were involved in numerous workshops and surveys, with approximately 140 staff participating in the development of our values.

The Corporate Values were launched in March 2017 by the General Manager.
– Luke Johnson.

I ntegrity	We act with honesty, always doing the right thing
C ollaboration	We openly share and partner with others to deliver results
A ccountability	We own our work and take responsibility for our actions & results
R espect	We show mutual consideration for others and acknowledge our differences
E mbrace Innovation	We encourage new ideas, welcome change and continuously improve



Embrace
Innovation



I. C. A. R. E.







Budget Review Statement

The quarterly budget review acts as a barometer of Council's financial health during the year. It discloses Council's overall financial position, providing sufficient information to enable informed decision making while ensuring transparency in the process.

Wollondilly Shire Council

Quarterly Budget Review Statement
for the period 01/01/17 to 31/03/17

Report by Responsible Accounting Officer

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

It is my opinion that the Quarterly Budget Review Statement for Wollondilly Shire Council for the quarter ended 31/03/17 indicates that Council's projected financial position at 30/6/17 will be satisfactory at year end, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

Signed: 

date: 4-May-17

Ashley Christie
Responsible Accounting Officer

Income & Expenses Budget Review Statement

Budget review for the quarter ended 31 March 2017

Income & Expenses

(\$000's)	Original	Sept	Dec	Variations for this Mar Qtr	Notes	Projected Year End Result	Actual YTD figures
	Budget 2016/17	Revised Budget 2016/17	Revised Budget 2016/17				
Income							
Rates and Annual Charges	35,815	36,041	36,241	133	1	36,374	27,104
User Charges and Fees	4,847	5,009	5,283	466	2	5,749	4,145
Interest and Investment Revenues	1,738	1,679	1,668	48	3	1,716	1,259
Other Revenues	850	1,127	1,405	205	4	1,610	1,043
Grants & Contributions - Operating	7,258	7,537	7,930	(32)	5	7,898	5,822
Grants & Contributions - Capital	4,434	4,610	5,655	(21)	6	5,634	1,240
Total Income from Continuing Operations	54,942	56,003	58,182	799		58,981	40,613
Expenses							
Employee Costs	21,308	21,248	21,051	(320)	7	20,731	15,097
Borrowing Costs	926	926	924	(2)	8	922	632
Materials & Contracts	12,992	14,045	14,995	642	9	15,637	9,543
Depreciation	10,878	12,777	12,777	-	10	12,777	9,583
Legal Costs	571	603	1,110	168	11	1,278	852
Consultants	306	507	621	139	12	760	440
Other Expenses	5,458	5,468	5,487	32	13	5,519	3,602
Total Expenses from Continuing Operations	52,439	55,574	56,965	659		57,624	39,749
Net Operating Result from Continuing Operations	2,503	429	1,217	140		1,357	864
Discontinued Operations - Surplus/(Deficit)	-	-	-	-		-	-
Net Operating Result from All Operations	2,503	429	1,217	140		1,357	864
Net Operating Result before Capital Items	(1,931)	(4,181)	(4,438)	161		(4,277)	(376)

Wollondilly Shire Council

Quarterly Budget Review Statement
for the period 1/1/17 to 31/3/17

Income & Expenses Budget Review Statement
Recommended changes to revised budget

Budget Variations being recommended include the following material items:

Notes Details

1	<p>Rates & Annual Charges</p> <p>The \$134K net increase in Rates & Annual Charges is attributable to additional supplementary rate levies raised during the quarter (\$47K), additional domestic bin services (\$58K) and an adjustment to the estimate for Pensioner Concessions (\$49K), with the increases partially offset by a \$20K reduction due to rate levy objections/revaluations.</p>
2	<p>User Charges & Fees</p> <p>Increases in income are expected in the following areas: road naming and house numbering fees (\$16K); penalty income (\$69K); rezoning fees(\$18K); royalty income (\$20K); cemetery income (\$5K); children's services carer levies (\$10K); development/planning income (\$120K); tipping fees (\$188K); facility hire income (\$18K); vehicle servicing income (\$6K) and income from community events (\$13K). Budget estimates have been reduced in relation to S149 and S603 applications (\$11K) and contract works income (\$3K).</p>
3	<p>Interest and Investment Revenue</p> <p>Investment rates have continued to decline this year resulting in an decrease in expected income on investments of \$21K. However, interest on outstanding rates and charges is expected to increase by approximately \$69K.</p>
4	<p>Other Operating Revenues</p> <p>Increases in operating revenue is a result of various reimbursements (including reimbursement of legal fees) (\$57K); insurance claim reimbursement (\$152K); community event income including sponsorship (\$14K) and property lease income (\$8K). Areas where operating revenue decreased include: environmental study income (\$12K) and a reduction in general sales income (\$13K).</p>
5	<p>Operating Grants and Contributions</p> <p>Council received additional operating grants and contributions in relation to community projects (\$7K), Wollondilly Health Alliance contributions (\$11K), library special projects grant (\$41K), environmental projects including koala strategy (\$38K), street lighting contribution (\$74K) and other RMS contributions (\$19K). An expected reduction in funding occurred in the following areas: RFS annual contribution less than expected (\$113K), vegetation grants (\$48K), compliance contribution (\$40K), a reduction in the government pensioner rebate expected (\$19K) and some minor adjustments were made to environment and community grant expectations (\$3K).</p>
6	<p>Capital Grants & Contributions</p> <p>Additional grants and contributions are expected in the following areas: developer contributions are expected to increase (\$100K); addition RMS funding in relation to the Moreton Park Rd work (\$12K); RFS contribution for additional fencing at the fire control centre (\$17K) and a contribution of \$50K has been received for the installation of fitness equipment at Warragamba. The Blaxland Crossing Bridge project has been deferred until 2017/18 and the expected contribution from Penrith Council has been reduced accordingly (\$200K)</p>
7	<p>Employee Costs</p> <p>Additional positions have been created within the Planning Directorate in order to meet demand arising due to the significant growth occurring within the Shire. Despite the additional positions, expected employee costs have been decreased by \$320K for the year due to existing vacancies and the use of labour hire (contractors) to address mounting workloads in the interim.</p>
8	<p>Borrowing Costs</p> <p>Minor adjustment to expected interest on overdraft facility due to minimal use of this facility.</p>
9	<p>Materials & Contracts</p> <p>The increase in materials and contract costs is largely due to the need to engage labour hire contractors (\$215K) to address the increased workloads in the Planning Directorate as a result of the significant growth occurring within the Shire (and to cover the existing vacancies within the Planning area). Additional increases in materials and contracts are in relation to cleaning contractors (\$15K); domestic waste contractor costs (\$78K); minor plant and equipment purchases and maintenance (\$43K); plant and equipment hire for road construction and maintenance (\$148K); staff training and HR contractors (\$23K); external printing costs (\$28K); grant funded environment project contractors (\$20K); emergency services contractors (\$29K); road sign purchases (\$16K); building maintenance contractors (\$80K); parks, reserves and sportsground maintenance contractors (\$92K); catering costs for community functions and training (\$17K); library books and resources (\$14K); road maintenance contractors (\$54K); pool maintenance contractors (\$5K); photography costs (\$9K) and veterinary services (\$6K). These increases were partly offset by decreases in the following areas: plant running costs (\$93K); security costs (\$31K); internet contractor costs (\$5K); memberships and subscriptions (\$15K); mowing costs (\$18K); waste removal costs (\$39K) and budget items moved to "other expenses" (approximately \$55K).</p>
10	<p>Depreciation</p> <p>No change in this quarter.</p>
11	<p>Legal Expenses</p> <p>The increase in legal expenses was mainly in relation to planning & compliance matters (\$65K). Other increases occurred in relation to the recovery of outstanding rates & charges (\$55K), governance and administration (23K), growth & strategic planning (\$15K), environment management (\$5K) and other minor adjustments (\$5K) .</p>
12	<p>Consultants</p> <p>Additional consultants have been required in relation to planning and development (\$55K), road investigation and environmental consultants (\$80K), growth & strategic planning projects (\$27K) and funds management consultants (\$11K). Expected consultant costs decreased in relation to domestic waste projects (\$11K), economic development projects (\$10K) and other various minor adjustments (\$5K).</p>
13	<p>Other Expenses</p> <p>Additional expenditure is expected in relation to EPA costs (\$17K) plus a further \$25K of EPA Levy costs previously embedded within contractor payments that are now costed directly as EPA levy payments, tipping costs (\$137K), advertising costs (\$27K), bank charges (\$2K), penalty claims processing fees (\$10K), election costs (\$7K) and postage (\$2K). Decreased expenditure is expected in relation to streetlighting (\$50K), insurance (\$93K), contribution payments including emergency services contributions (\$36K), utility costs (\$58K), RFS training costs (\$8K) and agency costs in relation to the collection of rates and charges (\$8K). Also, a contribution of \$57K is to be made to the Oaks Heritage Centre from developer contributions towards construction work at the centre.</p>

Wollondilly Shire Council

Quarterly Budget Review Statement
for the period 01/10/16 to 31/12/16

Capital Budget Review Statement

Budget review for the quarter ended 31 December 2016

Capital Budget

(\$000's)	Original Budget 2016/17	Sept Revised Budget 2016/17	Variations for this Dec Qtr	Notes	Projected Year End Result	Actual YTD figures
Capital Expenditure						
New Assets						
- Plant & Equipment	300	315	531		846	170
- Land & Buildings	995	805	298		1,103	463
- Roads, Bridges, Footpaths	1,122	3,057	(40)		3,017	1,921
- Recreation	950	1,330	1		1,331	569
- Other	-	-	100		100	-
Renewal Assets (Replacement)						
- Land & Buildings	-	880	(130)		750	255
- Roads, Bridges, Footpaths	8,888	8,149	2,218		10,367	4,209
- Recreation	-	150	-		150	142
- Environment	285	382	-		382	135
Loan Repayments (Principal)	1,817	1,817	-		1,817	471
Total Capital Expenditure	14,357	16,885	2,978		19,863	8,335
Capital Funding						
Rates & Other Untied Funding	1,817	1,817	-		1,817	471
Capital Grants & Contributions	3,334	3,736	1,079		4,814	880
Reserves:						
- External Restrictions/Reserves	1,490	2,793	-		2,793	1,573
- Internal Restrictions/Reserves	7,716	8,539	1,900		10,439	5,411
Total Capital Funding	14,357	16,885	2,978		19,863	8,335
Net Capital Funding - Surplus/(Deficit)	-	-	-		-	-

Wollondilly Shire Council

Quarterly Budget Review Statement
for the period 1/1/17 to 31/3/17

Capital Budget Review Statement
Recommended changes to revised budget

Budget variations being recommended include the following material items:

Program	Original Budget	Sept Rev Budget	Dec Rev Budget	Mar Rev Budget	Proposed Variation
Major Roads & Bridge Work Revised scope of work required for Blaxland Crossing Bridge in 2016/17. Balance of project to be completed in 2017/18.	6,848,059	7,158,337	7,158,337	6,970,631	(187,706)
Heavy Patching/ Reseals No variation in this quarter	300,000	450,000	450,000	450,000	-
Road Upgrade Program No variation in this quarter	175,000	239,162	239,162	239,162	-
Kerb & Gutter No variation in this quarter	275,000	275,000	385,000	385,000	-
Footpaths & Cycleways Additional work required for footpath construction at The Oaks. Funding available from restricted cash.	457,000	557,000	607,000	615,500	8,500
Bus Infrastructure Improvements Revised cost of installation of new bus shelters around the Shire. Additional funds available from restricted cash.	215,000	206,857	206,857	215,857	9,000
Road Safety Improvement Program No variation in this quarter	300,000	226,000	226,000	226,000	-
Other Roads Projects The construction of the Argyle St/Margaret St intersection was completed under budget.	1,440,000	2,094,000	4,112,000	4,068,000	(44,000)
Open Space Projects Additional costs in relation to the construction of the Picton sportsground bridge and walkway. Additional funds available from restricted cash. Also, additional projects have been added for various parks around the Shire and the construction of an RV capsite at Warragamba. Funding for these projects is available from developer contributions.	950,000	1,480,611	1,480,611	1,651,845	171,234
Building Renewal Additional Rural Fire Service funding available for fencing at the Fire Control Centre. Also, additional work to be carried out on Council assets including the old Post Office clock. Funding is available for these projects from restricted cash.	995,000	1,681,532	1,849,805	2,064,220	214,415
Plant Fleet Purchases No variation in this quarter	200,000	203,023	683,023	683,023	-
Car Fleet Purchases No variation in this quarter	100,000	100,000	100,000	100,000	-
Stormwater Projects No variation in this quarter	285,000	285,000	285,000	285,000	-
Other Capital Projects Additional recycling bins are to be constructed at various areas around the Shire. Funding for this project is available from restricted cash.	-	112,438	262,845	326,152	63,307
	12,540,059	15,068,960	18,045,640	18,280,390	234,750

Wollondilly Shire Council

Quarterly Budget Review Statement
for the period 01/01/17 to 31/03/17

Cash & Investments Budget Review Statement

Budget review for the quarter ended 31 March 2017

Cash & Investments - Council Consolidated

(\$000's)	Original Budget 2016/17	Sept Revised Budget 2016/17	Dec Revised Budget 2016/17	Variations for this		Projected Year End Result	Actual YTD figures
				Mar	Qtr		
Externally Restricted ⁽¹⁾							
Domestic Waste Management	6,573	6,598	6,392	63		6,455	4,313
Stormwater Management	456	307	307	-		307	227
Developer Contributions	17,198	16,674	16,694	(44)		16,650	16,650
Unexpended Grants & Contributions	1,632	1,240	1,228	(51)		1,177	1,177
Total Externally Restricted	25,859	24,819	24,621	(32)		24,589	22,367
⁽¹⁾ Funds that must be spent for a specific purpose							
Internally Restricted ⁽²⁾							
Recreation	474	374	374	-		374	374
Sportsgrounds	1,082	551	551	(23)		528	528
Effluent Disposal	194	194	194	-		194	194
Animal Management	20	20	20	-		20	20
Legal & Risk	1,159	1,116	784	-		784	784
Asset Maintenance	4,610	4,132	3,201	750		3,951	3,951
Golf Club Maintenance	216	216	216	-		216	194
Plant & Vehicle Replacement	1,442	1,441	1,018	-		1,018	1,018
Leisure Centre Improvements	501	484	484	17		501	501
Information Technology	41	45	26	-		26	26
Employee Leave Entitlements	2,444	2,444	2,444	-		2,444	2,444
Organisational Development	675	663	481	-		481	481
Property	1,897	1,888	1,956	-		1,956	1,846
Royalties	141	418	468	20		488	488
Roads	303	303	303	-		303	296
Tourism & Economic Development	368	318	318	(20)		298	298
Election	67	67	67	(9)		58	58
Special Rate Variation	-	-	-	-		-	-
Infrastructure Projects	1,744	736	595	158		753	753
Efficiency Savings	1,050	1,050	1,123	(638)		485	485
Growth Management Strategy	1,565	1,569	1,397	(125)		1,272	1,272
Work in Progress	469	469	485	16		501	501
Cemetery Maintenance	102	102	105	7		112	112
Total Internally Restricted	20,564	18,600	16,610	153		16,763	16,624
⁽²⁾ Funds that Council has earmarked for a specific purpose							
Unrestricted (ie. available after the above Restrictions)	1,812	2,162	2,110	(212)		1,898	17,345
Total Cash & Investments	48,235	45,581	43,341	(91)		43,250	56,336

Wollondilly Shire Council

Quarterly Budget Review Statement
for the period 01/01/17 to 31/03/17

Cash & Investments Budget Review Statement

Investments

Investments have been invested in accordance with Council's Investment Policy.

Cash

The Cash at Bank figure included in the Cash & Investment Statement totals \$195,319

This Cash at Bank amount has been reconciled to Council's physical Bank Statements. The date of completion of this bank reconciliation is 04/04/17

Reconciliation Status

The YTD Cash & Investment figure reconciles to the actual balances held as follows:		\$ 000's
Cash at Bank (as per bank statements)		195
Investments on Hand		50,255
less: Unpresented Cheques	(Timing Difference)	(14)
add: Undeposited Funds	(Timing Difference)	74
less: Identified Deposits (not yet accounted in Ledger)	(Require Actioning)	(3,630)
add: Identified Outflows (not yet accounted in Ledger)	(Require Actioning)	9,456
less: Unidentified Deposits (not yet actioned)	(Require Investigation)	-
add: Unidentified Outflows (not yet actioned)	(Require Investigation)	-
Reconciled Cash at Bank & Investments		56,336
Balance as per Review Statement:		56,336
Difference:		-

Wollondilly Shire Council

Quarterly Budget Review Statement
for the period 01/01/17 to 31/03/17

Key Performance Indicators Budget Review Statement for Quarter ended 31 March 2017

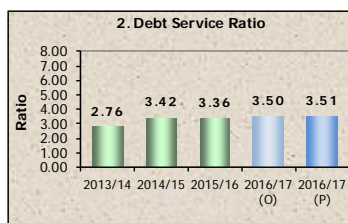
(\$000's)	Current Projection		Original Budget 16/17	Actuals Prior Periods		Industry Benchmark
	Amounts	Indicator		15/16	14/15	
	16/17	16/17		16/17	15/16	

The Council monitors the following Key Performance Indicators:

1. Unrestricted Current Ratio

Current Assets less all External Restrictions	19,983	3.51	3.50	3.36	3.42	1.50
Current Liabilities less Specific Purpose Liabilities	5,695					

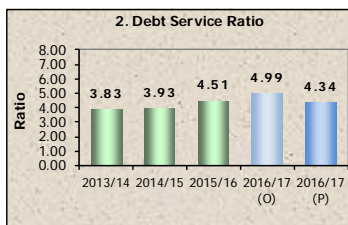
This indicator assesses the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.



2. Debt Service Ratio

Debt Service Cost	2,743	4.34	4.99	4.51	3.93	<10.00
Income from Continuing Operations	63,257					

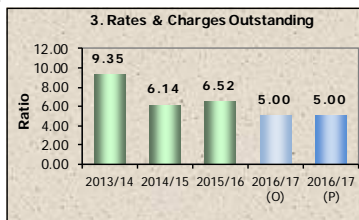
This indicator assesses the impact of loan principal & interest repayments on the discretionary revenue of Council.



3. Rates & Charges Outstanding

Rates, Annual & Extra Charges Outstanding	1,818	5.00	5.00	6.52	6.14	<5.00
Rates, Annual & Extra Charges Collectible	36,374					

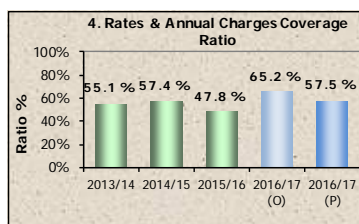
This indicator assesses the impact of uncollected rates & annual charges on Council's liquidity & the adequacy of recovery efforts.



4. Rates & Annual Charges Coverage Ratio

Rates & Annual Charges	36,374	57.5 %	65.2 %	47.8 %	57.4 %	
Income from Continuing Operations	63,257					

This indicator assesses the degree of Council's dependence upon revenue from rates and annual charges to assess the security of Council's finances.

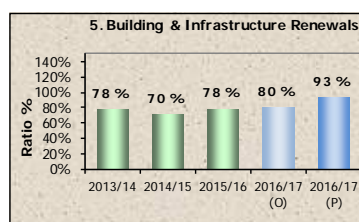


5. Building & Infrastructure Renewals

Asset Renewals (Building & Infrastructure)	11,936	93 %	80 %	78 %	70 %	(1)
Depreciation, Amortisation & Impairment	12,777					

This indicator assesses the rate at which these assets are being renewed relative to the rate at which they are depreciating.

(1) Industry average is 84.4%. Preferred figure is 100%



Wollondilly Shire Council

Quarterly Budget Review Statement
for the period 01/01/17 to 31/03/17

Contracts Budget Review Statement

Budget review for the quarter ended 31 March 2017

Part A - Contracts Listing - contracts entered into during the quarter

Contractor	Contract detail & purpose	Contract Value	Start Date	Duration of Contract	Budgeted (Y/N)
Anthony Daintith Town Planning	Contract Town Planning Services	60,500	24/01/17	6 mths	Y
Dwyers Truck Centre	Purchase of truck	219,006	14/02/17	4 mths	Y
Allfitz Constructions	Wilton Community Centre extension work	90,291	14/02/17	4 mths	Y
Steelworks Engineering Pty Ltd	Guardrails for Stonequarry Creek Bridge	90,852	13/03/17	3 mths	Y
Restorx NSW Unit Trust	Drying and mould remediation work at old Picton Post Office	190,715	20/03/17	2 mths	Y
Stainform Industries Pty Ltd	Supply of waste bins for various areas around the shire	63,112	20/03/17	3 mths	Y
Pan Civil Pty Ltd	Broughton Pass Bridge repair work	548,435	15/03/17	3 mths	Y

Notes:

1. Minimum reporting level is 1% of estimated income from continuing operations of Council or \$50,000 - whatever is the lesser.
2. Contracts listed are those entered into during the quarter being reported and exclude contractors on Council's Preferred Supplier list.
3. Contracts for employment are not required to be included.

Consultancy & Legal Expenses Budget Review Statement

Expense	YTD Expenditure (Actual Dollars)	Budgeted
Consultancies	439,928	Partially
Legal Fees	852,014	Partially

Definition of a consultant:

A consultant is a person or organisation engaged under contract on a temporary basis to provide recommendations or high level specialist or professional advice to assist decision making by management. Generally it is the advisory nature of the work that differentiates a consultant from other contractors.





Operational Review

Awareness Report
Wollondilly Reporting - An important tool designed
to help achieve best practice outcomes for Council
and better outcomes for our Community



96%

**of Council's
Operational Actions
are on track, in
progress, delivered
or completed.**

Awareness Report Introduction



The awareness report details activities, actions or projects that are not running to time, quality or budget and requires attention from Council and Councillors. It focuses on information that is meaningful and valuable to the direction and success of the organisation in the short term.

Number of Actions by Theme




Council is reporting on 122 actions set out in the Wollondilly Operational Plan 2016/17.


The third quarter, January – March 2017, has 5 actions assessed as ‘At Risk’.

-  Completed, On track, In Progress or delivered
-  Delayed, Not commenced or At Risk


 **Accountable & Transparent GOVERNANCE - GO6. Resource Efficiency**

DP Action	Action Code	Action	Measure	Comment
Be efficient and effective in the use of Council resources and provide value for money in the delivery of services	GO6.8	Provision and management of appropriate, safe and efficient heavy plant, trucks and motor vehicles to support Council's operations by reviewing needs and types of plants to address organisational needs.	Commence implementing the Plant & Fleet Asset Management Plan Q.1 Commence implementing the Replacement & Procurement Strategy Q.1	 At Risk Funding was made available to replace some Plant & Fleet items that were at the end of their useful life during the 3rd Quarter. These items include 2 Large Tipper Trucks, 2 Medium Crew Trucks and 3 Tipper Utilities. The Procurement for these items is well under-way with 2 Tipper Utilities delivered, 1 Large Tipper on order and Tenders either closed or Open in the market for the remainder of the items. These replacements take care of the immediate needs, a Replacement and Funding Strategy, based on the Draft Plant & Fleet Asset Management Plan is to be completed.



 **Building a Strong Local ECONOMY - EC4. Managing Development & Land Use**

DP Action	Action Code	Action	Measure	Comment
<p>Manage and regulate land use and development in order to achieve a high quality built environment which contributes to economic well-being</p>	<p>EC4.2</p>	<p>Maintain planning proposal process that adheres to legislative requirements and timeframes.</p>	<p>Provide Heritage Advisory Service</p> <p>Ensure referrals undertaken to relevant agencies including Office of Environment and Heritage (OEH)</p> <p>Assessment of Planning Proposals against current Department deadlines for each proposal</p> <p>Adopt a policy for the acceptance and processing of planning proposals by Q.4</p> <p>Review the range of pre-lodgement options and fees Q.3</p> <p>Improve communication with development customer (including additional information request and draft conditions of consent)</p>	<p> At Risk</p> <p>Monthly Heritage Advisory Service provided. All relevant matters have been referred to relevant agencies including Office of Environment and Heritage (OEH). Many proposals have been the subject of requests for an extension of the gateway deadline; with extensions granted each time they are requested. The draft Planning Proposal Policy will be presented to council at the April 2017 Ordinary meeting with the exhibition of the draft policy to follow. Delivery of an adopted policy by 30 June 2017 is now unlikely.</p>

 **Building a Strong Local ECONOMY - EC5. Protect Natural Resources**

DP Action	Action Code	Action	Measure	Comment
Protect natural resources so as to contribute to the Shire'	EC5.1	Protect and support new & existing agriculture.	<p>Review permissible uses in Rural Zones</p> <p>Seek funding and or other assistance for a rural land use study</p> <p>Provide assistance to Rural Industry Liaison Committee in regard to land use planning matters</p>	<p> At Risk</p> <p>The review of the rural zones has been prevented by other workload and also by the cessation of the rural industry liaison Committee with the Council election and the process to establish a new Rural Industry Liaison Committee. It is now not possible to complete this review in this financial year. Requests for funding and assistance for a rural land use study have been made to the Department of Planning and Environment, the Institute for Sustainable Futures, The Department of Primary Industries (Agriculture) and Regional Development Australia. In the 2nd and 3rd quarters of the 2016/17 year there were no meetings of the Rural Industry Liaison Committee.</p>

Management and Provision of INFRASTRUCTURE - IN4. Emergency Management

DP Action	Action Code	Action	Measure	Comment
Plan for and assist in the Community's response to emergencies such as bushfires and flooding	IN4.2	Provide support and facilities to the Rural Fire Service (RFS) and State Emergency Service	Achieve RFS Equipment Services schedules	 At Risk Support facilities and equipment provided to RFS and SES as required. RFS fleet servicing requirements are changing and Council is reviewing and modifying resources to support this. The Bargo RFS Station re-location is progressing with a Construction Certificate (CC) expected very early April and Tender Documents being revised based on the CC requirements. The Contract of Sale for the Land is still being resolved (this is the only item putting this action 'at risk' at this stage), for full updates on this project please visit http://www.wollondilly.nsw.gov.au/resident-services/infrastructure/current-projects/rural-fire-service-bargo-station-project/
	IN4.3	Ongoing review of flood plain management to respond to identified issues such as climate change	Stonequarry Creek Flood Study adopted Q.1 Commencement of Floodplain Risk Management Study process	 At Risk The flood event of June 2016 resulted in more work including the calibration of the storm event and peer review of the Draft Flood Study. Council has engaged a Project Manager to help finalise the Flood Study and commence a Floodplain Risk Management Study.





Works Program Review

Council continues to carry-out programmed and reactive maintenance on Council's infrastructure, along with delivering major project upgrades. You can follow what Council is up to each week via Council's Social Media or you can see where our Major Projects are up to via our Major Projects Quarterly Update.

If you are aware of a specific repair that is required to Council's Infrastructure, it can be reported to our Customer Request System (CRM) either by phoning **4677 1100** or crm@wollondilly.nsw.gov.au

Rating Strategy



Bridge St Picton

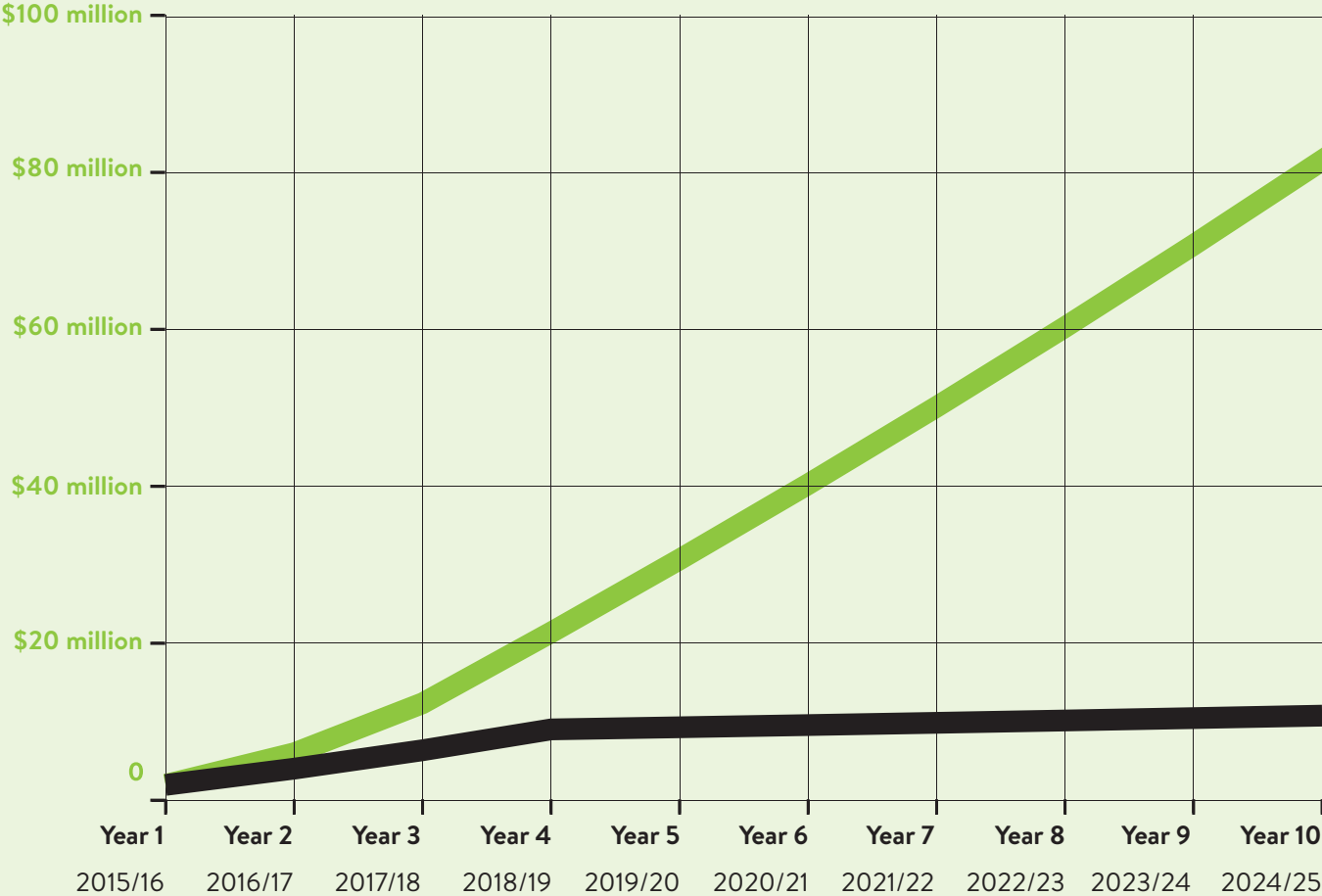
On 19 May 2015 the Independent Pricing and Regulatory Tribunal (IPART) announced that Wollondilly Shire Council's application for a Special Rate Variation was approved in full.

The approved Special Rate Variation of 10.8% per annum over 4 years will generate \$80 million over a 10 year period. These funds will gradually build up over the 10 year period. Subsequently, Council will be addressing the infrastructure needs of the Shire progressively as this funding becomes available. While it will take time to address the backlog of infrastructure renewal needs in the Shire, Council is committed to addressing and improving our community's infrastructure and remaining accountable to our community as to how we spend the Special Rate Variation funds.

For more information on Council's Draft Capital Projects Program visit:

wollondilly2033.com.au/srv

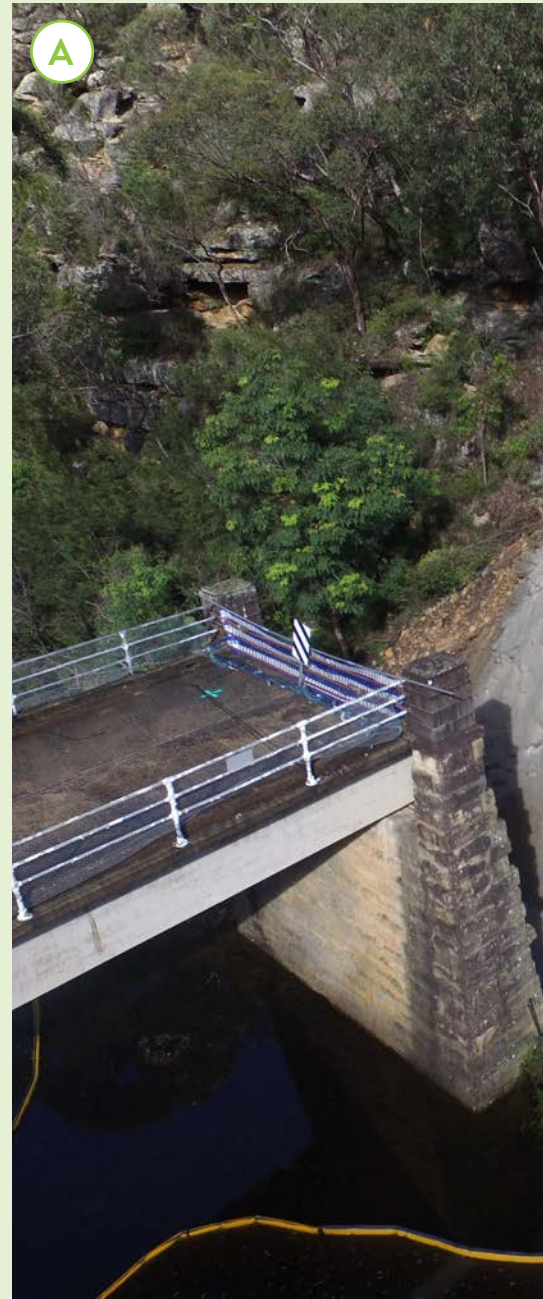
- Annual Total
- Cumulative Totals by Year



Major Projects Community Update

Wilton Road at Broughton Pass was closed due to the retaining wall failure that occurred during the storm event on 5 June 2016. The retaining wall, located on the Wilton side of the bridge over the Cataract River, is approximately 6 metres high and was constructed in the late 1800's of dry stacked sandstone blocks, without the retaining wall the road is unsupported and therefore not safe for traffic.

This quarter the Detail Design Phase by Contractor was completed as well as engagement with the community & works program. On 6 March Pan Civil (contractor for Broughton Pass repair work) started the construction phase with completion on track for July 2017.

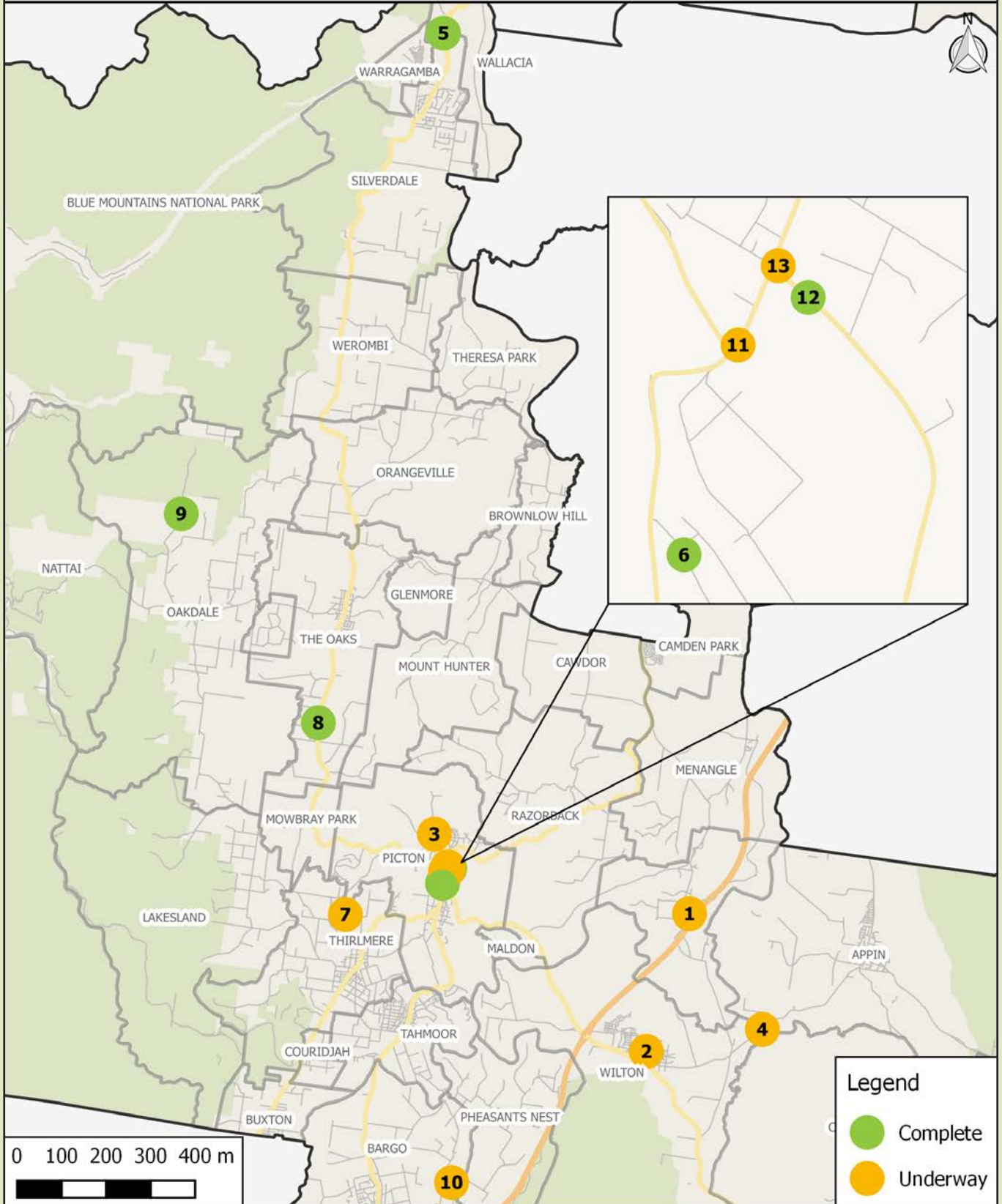


- A. Broughton Pass Rectification
- B. Burns Rd, Thirlmere
- C. Barbour Rd, Thirlmere
- D. Farnsworth Ave, Warragamba
- E. Montpelier Dr, The Oaks
- F. Bus Shelter, Tahmoor





2016/17 3rd Quarter - Projects Completed and Underway



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Projects Completed/Under Way in the 3rd Quarter

1. **Douglas Park Sportsground -**
Douglas Park Little Athletics are currently sourcing the design for their proposed storage shed. Council also made an application through the Department of Lands Public Reserves Management Fund program seeking grant funding towards implementing Stage 1A of the adopted Master Plan.
2. **Wilton Recreation Reserve Master Plan –**
Council called for quotes for the design of Stage 1A (new sports field and new amenities building). However costs and timelines did not meet Council’s objectives and the project has been divided into smaller components and managed internally. A site survey and geotechnical work has been undertaken and documentation required for the Construction Certificate for the Community Centre extension being prepared. On-ground works should commence in the July school holiday period (to minimise disturbance to childcare). Funding for this project has been sought from the Department of Lands.

3. **Picton Sportsground Bridge -**
The design has been finalised and the contractor has established on site. Wet weather has delayed significant site work. The bridge is being manufactured in a factory before being lifted into position by end of June 2017.
4. **Broughton Pass Retaining Wall Rectification Works -**
Construction work commenced this Quarter under our Design & Construct Contract with Pan Civil Pty Ltd. We are currently planning to have the Pass Re-opened by the end of the 4th Quarter.
5. **Silverdale Rd/Farnsworth Ave Heavy Patching -**
Heavy patching was completed at two separate sections of Farnsworth Ave totalling 2,000m² (500m east of Production Ave and 350m west of Silverdale Rd). 800m² heavy patching at Silverdale Rd between HN#2340 and #2400 was also completed.
6. **Lumsdaine St, Picton Footpath Construction -**
Completed in January.
7. **Burns Rd, Thirlmere -**
Works commenced in February but have been delayed by rain and the weather. Stage 1 sealed. Stage 2 road widening complete, awaiting road base overlay.

8. **Montpelier Dr, The Oaks (Craigend to Dairy Corner) -**
Asphalt overlay, earth works, drainage, shoulder and line marking works are complete.
9. **Ridge Rd, Oakdale -**
Works completed in March as an asphalt mill and fill.
10. **Arina Rd, Bargo -**
Works commenced in February but have been delayed by rain and the weather. Works completed to date include road widening and drainage.
11. **Stonequarry Creek Bridge Guardrail -**
Contractor has taken final onsite measurements of the guardrail and started producing workshop drawings for review. Fabrication likely to start beginning of May with installation planned for June.
12. **Bus Shelter Relocation Program -**
All 9 locations complete. Site inspection for compliance with Accessibility Auditor 18th of April.
13. **Old Post Office Building, Picton refurbishment -**
Drying works by contractor still ongoing, scheduled to be completed in early May. Building works to follow.



A. Picton Tennis Court Shelters
B. Burns Rd Reconstruction
C. Montpelier Dr, The Oaks

2016/17 Works Program

as at March 2017 Quarterly Budget Review

Capital Projects	Budget			Expenditure		
	Original Budget	"Revised Budget (Sept QCR)"	"Revised Budget (Dec QCR)"	"Revised Budget (Mar QCR)"	Total Expenditure	TOTAL FUNDING ALLOCATED
Transport Major Roads & Bridge Works						
Pavement Reconstruction Program	6,848,059	7,158,337	7,158,337	6,970,631	5,436,009	6,970,631
Heavy Patching / Reseal Program	300,000	450,000	450,000	450,000	394,009	450,000
Unsealed Roads Program	175,000	239,162	239,162	239,162	143,716	239,162
Kerb & Gutter Program	275,000	275,000	385,000	385,000	298,624	385,000
Footpaths & Cycleways Program	457,000	557,000	607,000	615,500	81,884	615,500
Bus Shelter Program	215,000	206,857	206,857	215,857	215,896	215,857
Road Safety Improvement Program	300,000	226,000	226,000	226,000	181,139	226,000
Other Road Projects	1,440,000	2,094,000	4,112,000	4,068,000	2,656,570	4,068,000
Open Space						
Open Space Projects	950,000	1,480,611	1,480,611	1,651,845	973,553	1,651,845
Buildings						
Building Renewal Program	995,000	1,681,532	1,849,805	2,064,220	1,124,469	2,064,220
Plant & Fleet						
Plant Fleet Purchases	200,000	203,023	683,023	683,023	323,162	683,023
Car Fleet Purchases	100,000	100,000	100,000	100,000	72,317	100,000
Stormwater Drainage						
Stormwater Improvement Program	285,000	285,000	285,000	285,000	47,281	285,000
Other Capital Projects						
Various	0	112,438	262,845	326,152	184,981	326,152
	12,540,059	15,068,960	18,045,640	18,280,390	12,133,610	18,280,390

The Works Program is published in the Wollondilly Delivery Program 2013/14–2016/17 & Wollondilly Operational Plan 2016/17.

Funding Sources						SRV Funding Movements		
Other Revenue	SRV Funding	Grant Funding	Developer Cont	Restricted Cash	Remaining Funds Available	Original SRV Funding	Revised SRV Funding (MAR REV)	Variation
1,119,000	2,926,000	1,935,293	0	990,338	1,534,622	2,926,000	2,926,000	0
300,000	0	0	0	150,000	55,991	0	0	0
0	0	175,000	0	64,162	95,446	0	0	0
75,000	200,000	0	0	110,000	86,376	200,000	200,000	0
126,000	250,000	25,000	67,500	147,000	533,616	150,000	250,000	100,000
24,000	0	0	0	191,857	-39	0	0	0
0	150,000	0	0	76,000	44,861	0	150,000	150,000
70,000	0	1,129,000	1,580,000	1,289,000	1,411,430	250,000	0	-250,000
15,000	244,229	281,818	374,005	736,793	678,292	300,000	244,229	-55,771
50,000	255,771	1,299,166	0	459,282	939,751	200,000	255,771	55,771
0	0	0	0	683,023	359,861	0	0	0
0	0	0	0	100,000	27,683	0	0	0
0	0	0	0	285,000	237,719	0	0	0
0	0	0	0	326,152	141,171	0	0	0
1,779,000	4,026,000	4,845,277	2,021,505	5,608,607	6,146,779	4,026,000	4,026,000	0

For further information on Council's full suite of Corporate Planning documents see www.wollondilly2033.com.au or contact council on 4677 1100 for a hardcopy.

Projects Completed

Completed

Roads	
Redbank Place, Picton - Asphalt Reconstruction	July
Bridge St, Picton Stage 1 (Argyle St to West of Rail Bridge) - Road Reconstruction	July
Caloola Rd, Bargo - Sealing of Unsealed Road	August
Bridge St, Picton Stage 2 (Railway Bridge to Industrial area) - Road Reconstruction	August
Remembrance Dwy Razorback, Rockfall Site - Barrier replacement	September
Moorland Rd, Tahmoor - Kerb and Gutter	October
Remembrance Dwy Cawdor - Asphalt overlay	November
Margaret St/Argyle St Signals - Traffic Lights	December
Regreme Rd/Argyle St Picton - Roundabout construction	December
Silverdale Rd, north from Timothy Lacey Lane The Oaks - Road Reconstruction	December
Lumsdaine St, Picton - Footpath Construction	January
Montpelier Dr, The Oaks (Craigend to Dairy Corner) - Road Reconstruction	April
Ridge Rd, Oakdale - Road Reconstruction	March
Montpelier Dr, The Oaks (Edward to Glendiver)	April
Facilities	
Shire Library Renovation	August
Douglas Park Sportsground Terracing	August
Tahmoor Netball Canteen Awning	August
Botanic Gardens Footpath Extension	September
Picton Tennis Club - Court re-surfacing and re-fencing	November
Mary St, The Oaks - Footpath	December
Bus Shelter Relocation Program - Various locations	March

Projects Under Way

Progress

Roads	
Broughton Pass Retaining Wall Rectification - Tender for design and construction	End of 4th Quarter
Arina Rd, Bargo - Road Reconstruction	End of 4th Quarter
Burns Rd, Thirlmere - Road Reconstruction	End of 4th Quarter
Facilities	
Douglas Park Sportsground - Master Plan	Adopted by Council August 2016
Wilton Recreation Reserve - Master Plan	Adopted by Council August 2016
Picton Sportsground - Pedestrian Bridge Construction	End of 4th Quarter
Stonequarry Creek Bridge - Guardrail	End of 4th Quarter
Old Post Office Building, Picton - Drying Works	Mid 4th Quarter

Projects Scheduled

Scheduled for

Roads	
Menangle Rd, Douglas Park (Camden intersection) - Road Reconstruction	Deferred until 2017/18
May Farm Rd, Brownlow Hill - Heavy Patching	Deferred until 2017/18
Werombi Rd, Mount Hunter Rivulet to Brownlow Hill Loop Rd - Road Reconstruction	4th Quarter
Kennedy St Appin Cycleway	with Infrastructure Planning
Argyle St, Prince St To Connellan - Road Widening	with Infrastructure Planning
Thirlmere Way, Stonequarry Roundabout	with Infrastructure Planning
Fairleys Rd, Picton - Road Reconstruction	Deferred until 2017/18
Menangle Rd, Menangle (Woodbridge Rd—St James Ave)	with Infrastructure Planning
Facilities	
Antill Park Clubhouse - Sprinkler system	4th Quarter
Bargo RFS - Construction of new Station in a new location	Tender



Broughton Pass Rectification

