



PENRITH

# ORGANISATIONAL PERFORMANCE REPORT

## DECEMBER 2016

2013 - 17 DELIVERY PROGRAM  
2016 - 17 OPERATIONAL PLAN

**PENRITH**  
CITY COUNCIL

[penrithcity.nsw.gov.au](http://penrithcity.nsw.gov.au)

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# GENERAL MANAGER'S REPORT ON ORGANISATIONAL PERFORMANCE



I'm pleased to report that, halfway through the final year of our *2013-17 Delivery Program*, Council continues to make good progress in delivering our planned services and projects. We've completed 20% of our actions and projects for the year and almost 80% are on target, with only 9 out of almost 230 projects delayed.

It's such an exciting time in our City right now. Council adopted a new *Economic Development Strategy* in November, and our economic development brand New West has gathered momentum over the last six months. We are working to maximise opportunities for our growing community, attracting investment and creating up to 55,000 new local jobs over 15 years by partnering with industry, business, governments and the community.

Our first REAL Festival proved a popular success in November, showcasing our unique river, environment, art and lifestyle. It attracted around 20,000 people, including 20% from outside the city and 3% from interstate and boosted our local economy by an estimated \$800,000. Feedback from the community has supported making this free, family-friendly event part of our annual calendar.

Parking remains high on our agenda. We are particularly pleased work has begun on the 400-space expansion of the North Penrith commuter car park, which was one of Council's advocacy priorities during the March 2015 State election.

Council, our staff and Penrith City have continued to be recognised for our efforts, excellence and innovation in many areas, with a range of commendations and awards received in the last six months. These include a National Growth Areas Alliance (NGAA) commendation recognising the Penrith New West as delivering the blueprint for Penrith City Centre and a Planning Institute of Australia commendation for our *Night Time Economy Strategy*.

With only six months until the start of the new four-year Delivery Program, we are working with Councillors to develop a realistic, sustainable and forward thinking program that reflects what our community has told us they want, need and expect. We will continue to engage with residents and work to make sure their priorities and concerns are reflected in what we plan to do, when, where and how.

To find out more about Council's current and future projects and programs, and how you can have your say in our City's future, visit our [penrithcity.nsw.gov.au](http://penrithcity.nsw.gov.au).

A handwritten signature in black ink, appearing to read 'Alan Stoneham'. The signature is fluid and cursive, written in a professional style.

**Alan Stoneham**  
General Manager

# FINANCIAL SERVICES MANAGER'S REPORT

## Executive Summary

This report covers the second quarter of the 2016-17 financial year. Details of significant variations, reserve movements, proposed revotes, contracts and consultancies, cash and investments position, income & expenses by program and the status of Council's Operating and Capital Projects compared to budget are included in this document.

As previously reported in the September Quarterly Review, Council delivered a balanced budget in the adoption of the 2016-17 Operational Plan. The September Quarter reported variations to the predicted annual budget, including a number of proposed allocations that once adopted and combined with other variations adopted during the first quarter provided for a projected budget surplus of \$60,475 for 2016-17.

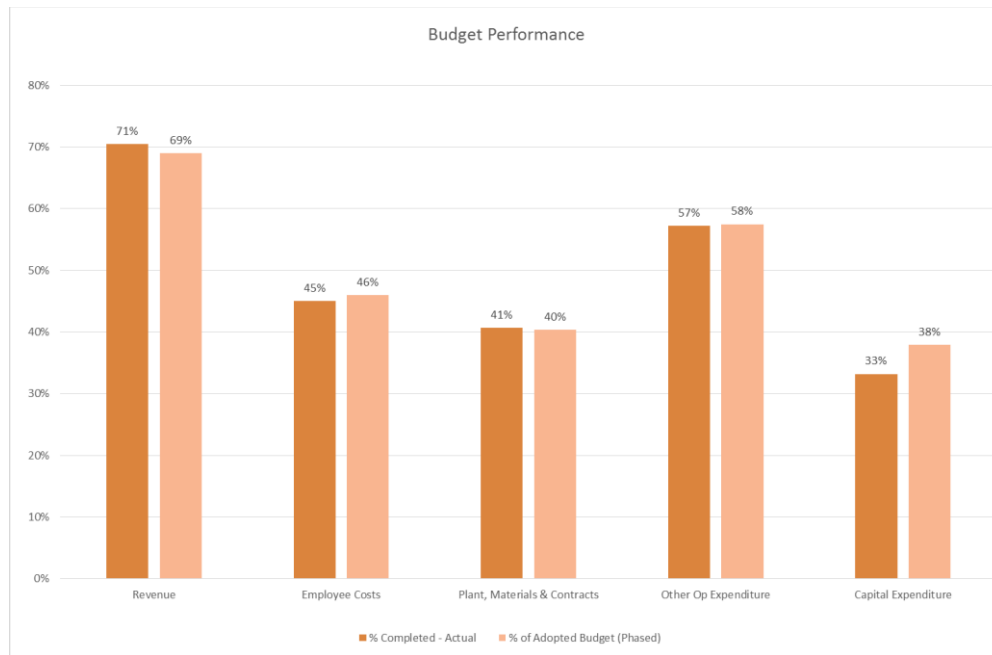
The December quarter again presents a positive result with a revised end of year projected budget surplus of \$87,769 at this stage. This result comprises mainly positive variations to the original budget, with the most notable for the December Quarter being additional interest on development related income (\$445,481), investments (\$250,000) and rates income (\$142,486). These net positive variances have provided Council with the capacity to allocate additional funds (\$300,000) to safeguard against movements in assumptions and forecasts in the original budget and to provide the capacity to respond to any emerging priorities, including priority resource requests.

As the City continues to grow it has been acknowledged previously by the Council that Development Applications (DA) area will continue to be a critical service delivery area. The additional DA income identified in the December Quarterly Review provides an opportunity to Reserve funds for immediate and future demands for better levels of service through resourcing, as well as investing in business improvements for continued efficiency gains and quality customer service delivery. This will enable specific ICT projects around KPI category reporting, DA lodgement, and registration to be prioritised and it will also allow allocation of additional resourcing to meet demand in the short term. Longer term, the level of continued DA activity, alignment of expectations around service delivery, and KPIs will determine if a higher level of resource commitment needs to be reflected in ongoing DA service budgets.

Net organisational salary savings of \$240,470 have also been identified in this quarter largely from staff vacancies. In keeping with Council's adopted practice, these salary savings will be retained within the employee cost budget at this stage and not be reallocated until the end of the year to manage any budgetary risks throughout the year. Council's LTFP has foreshadowed that increases to the annual Employee Leave Entitlement (ELE) expense will be required and a strategy to increase this allocation has been implemented. Council is committed to ensuring that sufficient provision is made for ELE and therefore it is proposed that any remaining salary savings will be transferred to the ELE Reserve as part of the June 2017 Review, once provision for current year payments are made and other budgetary risks managed.

The financial strategies developed over the past two years rely not just on the 2016-17 SRV, but also on reform within the organisation's processes, systems, procedures, culture and structure. Reform in these areas has already commenced and will continue over the next 2-3 years. The organisation aims to match the funds from the 2016-17 SRV with savings from better ways of doing things, harnessing technology improvements, implementing new systems and reviewing service delivery. These savings will provide the capacity to continue to service our growing City ensuring the 2016-17 SRV funds are directed towards the City shaping and future-proofing priorities. The September 2016 Quarterly Review identified productivity savings of \$2,212,157. In conjunction with the December 2016 Quarterly Review process, further productivity initiatives have been identified and included in the proposed budget adjustments for the quarter resulting in additional savings of \$178,910, bringing the total savings for 2016-17 to \$2,391,067 versus a budget target of \$2,143,964.

The overall 2016-17 budget compared to the phased budget is generally in line with expectations. All variations have been considered and where a budget adjustment is required, details have been included in the review. The following graph shows a comparison, by category, of the progress of Council's budget compared to expectations.



## Budget Position

The December 2016 Quarter Review recommends a number of both favourable and unfavourable adjustments to the adopted budget for 2016-17. A full list of variations greater than \$20,000 is attached. The net effect of the proposed variations being recommended as part of this Review and adjustments adopted during the quarter, is a small surplus of \$27,294 for the quarter, which results in an expected budget surplus for the full year of \$87,769. Some of the more significant variations are listed below with their impact on the budget position (F – Favourable, U – Unfavourable and A - Allocation).

### Net Employee Costs

During the second quarter of 2016-17 salary savings have been realised primarily due to vacancies across a number of Departments. The majority of these vacant positions are in the process of being filled. It is recommended that some of the identified salary savings are retained in the individual departments to enable the engagement of consultants or temporary staff to ensure the delivery of key Operational Plan tasks and projects. The salary savings, net of those being retained by Departments, total \$240,470.

It is proposed that as part of the December Quarterly Review that the salary savings of \$240,470 identified are retained within the employee costs area to assist with year-end employee cost balancing and to supplement the budget for resignations and retirements. Any remaining savings at year end could then be transferred to the Employee Leave Entitlement (ELE) Reserve or to manage budgetary risks over the remainder of 2016-17.

### Interest on Investments - \$250,000 F (20%)

The estimate for untied interest on investments has been increased by \$250,000 in the December Quarterly Review as the unrestricted portion of the portfolio has been higher than anticipated. In addition, earnings on Council's portfolio have exceeded the original estimate due to investments in bank term deposits and floating rate notes returning an improved margin above the Bill Swap Rate (BSW). Interest earned on both s94 and Property Development Reserves have exceeded original

budget and will both be increased by \$200,000. The reserve balances have remained higher than forecast for the first six months of this financial year and interest rates have not fallen as low as economists were forecasting when original budgets were prepared.

### **Rates - \$142,486 F (0.1%)**

Additional Rates income is forecast for 2016-17 with some larger lot subdivisions being recently registered, including a 151 lot strata subdivision in Thornton. In addition, there was a former exempt property in Penrith CBD which became rateable and increased rates income by almost \$50,000. This income was predicted to be received in future years of Council's LTFP and as such does not substantially increase Council's financial capacity in future years.

### **Development Services Income – \$445,481 F (10.98%)**

The Development Application income budget is ahead of forecast for the current quarter, due to various reasons relating to the scale of development received and the value of that development. There continues to be significant mixed use and residential flat building development applications lodged including a mixed use proposal at Henry Lawson Avenue, Werrington County and a residential flat building at Markham Avenue, Penrith. A number of significant applications were also received for Twin Creeks Resort, a Data Centre in Erskine Park, and Urban Apartments in Thornton.

In addition, major subdivision applications for substantial portions of release areas were received and were favourable to expectations. There has been continued activity relating to higher density developments within the release areas of Glenmore Park, Caddens, Jordan Springs, Central Precinct (ADI Site) and South Werrington Urban Village. It is important to note that this additional income is net of a significant Plan First Levy component, which increases relative to the value of applications submitted. A December Quarterly Review adjustment is proposed to recognise this additional income.

### **Asset Revaluation - \$39,950 U**

Council will be conducting external valuations on its Buildings, Operating Land, and Investment Properties this financial year in line with Accounting Standards. As part of this process, Council engaged several valuers for quotations. An original budget was not set for these valuations as Council had not finalised its valuation strategy at the time of setting the original budget.

### **Audit Fees - \$20,800 U (32%)**

From 1 October 2016, the Audit Office of NSW has taken responsibility for Local Government audits. Council was subsequently advised that Penrith would be one of a select group of Councils to be audited in-house by the Audit Office (other audits have been contracted to external audit firms). The Audit Office invoices based on a cost recovery method. Initial advice received from the Audit Office indicates that Penrith's audits will increase in cost over the previous audit provider. This increase in budget has been made to provide sufficient contingency to cover the cost of the Audit Office's audit of Council.

### **Governance Policy - \$28,525 U**

Consultants were engaged as part of a review to establish and make recommendations for a contemporary Procurement Framework to respond to the complex projects being undertaken by Penrith Progression.

### **Transfer to Asset Reserve - \$745,481 A**

The development of the annual budget each year requires a number of assumptions to be made in relation both expenditure and income that are dependent on factors that are outside Council's control. To safeguard against movements in these assumptions and forecasts it is proposed that

\$745,481 be transferred to Reserve. In addition, this allocation will provide capacity to respond to some current and emerging priorities, including some of the priority resource requests.

### **Other variations with no impact on the surplus**

#### **S94 Developer Contributions – Net increase of \$ 2.97m F**

The majority of this variances relates to s94 Contributions being received earlier than anticipated and is offset by a reduction in Contributions where unforeseen circumstances has delayed development. This adjustment is made up of:

- An increase of \$2.856m of contributions received earlier than anticipated for the District Open Space s94 Plan due to the target milestone for the third instalment under a Voluntary Planning Agreement (VPA) for Jordan Springs being met earlier than planned.
- A reduction of \$466,000 of contributions for the Claremont Meadows S94 Plan due to a delay in development occurring.
- An increase of \$87,000 of contributions to the Civic Improvement Plan being received earlier than anticipated after a change in timing by the developer.
- An increase of \$115,000 of contributions for in-fill developments proceeding earlier than first anticipated which includes the District and Local Open Space, Cultural Facilities, and Kingswood Neighbourhood Centre s94 Plans.
- An increase of \$10,000 of contributions to the WELL Precinct s94 Plan being the increased occupancy on lots within the Caddens precinct.
- An increase of \$6,000 of contributions to Glenmore Park 2 S94 Plan being the minor sub-divisions being undertaken earlier than anticipated after a change in timing by the developer.

#### **Motor Vehicle Changeover – Net \$840,000 F**

The recent organisational restructure has resulted in a reduction of vehicles required, which combined with changes to fleet management policies and staff vacancies have created the need for this adjustment in 2016-17. All savings have been returned to the Motor Vehicle Reserve to fund future year's purchases providing capacity to replace general revenue funding. A review of the Light Vehicle Fleet is also currently being undertaken which may result in further budget adjustments in the remaining quarters of 2016-17.

### **Domestic Waste Income – Net Increase of \$178,519F**

This variance to Domestic Waste Income can be attributed to two factors. New waste services are being provided to recently occupied properties in new release areas and new units in residential flat buildings, and services are being better aligned to suit the needs of individual households. Resource Recovery staff work with residents to assist them in choosing a service option to meet individual household waste service needs.

### **Economic Initiatives Resourcing – Increase of \$124,000U**

Council recently adopted the Economic Development Strategy Model at the Ordinary Meeting of the 28<sup>th</sup> November 2016 and had previously set aside a provision of funds to ensure there was sufficient capacity to fund the emerging priorities. These priorities include major economic initiatives to support Western Sydney Priority Growth Area and other strategic land-use planning opportunities.

Opportunities have developed faster than previously anticipated to deliver essential projects for the economic development of the city. This adjustment provides funding from General Reserves for immediate resourcing requirements for the Economic Initiatives Department.

### **Cranebrook Youth Employment project – Increase of \$107,000U**

A contribution was received from Housing NSW to provide funding towards the Cranebrook Community Hub which is included in Council's Community Health and Well Being program. The funds for this twelve month project have been allocated to an employment and training initiative in Cranebrook.

### **Penrith River (Real) Festival – Increase of \$102,767U**

During November, Council delivered a new iconic event to the Penrith region. Titled Real Festival - the event was a celebration of Penrith's unique lifestyle through connection to the region's main natural asset - the Nepean River. The festival provided an engaging platform for locals and visitors alike to experience the region while indulging in mindful living through crafted activities, entertainment, and experiences.

2016 was the first year Real Festival was delivered. Over time the goal is to establish the festival as an iconic event for Penrith and the region, to grow the visitor economy (refer to Council report dated 28 November 2016).

To accommodate the delivery of this exciting new event, additional funds are proposed to be recognised in the December Quarterly Review as follows: Council department's contribution of \$39,382 from their existing operational budgets (reallocation), \$34,357 cash and in kind support from sponsors and food vendors, and \$29,028 from the existing events operational budget (reallocation).

### **Planning Proposals (Local Environmental Plan Amendments) Income - Decrease of \$99,000U**

With the completion of the City Wide LEP, Council is now receiving and will continue to receive, multiple applications for rezoning or other amendments to the LEP and DCP. Initial discussions had previously confirmed a rezoning application would be submitted to Council to consider the proposed amendment to the LEP. The proponent has since decided not to proceed with this application and income budgets are proposed to be adjusted to reflect this.



## **Emergency Service Property Legislation – Classification Review – Increase of \$72,500 U**

From 1 July 2017 the NSW Government will be requiring councils to collect the Emergency Services Levy on behalf of the State Government as a property levy instead of the insurance companies as an insurance levy.

The NSW Government has provided Penrith City Council with \$72,500 in funding to conduct some scoping and classifications of properties in readiness for the new levy being introduced. This funding has been provided on a per property amount up to a maximum amount (we have received the maximum amount), but Council will be required to show costings for the funds expended so that Treasury can work out a cost model to reimburse councils in the future.

## **Regional Strategic Alliance Tourism - Increase of \$55,000U**

Penrith City Council has recently formed a Regional Strategic Alliance with the neighbouring Councils of Hawkesbury and Blue Mountains. One of the outcomes is to facilitate regional tourism, to which the other Councils have committed three years of funding to the project. It is proposed that Council provide funds, totalling \$165,000 for three years, \$7,500 from the existing Tourism operational budget and \$47,500 from funding already allocated to establishing the Regional Strategic Alliance.

## **Property Development**

Due to the nature of the property market a number of adjustments will be needed each quarter to reflect market conditions. Major budget variations proposed to the Property Development Model in the December Quarterly Review have a net result of \$188,000 (F) and include:

- Property Development Capital Expenditure – A budget decrease of \$400,000F is proposed due to unforeseen site rectification costs which have delayed the property's readiness for disposal with the expenditure now to occur in 2017-18.
- Property Development Sale Income – Expected income for 2016-17 has been increased (\$417,300 F) to reflect the actual sale price for three properties due to be settled by April 2017.
- New West Operational projects - Creation of a new project (\$566,000U) under Property Development which will encompass detailed site investigations in preparation for future potential sale on development in relation to Union Road, Penrith; Reserve Street, Penrith; the City Park; and the former Council Chambers.

## **Revotes**

In addition to these adjustments a total of \$30,567 of planned capital projects are proposed for revote this quarter and a full listing can be found in the attachment. The total value of revotes for the year to date (including the proposed December Quarter revotes) is \$4.9m, compared to \$515,244 for the same period in 2015-16. A full list is provided in the attached report with information on the more significant revotes for the December Quarter detailed below:

## **Wireless Internet Network Solution Upgrade (Reserve) - \$30,567**

Finalisation of the Data Centre to move to Azure and finalisation of Telstra Migration project have taken priority over the implementation of the Wireless Internet project. The decision was made to bring forward these projects as they have increased risk or reward profiles. This Wireless Internet project will not commence until the start of next financial year, therefore a revote is proposed in this reporting period.

## Fit for the Future

December 2016 calculations show that Council is currently meeting most of its Fit for the Future benchmarks.

The Operating Performance Ratio is impacted each month by funding fluctuations but remains well above the zero benchmark required to be a surplus. After adjustments for capital grants received in December, including recognition of the December quarter dedications for roads and drainage, this result indicates an improvement over the June 2016 result.

Own Source Revenue Ratio indicates that Council is financially sound and, as at December, received over 80% of its income from sources other than grants or contributions to funds its operations.

The Building and Infrastructure Asset Renewal Ratio shows that expenditure on asset renewals was lower than expected, as at December. This ratio depends on the level of capital expenditure for the year and more than 60% of the expected Capital Expenditure Program is yet to occur. The Infrastructure Backlog Ratio is calculated on an annual basis. Council's backlog has fallen significantly below the level of several years ago.

Asset Maintenance Ratio shows that in 2014 and 2015 Council spent sufficient funds on asset maintenance to achieve this benchmark. This figure is updated annually.

The Debt Service Cover Ratio shows that Council's level of operating income can easily service its current debt obligations. The December ratio highlights the improvement achieved by Council's borrowing strategy of reducing debt levels.

Half yearly figures for the Real Operating Expenditure per Capita Ratio show that Council has to date spent \$460 per capita. This is on target to manage the cost of maintaining service levels to its growing community within expectations.

## Rates Arrears

Rates arrears have increased from 3.47% to 4.97% as at December 2016 compared to the same period last year. Whilst this is below Council's benchmark of 5%, it is an increase compared to the September 2016 result of 3.43%.

The increase for December 2016 is attributed to a change to the scheduled dates for sending final reminder notices which are usually done by the end of December. For December 2016 only, the scheduled posting date for the final reminder notices was delayed to be the first week in January 2017. This change to the schedule was to allow for some changes to the SMS reminder notice issue dates as a result of the changeover to the Customer Experience Centre for the Rates Section.

Also, the timing of the public holidays over the Christmas and New years' period meant that for operational purposes it was appropriate to delay the sending of the notices in the first week in January so that the customers would receive their notice within a few days after we sent it, rather than up to 8 to 10 days if it had of been sent in late December with potentially incorrect amounts due.

## Summary

Council's financial position remains sound with a surplus of \$87,769 projected for 2016-17. This Review and the proposed allocations to Reserves continue to demonstrate Council's commitment to strong financial management.



**Neil Farquharson**  
**Financial Services Manager**

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

It is my opinion that the information contained within this report for the quarter ended 31 December 2016 indicates that Council's projected short term financial position is satisfactory, having regard to the projected estimates of income and expenditure compared to the original budget.



**Andrew Moore**  
**Chief Financial Officer**  
**Responsible Accounting Officer**

# PROJECTS & ACHIEVEMENTS

# ORGANISATIONAL PERFORMANCE EXCEPTIONS

Over the 6 months from 1 July 2016 to 31 December 2016 of Council's 125 Services Activities 124 have progressed as planned. Of the projects and actions identified for completion in 2016-17, 77% have progressed as expected and 20% have been completed with 3% experiencing delays.

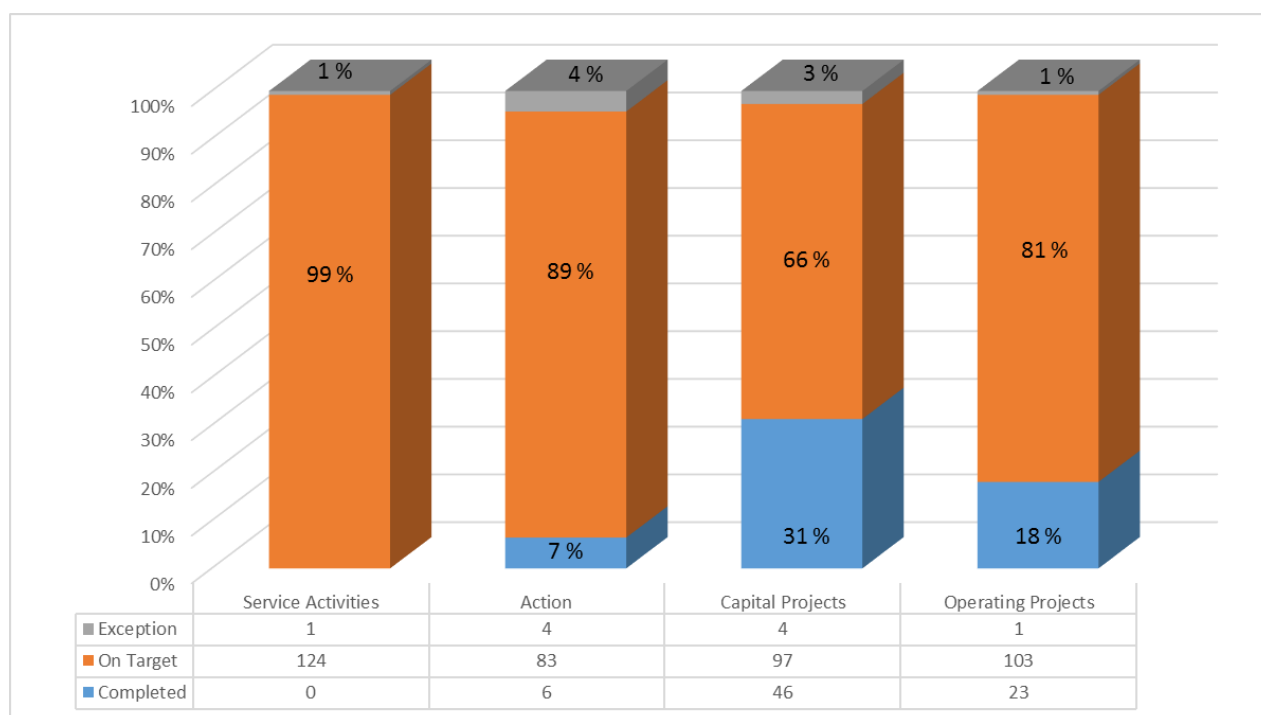


Figure 1 Current status of Actions, Service Activities and, Capital and Operating projects

Issues encountered that were not foreseen at the beginning of the period include access to funding and third party requirements. The information below outlines those projects which have experienced delays, the reason for the delay, and, where relevant, when the issue is expected to be resolved.

## Capital Projects

### Property Development Expenditure Project

#### 1.1.3 Utilise Council's property portfolio to stimulate growth and development opportunities in the City

An adjustment to the projected expenditure budget has been made to cover unallocated site remediation work. The work is required to prepare for planned building construction on Council-owned development land.

### Richmond Rd and Cooper St

#### 3.2.1 Construct, manage and maintain Council's roads, drains, bridges and paths

Work is substantially completed in Cooper St, however due to a major variation in pavement design in the Richmond Road section there has been a slight delay pending additional funds and approval from the RMS (Roads and Maritime Services).

## **Safer Streets Public Space CCTV Program**

### *4.1.8 Provide security services to Council property and public areas*

Difficulties with contractors has meant that the streetscape improvement works at Queen Street, St Marys will not be completed within the initial project timeframes. This has caused a delay with the installation of CCTV in Queen St. Eight (8) cameras will now be placed at the southern end of Queen St between Carson Lane and Coachman's Park with connectivity through the Library. The project should be complete by the end of March 2017 and the Attorney General's Department have confirmed support of the amended completion date.

## **Wireless Internet Network Solution Upgrade**

Revote Requested - \$30,567

### *7.1.7 Provide the information technology infrastructure and support to enable effective and efficient delivery of the organisation's services*

The Wireless Internet Network Solution Upgrade has been deferred due to other urgent projects that needed to be actioned as a priority to reduce risk and provide immediate benefits to the organisation. The Wireless Internet Network Solution Upgrade will recommence next financial year.

## **Operating Projects**

### **Audit Industrial Commercial & Agricultural Activities**

#### *4.1.16 - Protect public lands and community facilities, and enforce compliance*

The proactive audit program, 'Operation Proactive', undertaken between November 2015 and September 2016, has been suspended due to the need to shift focus and reallocate resources to manage the large number of existing compliance matters.

The campaign aimed to give Penrith Council a better understanding of potential pollution issues and levels of non-compliance with development consent conditions for industrial activities and new release areas. It is anticipated a second Proactive program will commence in 2017-18 when further funding and resources are identified.

## **Actions**

### **5.1.1a Undertake a proactive inspection program of new residential release areas, focused on development consent conditions that are relevant to environmental performance**

### **5.1.1b Undertake a proactive inspection program of high risk industrial premises, aimed at preventing diffuse and point source pollution incidents**

#### *5.1.1 - Provide regulatory service to the community targeting unauthorised land use and development, whilst promoting environmental best practice*

The proactive audit program, 'Operation Proactive', undertaken between November 2015 and September 2016, has been suspended due to the need to shift focus and reallocate resources to manage the large number of existing compliance matters.

The campaign aimed to give Penrith Council a better understanding of potential pollution issues and levels of non-compliance with development consent conditions for industrial activities and new release areas. It is anticipated a second Proactive program will commence in 2017-18 when further funding and resources are identified.

### **5.1.1c Develop and distribute educational material to promote and support Council's proactive inspection programs (new residential releases and existing industrial)**

*5.1.1 - Provide regulatory service to the community targeting unauthorised land use and development, whilst promoting environmental best practice*

A communications programs was undertaken between November 2015 and September 2016 to create awareness of the Proactive auditing program. Due to the program being suspended, the communication program has also be placed on hold. A second communications campaign will be developed when the Proactive auditing program recommences in 2017-18.

### **7.3.3a Improve customer service to provide a better customer experience**

*7.3.3 Provide quality customer service and information on Council's services through Information Centres and agreed customer contact points*

A number of initiatives that will improve customer service have been identified over the past months. These include a queueing system for front counter customers, refreshing the front foyer and providing accessible seating and trialling a centralised complaint management team. All these initiatives, however, are dependent on funding which has not yet been identified. An analysis of costs, resourcing needs and possible funding options is currently being undertaken and it is hoped that some of these projects can commence within the next few months.

## **Service Activities**

### **7.1.14 Support Council in managing enterprise risk and compliance**

A restructure within the Office of the General Manager and the realignment of the Risk and Audit functions has provided an opportune time to revise the philosophy of Council's audit program and incorporate greater attention from 3-levels of consideration; risk management, internal audit and business improvement. As a result of the restructure the position of Internal Auditor became vacant and no internal audits were conducted during the six-month period from July to December. The Internal Auditor commenced in late-October and is in the process of developing a new Internal Audit Plan, which will identify the internal audits to be conducted within different Council departments over the next four financial years 2017-21.

# ORGANISATIONAL HIGHLIGHTS

## FUTURE PLANNING

### Advocacy highlights

During 2016 Penrith and Liverpool Councils initiated a unique collaboration between other councils, landowners and advocacy groups to make the case for a North-South rail link. The newly formed Western Sydney Rail Alliance commissioned independent research by Deloitte and Arup to underpin a powerful submission from the Alliance and its members to the State and Federal Government's Joint Scoping Study into rail needs in Western Sydney.

As a result of the Alliance, the partner Councils in the outer growth areas of Western Sydney were able to speak with a united voice and advocate to State and Federal Government for the introduction of North-South rail which will fundamentally transform the region. Council's submission detailed how new rail infrastructure, linking the North West and South West Growth Centres, would be City and Region shaping while substantially enhancing the economic, social and environmental performance of this high growth corridor.

According to the research, North-South rail would also connect the region to the new Western Sydney Airport and ensure it is embedded in Western Sydney.

The Alliance's submission illustrated potential benefits including:

- creation of a new connected 30-minute outer metropolitan growth city
- additional \$44.7 billion to the economy (from 2024-40) reaching \$3.6 billion per year by 2040
- improved access between the Growth Centres, the Western Sydney Priority Growth Area (including the proposed Western Sydney Airport) and the Regional City Centres of Penrith, Liverpool and Campbelltown
- provide an unrivalled catalyst for employment, innovation and economic growth in the region to deliver the jobs of tomorrow
- integrate with current rail plans to form an orbital network, supporting the existing east-west corridor with Penrith as the gateway between Sydney and the Central West
- reduce the >90% reliance on motor vehicle for journeys to work in Western Sydney, significantly reduce commuting times and improve quality of life.

### Adoption of an Economic Development Strategy (EDS) for the City

The EDS provides a strategic framework for how we can best support economic development, foster greater investment and grow local jobs. It details key industry sectors to target including health, education, tourism, arts and culture, advanced manufacturing and advanced logistics. This will be complemented by growth in service activity in the night-time economy, small business and residential services.

### Penrith City Centre activation

Significant progress has been made on two opportunity sites identified in the Penrith Progression Action Plan. A Request for Proposal (RFP) was released for a site on Union Road for residential, office and commercial uses, as well as parking, to support the City Centre. Following an Expression of Interest (EOI) process, a site on Reserve Street will be transformed into a premier aged care facility by award-winning Greengate Development Pty Ltd. This quality development for older residents will be perfect for those looking to downsize, close to services and amenity

### Marketing

In the second half of 2016 we continued to promote Penrith New West to two audiences – investors and the Penrith City community. Penrith New West is about seizing opportunities for our growing community. It is about capitalising on our region's good prospects and finding partners who share the New West vision, to help deliver innovative and remarkable results. Our marketing efforts saw significant increases in visits to PenrithNewWest.com.au and the New West social



media pages. The number of subscribers to the fortnightly New West eNewsletter also doubled. According to IBM's 2016 Email Marketing Metrics Benchmark Study, this eNews is among the top Australian performers for its 'click to open rate' (which shows the effectiveness of content). We are thrilled that audiences, locally and outside of Penrith, are excited about this movement to strengthen and transform Penrith New West

### **North-Penrith commuter carpark**

Construction on a new commuter carpark at North Penrith has started. Council advocated for the additional spaces during the March 2015 state election. The new carpark will provide an additional 400 extra spaces when it opens in late 2017. While the construction is underway, Council worked with the State Government to find alternate parking to replace the 250 spaces lost during construction. Transport for NSW committed to funding so Council could construct a temporary car park, on vacant land east of the existing commuter deck. Council worked to finalise a licence agreement with the land owner and scheduled the construction of the 255-space temporary car park for January 2017. Another 200 parking spaces were also made available to commuters in Thornton when Council temporarily removed 4-hour and 2-hour parking restrictions in two streets in December.

### **City Deal for Western Sydney**

In October, Prime Minister, Malcolm Turnbull, and then NSW Premier, Mike Baird, signed a Memorandum of Understanding to formalise a partnership to work together on City Deals in New South Wales – starting with the Western Sydney City Deal.

The City Deal will bring together all three levels of government in a collaborative partnership to realise the potential of Sydney's outer west and capitalise on the unique opportunities presented by its significant economic and population growth – to create a region that is more liveable and more productive.

Penrith Council, alongside the National Growth Areas Alliance had lobbied strongly for such an approach to our region.

In December Penrith Mayor John Thain attended the inaugural Mayoral roundtable for the Western Sydney City Deal.



Figure 1 Federal Assistant Minister for Cities the Hon. Angus Taylor MP and Penrith Mayor John Thain with other Western Sydney mayors at the inaugural City Deal Mayoral roundtable

## AWARDS

### Silver Gender Equity



In November Council was awarded a Silver Award through the Australian Local Government Women's Association (ALGWA) 5050 *Vision Councils for Gender Equity Program*. The program encourages councils to identify and address gender equity issues, to increase the participation of women in local government.

Since being awarded bronze in the program in 2010 Council has actively working towards silver. Three actions that were we highlighted in the award application were:

- The formation of a Gender Equity Project team, a group of passionate volunteers who have planned and implemented a calendar of events, forums and presentations to support women in the organisation since 2012.
- A proactive campaign led by the Workforce team to improve salary equity by encouraging staff to pursue their salary progression, through increased awareness and improvements to the step placement process. This has seen a significant reduction in the gender gap at the higher step levels.
- Leadership by Council's Gender Equity Steering Committee which has been meeting regularly over the past six years to effectively implement Council's *Gender Equity Action Plan*.

### National Growth Areas Alliance Commendation

Council's economic development program 'New West' is an entrepreneurial initiative that promotes a progressive and proactive culture which will transform the Penrith City Centre and deliver new jobs for the future. Leveraging positive change by strategically using public land to unlock the City's potential, the project fosters partnerships that benefit the Penrith community and help create a capital city for the future.

As a key landowner, Council has the capacity to leverage positive change by strategically using public land to unlock the City's potential. Council is showing leadership by going to market to seek partners who can deliver bold ideas in line with the vision for the City. The New West vision, being enacted entirely in-house by Council staff, has already seen incredible support from the community and investors.

### Planning Institute of Australia

Council was commended in the Public Engagement and Community Planning category at the 2016 Planning Institute of Australia (PIA) NSW Awards in November 2016, for our *Night Time Economy Strategy*.

### Risk Management Annual Award

Our *Safe driver* awareness e-learning program won us a Westpool 2016 Risk Management Annual Award.

### Penrith more accessible and inclusive

Penrith Council has received an award from the NSW Business Chamber for its outstanding achievements in making Penrith more accessible and inclusive for people with disability. The awards were part of the Chamber's 2016 International Day of People with Disability celebration held in North Sydney in December.

# COMMUNITY AND EVENTS

## Civic and community events

A comprehensive program of civic and community events to help showcase the city were delivered in the first two quarters. The program included 26 events with the highlights of the civic program being the launch of the new and revised Youth Mayor program; the official opening of the Civic Arts Precinct – Mondo; a civic reception for the Transplant Games; the Real Festival media launch; the Spring Frost plaque unveiling at Emu Green Reserve, Emu Heights; the naming of Martin Reserve at St Clair; and the annual civic reception for the Victor Chang Cardiac Institute School Science Awards.

The highlights of the community program included one Cinema in the Park event, one Music by the River and one Real Festival. The program also included four citizenship ceremonies that saw approximately 271 people become new Australian citizens.

Other community event highlights include the launch of 'Ramp It Up' in partnership with Aspect (Autism Spectrum Australia) and Synapse; Mondo Youth Talent show, the Mental Health event in partnerships with the Primary Health Network, Headspace, Likemind and other mental health services; Nepean Regional Forum; Grandparent's Day Billy Cart race at Jamieson Park and the biennial Nepean Disability Expo.



Figure 2 - Images from various events from July to December 2016

## REAL Festival

The significant highlight of the period was the successful delivery of the inaugural REAL Festival at Tench Reserve on 4 and 5 November. The culmination of many months of exhaustive planning, the event was widely described by participants and attendees as one of the best events ever held in Penrith. Approximately 20,000 people attended the two day event that focussed on Penrith's river, environment, art and lifestyle. This major event saw more than 50 staff from across the organisation contribute to its success.



Figure 3 - Image from the REAL Festival

## International Day of People with a Disability

International Day of People with a Disability was launched by the Mayor, Councillor John Thain, at The Joan in early December. There were well over 100 people in attendance and the day featured a performance by Club Weld, their CD launch, and an interactive drumming session for attendees. There was also a presentation of some digital postcards highlighting the lived experiences of 5 local residents with disability.



Figure 4 - Participants at the launch of International Day of People with a Disability

## Neighbourhood Renewal

**Mayoral Youth Challenge - Chapman Gardens** – The Mayoral Youth Challenge Playground was officially launched in December 2016 with the students of Kingswood Public School taking a starring role in organising the launch event and running activities. The event was well attended by local community members, parents and young people. The Mayor was warm in his praise of the students who played an important role in designing the space for their community.



Figure 5 - Mayor John Thain launching Chapman Gardens launch

**#NorthStMarysMatters** – The launch event on Saturday 8 October 2016 was attended by over 50 people. This included local residents and representatives from local community services. The event celebrated the people that make North St Marys a great place, and asked residents to share their vision for a thriving neighbourhood. The launch event was soon followed by the first #NorthStMarysMatters community meeting, and helped generate interest in the initiative.



Figure 6 - Launch event for North St Mary's Matters

## Companion Animals



Figure 7 - Boomer visiting local Children's Centres

Council successfully applied for the third time for grant funding from the Office of Local Government. It will be used to develop an interactive e-learning website for local pet owners.

To promote responsible pet ownership and safety awareness Boomer our animal companion mascot went to visit local children's centres, delivering interactive education sessions focusing on safety around pets and being a responsible pet owner.

Our companion animal staff also visited Nepean Village and St Marys Station Plaza to encourage responsible pet ownership including microchipping and registration. Information was also distributed about animal behaviour.

## ROADS, PATHS, PARKS AND FACILITIES

We are constantly working to improve our roads, paths, parks and facilities for the community. Below are just some of the new or improved facilities look out for:

### New playgrounds

- Cedars Park, Claremont Meadows
- Lexington Avenue, St Clair
- Chapman Gardens, Kingswood
- Kanangra Reserve, Kingswood

### Improved facilities and sports grounds

- new amenities block at Penrith Cemetery
- new Chameleon Drive Amenities and Netball Courts
- new Cranebrook Amenities
- Baseball Fencing, Samuel Marsden
- Parker Street – Long Jump Runs up
- Harold Corr – Seating.
- Flood lights at Doug Rennie. Gow Park,

### Paths

- New paths constructed at Victoria St, Cambridge Park, Napier Ave, Emu Plains and Grays Lane, Cranebrook Shared Paths
- Shared path between Tench Reserve and Nepean Avenue completed (NSW Bike Plan River Cities program support funding)
- 180m of shared path along Erskine Park Road, Erskine Park was completed

### Nation Building Black Spot Program

- New roundabout at the intersection of Victoria St and Gibson Ave, Werrington
- Safety improvements on the Glenmore Parkway.

### Maintaining our city

A snapshot of some maintenance stats for this period.

- Over 17,843 sqm of graffiti removed
- 309 public laneways mowed and cleaned each month
- 90km of industrial streets and City Centre public car parks swept 6 nights a week
- More than 20 tonnes of litter collected and disposed of from across the city



Figure 8 - Various new facilities

# COMMUNITY OUTCOMES

## OUTCOME 1

### WE CAN WORK CLOSE TO HOME



The message from our community about planning for the future was they would like more jobs close to home, particularly for young people.

Of our 83,465 employed local residents, close to 52,000 travel to work outside the local government area. Our population is growing faster than the number of jobs available in the region, so residents will have to travel longer distances (increasing travel costs and time away from family) to find work. This can affect the wellbeing of our community, and the health of individuals within it. Our aim is to support a balanced local economy delivering local jobs.

Council operates within a regional economy affected by national and international trends and events. Outcome 1 looks at how we (government, partners and Council) attract strategic investment, facilitate employment diversity and growth, promote job clusters and encourage local workforce skills and training so that we can be more resilient to changes in regional, national and international economic circumstances. It is also about providing our residents with a variety of employment opportunities.

Key growth industries in our region are health and wellbeing; arts/ culture/ communication; sustainability; logistics; innovation and manufacturing; finance and business. We need to target these industries to improve the number and diversity of jobs available, and build on the retail, hospitality and manufacturing opportunities that already exist.

The draft Metropolitan Strategy to 2031 aims for an additional 37,000 jobs, by 2031, in the West Sub-region. Council has a more aspirational goal for an additional 40,000 jobs in our City alone, by 2031 to reduce the gap between our number of workers and available jobs. An additional 2,663 jobs were delivered in the City between 2006 and 2011. Significant collaboration between all levels of government and business is required if we are to meet the employment demands of our community.

## Strategy 1.1 – Diversify the region's economy and attract investment, particularly targeting new and emerging employment sectors

<b>Service Activities</b>	
1.1.1	Build on our partnerships and alliances to achieve shared aspirations for the City's future
1.1.2	Market the City through campaigns that build on its strengths and identity
1.1.3	Utilise Council's property portfolio to stimulate growth and development opportunities in the City Property
1.1.4	Drive delivery of the Penrith progression Action Plan Penrith Progression
1.1.5	Work with partners to create a more sustainable economy for Penrith and the region

- The inaugural REAL Festival was held in November successfully attracting 20,000 people to attend, with 20% from outside the city and 3% from interstate. This resulted in an impact on the Penrith City economy of approximately \$800,000 from visitors to the area.

The Festival coincided with a free outdoor community performance by The Australian Ballet further increasing visitor numbers and defining Penrith as a major festival location. The Ballet event attracted 1589 visitors from intrastate and overseas injecting more that \$400k into the local economy. Almost 4 million people were reached through The Ballet's marketing campaign, promoting Penrith as a major event destination.

- Property
  - Greengate has been determined as the preferred developer as part of the Request for Proposals on the Reserve Street site. The proposed development includes aged care and seniors living.
  - Proposals have been requested for the development of the Union Road car park site. The proposals from developers are required to include additional car parking within an integrated development which may include residential and some commercial / retail.
- Living Well Precinct - Consultant briefs for the Living Well Precinct and the City Centre Precinct have been released to seek engage of experts to prepare Structure Plans for these areas. The Structure Plan will consider how Council can encourage the provision of housing for 'down-sizers' to maximise the health and well-being benefits of being located close to recreational facilities, shops and community facilities. The Structure Plan will also address the provision of a new street to improve the road network and expansion of the Judges Street Car Park in accordance with Council's Parking Strategy.

## Strategy 1.2 – Secure infrastructure that improves economic opportunities for existing and new business

<b>Service Activities</b>	
1.2.1	Develop and implement a program of advocacy that targets the delivery of key infrastructure and regional employment growth

- Council continued to advocate strongly to State and Federal Government departments in relation to delivery of a North-South rail link and the future Western Sydney Airport. In November Council made a detailed submission to the State and Federal Government's Joint Scoping Study on Rail Needs in Western Sydney, highlighting the case for a new passenger rail line between the South West and North West growth centres, via the airport and connecting with the Western line. This was supported by research commissioned by the Western Sydney Rail Alliance of which Council is a member along with other outer Western Sydney councils and major landowners. A targeted communications campaign also encouraged members of the community to make submissions in favour of Option 6 (North-South rail) with more than 1000 members of the community using a link on Council's website to the submissions page. Council took part in a Mayoral Round Table in December on the Federal Government's proposed Western Sydney City Deal and presented a case for the three regional cities (Penrith,

Campbelltown and Liverpool) to be the major drivers of this important program which is centred around the future airport.

- Council was able to meet with key Federal Ministers on a number of occasions to discuss community concerns and aspirations for the airport in the second half of 2016.

### Strategy 1.3 – Support agriculture and local food production as a significant contributor to the region's economy

Service Activities	
1.3.1	Contribute to the health and wellbeing of the City's community

### Strategy 1.4 – Provide access to education and training to improve residents' ability to take advantage of current and future employment opportunities

Service Activities	
1.4.1	Deliver high quality children's services
1.4.2	Support families with young children through advocacy program
1.4.3	Implement education and participation programs for identified target groups
1.4.4	Deliver quality library services that respond to the community's information and leisure needs

- The Children and Program Parenting Support (CAPPS) coordinator has attended training to deliver three different evidence based training workshops and programs in response to family needs. Nineteen educators have also been trained as facilitators in the 'Rock and Water' program.
- Tech Savvy Seniors funding was exhausted in September 2016, however the library was able to continue to run the classes using the existing operational budget and has applied for further Tech Savvy Senior funding for 2017.



## OUTCOME 2

### WE PLAN FOR OUR FUTURE GROWTH



Managing growth emerged as the biggest issue of concern to our community through our engagement program. Generally, residents accepted that Penrith would grow, but wanted to make sure the things that make Penrith special are not lost, and that the necessary services and facilities grow with the population.

Outcome 2 seeks to ensure our City's future urban growth protects our rural lands, respects our heritage and provides housing choice that meets community needs with regard to supply, variety, type, design quality, sustainability and affordability without compromising the character and amenity of our neighbourhoods. Council's plan is for an additional 25,000 homes in the City between 2006 and 2031. Between 2006 and 2011, an additional 2,583 homes have been delivered in the City.

It is also important that services, facilities and infrastructure are provided in time to meet the needs of a growing population.

The Penrith Infrastructure Strategy has identified that \$4 billion worth of infrastructure (social and physical) is required to support past and planned growth in the City.

## Strategy 2.1 – Facilitate development that encourages a range of housing types

Service Activities	
2.1.1	Deliver timely assessment of development in accordance with statutory requirements
2.1.2	Deliver timely assessment, regulation and certification of development and building work in accordance with statutory requirements
2.1.3	Facilitate quality development that contributes to a growth regional City
2.1.4	Advocate Council's position and respond to planning legislation, building certification and related policies of Government
2.1.5	Provide engineering advice for development applications, strategic planning and policy development
2.1.6	Plan for and facilitate delivery of release areas and urban renewal in the City

- We have been engaged in developing a more sophisticated and accurate set of Key Performance Indicators (KPIs) to support continuous improvement in the timeframes for determining DA's. These are to be implemented and trialled leading before the next strategic plan. This has involved workshops with all staff, IT engagement for improved data reporting, and reviewing current and past financial year trends to set achievable and realistic goals for improvement.
- Council's continued input into the development of planning policy by the State Government is critical to influence outcomes of legislation reform. The relationship between local, regional and state policy planning initiatives such as policy framework delivered by Greater Sydney Commission must include comprehensive input from Council to ensure appropriate outcomes.

## Strategy 2.2 – Protect the City's natural areas, heritage and character

Service Activities	
2.2.1	Maintain a contemporary framework of land use and contribution policies, strategies and statutory plans
2.2.2	Undertake priority planning projects and statutory processes that contribute to Penrith's role as a Regional City
2.2.3	Facilitate quality development that contributes to a growing regional City

- Council worked with the Heritage of Western Sydney group to produce a smartphone application. This joint Council project was intended to both promote tourism in the area, and to raise awareness of Western Sydney's early settlement history and its contribution to the country. The smartphone application was made publicly available in December and is due to be officially launched in Heritage week later this year in April.  
The application includes 20 sites that predate 1850 from each Council, including Penrith, Camden, Liverpool and Hawkesbury.
- Into the future, it will be a challenge to continue to secure the same level of funding from the Office of Environment and Heritage to assist in the operation of Council's Heritage Programs at the current levels.

## Strategy 2.3 Ensure services, facilities and infrastructure meet the needs of a growing population

<b>Service Activities</b>	
2.3.1	Maintain a contemporary framework of land use and contributing policies, strategies and statutory plans
2.3.2	Respond to and influence planning legislation and related policies of government
2.3.3	Develop and implement a program of advocacy that targets the delivery of key infrastructure and regional employment growth

- Amendment 8 to Penrith Local Environmental Plan 2010 for Sydney Science Park was published on 28 October 2016.

## OUTCOME 3

### WE CAN GET AROUND THE CITY



Our community has told us they would like a strong focus on improving roads, public transport, footpaths and cycleways to reduce traffic congestion and enhance liveability and access around the City.

Most of our journeys rely on the road network, as the railway line crosses the city east to west but does not provide any north south links. Our original townships grew up along the railway, but the past 30 years of growth has spread out from these areas, isolated from public transport and therefore reliant on cars. Of Penrith's workforce and close to 52,000 travel to work outside the local government area. They rely on cross-City and cross-regional travel to get to work and this can be difficult with the existing public transport network.

An integrated shared pathway network is important in improving connections across the City and encouraging people to walk and cycle. Existing footpaths along the Nepean River and other major creek systems (Ropes Creek and South Creek) provide great opportunities for walking and cycling. Council will keep working with developers to deliver shared pathways for new communities which are linked to public open space, schools, shops, community facilities and public transport.

The efficient movement of freight is a key factor in building a strong economy. Currently, freight and passenger trains compete to use the same rail infrastructure and both are therefore constrained. Not only is expansion of the current railway network needed, but future rail corridors connecting Penrith to the north and south must be preserved before the opportunity is lost.

Outcome 3 targets the delivery of effective transport options for passengers and freight in the City and the region by Council and other levels of government.

### Strategy 3.1 – Secure an effective public transport network

Service Activities	
3.1.1	Develop and implement a program of advocacy that targets the delivery of key infrastructure and regional employment growth
3.1.2	Advocate and provide advice on all modes of transport services, parking and facilities
	<ul style="list-style-type: none"> <li>● Council and the community mounted a strong case for North-South Rail during the “Rail Needs in Western Sydney” submissions period. 11 options were outlined in the Joint Scoping Study, including several options for an expanded passenger rail system east of Parramatta. A subsequent government announcement was made expediting an expanded Metro system between Parramatta and Sydney CBD. There are a range of projects being explored and only limited funding available.</li> <li>● Work began on the North-Penrith commuter carpark expansion advocated for by Council during the March 2015 State election. It will deliver some 400 extra spaces when completed.</li> </ul>

### Strategy 3.2 – Provide a safe, efficient road network supported by parking

Service Activities	
3.2.1	Construct, manage and maintain Council's roads, drains, bridges and paths
3.2.2	Provide designs and plans for Council's parks, buildings, roads and drains
3.2.3	Manage the delivery of Council's major infrastructure projects
3.2.4	Provide a certification service for development related civil assets
3.2.5	Optimise the efficient use of car parking spaces in the Penrith City Centre
3.2.6	Provide technical advice on traffic issues and plan for the delivery of traffic, shared paths, bicycle and bus shelter facilities
3.2.7	Manage programs and initiatives that improve road safety, efficiency, and the parking network
3.2.8	Advocate and provide advice on all modes of transport services, parking and facilities
	<ul style="list-style-type: none"> <li>● Councils Development Engineering Inspectors have undertaken over 1000 compliance inspections for engineering works such as roads, drainage, stormwater basins and the like from 1 July 2016 to 31 December 2016.</li> <li>● There was an increase of penalty notices issued in this period. This is due to the increased mobility of the Parking Rangers via the use of a bicycle, and the noticeable increase of vehicles visiting the Penrith &amp; St Mary's city centres.</li> <li>● In December, Council signed a Free Parking Agreement with Westfield, to enforce disability parking and the loading dock.</li> <li>● Parking Rangers are finding the levels of illegal parking is gradually increasing. The future introduction of bay marking and parking sensor technology will assist Rangers to better enforce parking across the Penrith area. As demand increases, consideration will need to be given to the appropriate resourcing levels.</li> </ul>

### Strategy 3.3 – Improve the City's footpaths and shared pathway network

Service Activities	
3.3.1	Construct, manage and maintain Council's roads, drains, bridges and paths
3.3.2	Provide technical advice on traffic issues and plan for the delivery of traffic, shared paths, bicycle and bus shelter facilities
	<ul style="list-style-type: none"> <li>● A total length of 475 meter paved footpath have been constructed as part of the Path Paving Program. An additional 500 meters of footpath will be constructed in the third and fourth quarter of this financial year 2016/17.</li> </ul>

### Strategy 3.4 – Improve critical cross regional transport connections

Service Activities	
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3.4.1	Develop and implement a program of advocacy that targets the delivery of key infrastructure and regional employment growth
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3.4.2	Advocate and provide advice on all modes of transport services, parking and facilities
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- The widening of Mulgoa-Castlereagh Road was one of Council's top 6 advocacy priorities for 2016 and a feature of advocacy during the Federal election. \$100m was committed to widen Mulgoa Road between the M4 and Blaikie Road to six lanes. Design work on this section is now being undertaken by the Roads and Maritime Service. The Federal and State Government announced \$80 million and \$20 million respectively to Stage 1 of the widening. This is in addition to \$70m of joint funding already committed to Castlereagh Road/Jane Street/High Street intersection upgrade advocated for by Council with detailed designs for this work released in December 2016.

### Strategy 3.5 – Secure an efficient, integrated and sustainable freight network

Service Activities	
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3.5.1	Develop and implement a program of advocacy that targets the delivery of key infrastructure and regional employment growth
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3.5.2	Advocate and provide advice on all modes of transport services, parking and facilities
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- Council continued to advocate strongly to Government departments in relation to delivery of a North-South rail link and the future Western Sydney Airport. In November Council made a detailed submission to the State and Federal Government's Joint Scoping Study on Rail Needs in Western Sydney, highlighting the case for a new passenger rail line between the South West and North West growth centres, via the airport and connecting with the Western line. This was supported by research commissioned by the Western Sydney Rail Alliance, of which Council is a member, along with other outer Western Sydney councils and major landowners. A targeted communications campaign also encouraged members of the community to make submissions in favour of Option 6 (North-South rail), with more than 1000 members of the community using a link on Council's website to the submissions page. Council took part in a Mayoral Round Table in December on the Federal Government's proposed Western Sydney City Deal and presented a case for the three regional cities (Penrith, Campbelltown and Liverpool) to be the major drivers of this important program.

## OUTCOME 4

### WE HAVE SAFE, VIBRANT PLACES



Outcome 4 recognises the importance our community places on feeling safe in our neighbourhoods and having clean, welcoming and vibrant public places. This covers both the physical aspects of our public domain – lighting, paving, somewhere to sit that is shady in summer and protected in winter – with the social aspects - restaurants, activities, events and festivals. It's about the neighbourhoods we live in and the places in the City we use and visit.

The character of our City has in part been shaped by its location, natural settings, rural landscapes and the Nepean River. It has also been shaped by a great lifestyle, close-knit community and family-friendly environment. The rural areas of the City provide opportunities for agricultural activities and rural-residential living. The urban areas are mostly residential supported by local shopping centres, schools and parks.

The balance of rural and urban areas is what makes us different and shapes our identity. The City's 3 key major centres are the Penrith City Centre, St Marys Town Centre and Kingswood Specialised Centre. There are around 20 local shopping centres and 5 rural villages in the City with a number of smaller clusters of shops. Our centres offer a range of community services, retail, commercial, residential, educational, entertainment and cultural activities.

As the City grows our lifestyle needs change, but residents told us it was important to them that the character and sense of place in our centres and neighbourhoods is retained. Council is planning and implementing public domain projects to renew the Penrith City Centre, St Marys Town Centre and Kingswood Specialised Centre. It is working to activate the public areas adjacent to the River (E.g. Tench Reserve) and improve the connection from the Penrith City Centre to the Nepean River. Council has several programs that focus on revitalising the older established areas of the City.

## Strategy 4.1 – Improve our public spaces and places

Service Activities	
4.1.1	Manage the construction, renewal and maintenance of Council's buildings and facilities
4.1.2	Implement the Building Asset Renewal Program
4.1.3	Manage and maintain cemeteries under the care and control of Council using adopted Plans of Management
4.1.4	Manage and maintain the City's sports grounds, parks and open space
4.1.5	Implement the Parks Asset Renewal Program
4.1.6	Manage trees across the City
4.1.7	Maintain a Community Safety Plan for the City
4.1.8	Provide security services to Council property and public areas
4.1.9	Provide designs and plans for Council's parks, buildings, roads and drains
4.1.10	Manage the development of master plans and designs for Council's assets and public domain
4.1.11	Manage the delivery of Council's major infrastructure projects
4.1.12	Provide advice on development proposals for streetscape improvements, parks and buildings
4.1.13	Improve levels of public safety and amenity across the City through quality public space maintenance
4.1.14	Liaise with state and federal government agencies to reach agreements to delivery enhanced presentation and amenity of their property and infrastructure visible from public spaces
4.1.15	Implement the Public Amenity Replacement Program
4.1.16	Protect public lands and community facilities, and enforce compliance
4.1.17	Manage companion animal ownership

- New and improved amenities:

- installation of a 120,000 litre watering tank at Mark Leece Oval
  - new playgrounds installed at Cedars Park, Claremont Meadows; Lexington Avenue, St Clair; Chapman Garden, Kingswood; Kanangra Reserve, Kingswood.
- new accessible public toilet facility completed at Penrith Cemetery, Kingswood
- designs for new upgraded facilities at Melrose Hall, Emu Plains and Smith Park, Castlereagh were completed, with construction of both facilities due to be completed by June 2017

- Maintenance:

- floodlight works completed at Gow Park, Mulgoa and Doug Rennie Filed, Kingswood.
- recent purchase of a 'Chipper' to improve service levels and productivity in relation to the management of trees on public land.
- More than 17,800 sqm of graffiti removed from across the city between July - December 2016
- 309 public laneways mowed and cleaned each month
- over 20 tonnes of litter collected and disposed of from across the city between July - December 2014



- Waste Management

The two Waste Rangers have attended to 540 tasks during this reporting period and have received positive results in known hot spot locations. They have developed relationships with inter government agencies, financial institutions and real estate agencies who have all praised their efforts in ensuring waste is removed from their property/complexes.

- Companion Animals

- Council Companion Animal Staff delivered educational information to Child Care Centres and at shopping centres through out this period.
- Penrith City Council were successful in their application for the third round of grant funding from the Office of Local Government. The \$10,000 funding will fund the development of an E-Learning package on Responsible Pet Ownership.

- Tree Management - Council received 613 requests for tree maintenance on public land in the first 6 months of the year. During the same period 472 requests for the management of trees on private property under the provisions of Council's Tree Preservation Order.

A Psyllid infestation is impacting on the Grey Box Eucalypt population in the south of the City. This will potentially have an impact on a large number of trees and potentially result in increases in maintenance liability.

### Strategy 4.2 – Grow and revitalise our centres and neighbourhoods

Service Activities	
4.2.1	Manage neighbourhood facilities using adopted management practice
4.2.2	Implement the Neighbourhood Facilities Improvement Program
4.2.3	Support the revitalisation of Penrith City Centre, St Marys Town Centre and other key identified places in the City
4.2.4	Engage the community in identified priority established areas of the City
4.2.5	Work with the community to deliver priority infrastructure and activation projects in identified established areas of the City
4.2.6	Utilise Council's property portfolio to stimulate growth and development opportunities in the City
4.2.7	Manage the development of master plans and design for Council's assets and public domain

- The Neighbourhood Renewal Program continues to work with residents and across other areas of Council to deliver priority infrastructure projects according to resident priorities. In the last quarter, the program delivered significant projects in Kingswood and Cranebrook.
- During the October to December 2016 quarter a number of departments worked together to deliver outcomes related to the *Cranebrook Access Project*. These works included maintenance to footpaths and pram ramps, the installation of a raised pedestrian crossing, three pedestrian refuges, as well as the concrete works and seating for bus shelters at the corners of McHenry Rd and Sherringham Rd. This project has significantly increased safe access for residents wishing to use public transport.
- A highlight for the October to December quarter was the delivery and launch of the Chapman Gardens playground in Kingswood, which was co-designed by a group of students from Kingswood Public School. The launch event was held in December where a fun and relaxed afternoon was enjoyed by the students and their families. Feedback from the community on the new playground design has been very positive.
- On October 8 the #NorthStMarysMatters program was launched with a community celebration at North St Marys Neighbourhood Centre. With live music, games and food the event was a relaxing afternoon and a great way to meet local residents. An exhibition of photographs taken by Neighbourhood Renewal staff of the many local identities highlighted the strengths of the community and included summaries of resident feedback about the neighbourhood.

- Team Colyton organised a welcome tour for 30 newly arrived refugees. Residents who are members of Team Colyton provided a guided tour of their neighbourhood, and hosted a BBQ and activities in Kevin Maley Reserve.
- Team Colyton organised and delivered the 2016 Colyton Carols event. In 2015 the event attracted around 500 local residents and was organised quickly with Council taking the lead in the event. In 2016 around 800 residents attended the event which was led and delivered by volunteers with minimal support of Council and other stakeholders.
- One of the Magnetic Places funded projects has experienced delays and Council Officers are working closely with the organisation to resolve issues so that the project is delivered.

## OUTCOME 5

### WE CARE FOR OUR ENVIRONMENT



Our community have told us that protecting our river, creeks, waterways and bushland areas is important. They also want to be supported to use materials, energy and water resources efficiently.

One of Penrith's defining attributes is our natural environment including the beautiful waterways and stunning mountain views. Penrith has a diverse range of native species and ecological communities and contains approximately 17% of the remnant vegetation of the Cumberland Plain. This is the highest proportion within any council area. Penrith is also unique in that significant areas of remnant native vegetation occur on private land outside conservation reserves.

Council is the steward of approximately 1271ha of open space with an estimated 274ha of natural areas which have biodiversity value. To manage our environment for future generations we must balance growth with the need to preserve our natural environment, support agriculture and build on our local fresh food production and other rural activities.

A significant proportion of the City has the potential to be affected by flooding, especially along the Nepean River and South and Ropes Creeks. We are also likely to experience more severe weather events, in the coming years, such as heatwaves, storms and bushfires which will place additional demands on emergency services.

Heat is particularly an issue for Western Sydney, and Council is looking at ways to 'cool-down' the City. Council continues to lead by example in terms of reducing energy, waste, water use, and discouraging illegal dumping. Council has implemented energy and water savings plans, and installed efficient technology in Council owned properties.

The introduction of the full organics collection and composting service to households in our urban areas in 2009 has seen resource recovery rates increase from 20% to 65%. Council is committed to improving sustainable practices. We buy back compost produced from recycled organics for use in parks, gardens and playing fields.

We also deliver education and awareness programs to help our communities reduce their energy and water use and encourage them to live more sustainably. Caring for our environment seeks to achieve a healthier, better protected and well managed environment that responds to a changing climate.

## Strategy 5.1 – Protect and improve our natural areas, the Nepean River and other waterways

Service Activities	
5.1.1	Provide regulatory service to the community targeting unauthorised land use and development, whilst promoting environmental best practice
5.1.2	Manage and maintain Council owned natural areas
5.1.3	Facilitate community involvement in bushland management
5.1.4	Contribute to the protection and enhancement of the City's natural environment
5.1.5	Collaboratively manage illegal dumping across Western Sydney (RID Squad)

- Compliance – Over the last three years there has been a significant increase in the volume of cases. A changing of staff, and some organisational changes have significantly impacted on the Compliance team's capacity to respond, investigate and resolve compliance matters. A Resourcing bid has been submitted for 2017/18 to better meet the demand of the volume of Compliance cases.
- Audit Program – The aim of the campaign, 'Operation Proactive', was to give Penrith Council a better understanding of potential pollution issues and levels of non-compliance with development consent conditions for industrial activities.  
The Audit program was very successful in the following ways:
  - a large number of positive environmental outcomes were achieved
  - council strengthened its working relationship with the NSW EPA
  - positive media was generated by the Audit Program
  - significant capacity building for compliance officers occurred
  - the audit program generated \$135,000 in fine revenue
  - the program was relatively cost neutral due to fine revenue
  - 117 Environmental Audits were conducted
  - council provided a high level of customer service in this area
- Weed control  
Spring and summer are busy times for weed control. The warmth allows weed vines to grow faster. Vigilance to control them before seed set is necessary. However we have managed to keep ahead of vine weed growth along River Road fence line, within Tench Reserve and in other reserves.
- RID squad
  - As a result of the ICAC enquiry the RID squad is anticipating some recommendations in relation to the governance of the squad, the role of the Committee, an increased focus from the EPA generally, clearer performance indicators, and improved case management capabilities.
  - The RID squad has implemented several initiatives to improve governance, performance and accountability. Several new staff have also been recruited and overall the squad is performing very well.
  - The withdrawal of Parramatta and Liverpool Council has reduced the size of the RID squad and Penrith Council will be seeking to form other alliances with Hawkesbury and Blue Mountains Councils to potentially build more collaboration and capacity to address illegal dumping across the region.
  - The RID squad is in the process of putting a submission to the EPA for funding for the next 4 years, as well as Program objectives, the model of operation and details of squad structure.
- Bushland Management – Members of the community within the Penrith LGA that are involved in environmental work is low. Assistance is being sought from volunteers outside the LGA.
- Work in keeping up with controlling annual weeds before the seed set in e.g. fire weed, scotch thistle is continuing

## Strategy 5.2 – Support our communities to live more sustainably and use resources wisely

Service Activities	
5.2.1	Contribute to the protection and enhancement of the City's natural environment
5.2.2	Implement a coordinated program of community engagement activities
5.2.3	Manage resource recovery and waste collection services
5.2.4	Deliver education and communication programs

- Waste
  - Council provides waste services to households and the community. Over the past 6 months, each week, 55,720 organics bins, 42,005 garbage bins and 33,068 recycling bins are collected from the kerbside each week. Over the Christmas/ New Year period, this increases with 55,720 organics bins, 65,636 garbage bins and 66,136 recycling bins collected from the kerbside each week. Bins from unit complexes are serviced directly from the bin storage area with 4,254 garbage collections and 2,052 recycling collections completed weekly.
  - The vast majority of residents are sorting their waste using the 3-bin service. The diversion of food and garden waste significantly reduces the costs involved in disposal and recovers a valuable resource. The Resource Recovery Field Team continue to identify households having difficulties in sorting their waste and providing tailored education and feedback to enable them to participate in this positive community behaviour.
  - The uptake of clean up collections has increased significantly with more residents booking clean ups. The demand for clean ups is seasonal, peaking in the Christmas period. Council has negotiated with Suez to increase the number of clean up trucks and crews from 2 to 5, to accommodate the clean ups requested and to minimise wait times during this busy period.
  - The Electronic Drop Off Day was a great success held in September with 1112 vehicles dropping off some 43 tonnes of electronic waste items for recycling. The event ran smoothly with smaller queues and lower wait times than previous events.
- Assessment of DAs for high density developments has seen improvements to waste planning through implementation of the Waste DCP. Allowing for adequate space and infrastructure to service residential flat buildings is essential for providing a satisfactory waste service which is convenient and safe for use and improves amenity and property value.
- Planning was undertaken in conjunction with contractors for bin collection zone changes. Due to increase development in some collection zones, the number of bins to be collected each day has become imbalanced. To allow for growth in areas of high development 17,500 households will change their bin collection day and/or zone on 9 January 2017 to allow an even spread of bin collections to improve efficiencies and minimise delays. Extensive planning and communication included letters and personalised calendars that were posted separately to all affected households and further communications were undertaken with bins stickered advising residents of the changes.
- With waste contracts ending in July 2019, the Domestic Waste Working Group has been established and a number of consultants sought to undertake research and investigation into waste management practices and current market. This information will inform the review and update of the Penrith Waste Strategy which will need to address the current and future needs of waste management in Penrith while meeting the State Government requirements for increased resource recovery and reduced waste to landfill.
- Bin collection calendars were distributed by post in December providing all households with information about when their bins are collected and what can be placed in each bin.
- About 200 residents made use of the recycling drop off over the Christmas/ New Year period bringing cardboard and other recyclables that they had generated due to the festive period.

- The Community Recycling Centre (CRC) DA is still being assessed however building works for the shed are underway. Once open, the CRC in St Marys will allow residents to drop off hazardous household items such as paint and batteries year round. Investigations are underway to expand the CRC to accept excess recycling to improve options for residents.
- Waste Avoidance themes, Repair, Reuse and Resource Recovery featured heavily at the Real Festival with a number of activities generating great interest. Of particular note, Costa Georgiadis was the key note speaker and promoted the great work and commitment of Penrith residents who diligently sort their waste, and the benefits of composting for the local environment. Jay Huzley conducted cooking demonstrations and engaged with residents about using leftovers and ensuring ingredients are not wasted using some tasty and innovative cooking and storage methods. The Bower spoke at the event about reuse and repair of items and held a range of children's activities making art out of reused materials. The event itself had recycling bins, and all food trucks were provided with compostable and kitchen tidy bags. The food trucks were provided with education and support throughout the event on using the bins and bags to ensure food waste was collected for composting.

### Strategy 5.3 – Minimise risks to our community from natural disasters

Service Activities	
5.3.1	Support emergency services and other agencies in preparing for and responding to emergencies
5.3.2	Manage infrastructure and plant to ensure volunteers are provided with adequate resources
5.3.3	Provide a strategic framework to manage floodplains and inform land use policy
5.3.4	Ensure contemporary modelling of stormwater systems and provide technical advice on floodplain and stormwater issues
5.3.5	Identify opportunities to respond to a changing climate

- The Penrith Emergency Operations Centre is now functional within the newly refurbished facility and a multi agency exercise was conducted in November to test its capacity to operate during a significant emergency.
- Council's Floodplain Management strategy is overseen by a series of Committees, Working Parties and Technical working Groups; consistent with the aims and objectives of the State's Floodplain Development Manual.

Following discussions with the Department of Planning (DoP) and Office of Environment and Heritage (OEH) the Nepean River Flood Study has recommenced.

Two flood studies have been completed for Little Creek and Werrington Creek catchments and will be placed on public exhibition in February/March 2017. Floodplain Risk Management Studies and Plans for Mainstream South Creek Catchment and Penrith CBD & Byrnes Creek, St Marys local overland flow catchments are now underway.

With the available level of funding from Council and also limited grant funds available it would take 10 to 15 years to complete all the flood and floodplain risk management studies for the entire LGA.

## OUTCOME 6

### WE ARE HEALTHY AND SHARE STRONG COMMUNITY SPIRIT



Outcome 6 focuses on messages from our community about the importance of encouraging health and wellbeing, as well as community pride and a sense of belonging. This was identified as the main reason why residents choose to stay in Penrith. Council seeks to celebrate our heritage, cultural diversity, build social inclusion and foster creativity, encouraging the participation and contribution of all people in the City.

Penrith has a proud community spirit and that is part of how we live and celebrate our achievements. Partnership, openness and a positive approach are what enable us to come together and achieve shared goals.

Council provides health, cultural and community programs and events for residents and priority groups to bring people together, make social connections and encourage community wellbeing. We actively support non-government community service providers and are responsible for food safety and hygiene in local eateries and restaurants.

Council has a number of libraries which provide hubs for access to information and life-long learning. We have a number of regional arts, entertainment and cultural facilities including the Joan Sutherland Performing Arts Centre, the Penrith Conservatorium of Music, the Q Theatre, and the Penrith Regional Gallery and Lewers Bequest. Major sporting venues include the Sydney International Regatta Centre the Penrith Whitewater Stadium, as well as the Penrith Panthers complex.

Council provides quality sports fields, parks and playgrounds which offer a range of recreational and social opportunities for our community. Penrith has a strong and proud sporting tradition, with a higher than average participation rate. Council provides venues for sports such as athletics, cricket, rugby league, soccer, baseball, netball, softball, tennis, swimming and touch football. Council's facilities provide opportunities for residents and visitors to the City to be physically active and improve their health.

## Strategy 6.1 – Provide opportunities for our community to be healthy and active

<b>Service Activities</b>	
6.1.1	Manage and maintain the City's sports grounds, parks and open space
6.1.2	Resource and implement social programs that contribute to community wellbeing
6.1.3	Contribute to the health and wellbeing of the City's community
6.1.4	Deliver quality library services that respond to the community's changing need for information and leisure
6.1.5	Manage sport and recreation facilities, programs and services
6.1.6	Provide and maintain sport and recreation facilities that meet community needs
6.1.7	Advocate for sport and recreation venues and services for the City
6.1.8	Support sport and recreation partners and networks

### Key Achievements

- International Day of People with a Disability was launched by the Mayor, Councillor John Thain, at The Joan in early December. There were well over 100 people in attendance and the day featured a performance by Club Weld, their CD launch, and an interactive drumming session for attendees. There was also a presentation of some digital postcards highlighting the lived experiences of 5 local residents with disability.
- Recreation Facilities – We continue to provide quality recreation facilities, programs and services to the community.

St Clair Recreation Centre continues to provide quality internally managed programs including competitions and learn to play programs, and holding a number of large events during this period, including a pro amateur boxing match, and numerous physical culture events.

Ripples Penrith zero depth splash pad continues to develop and will be ready for use in Jan 2017.

A new parkrun was also established along the Nepean River, which has continually attracted large numbers since its inception, with on average of 160 runners per week.

- Significant work has been undertaken to deliver a range of community initiated grant funded capital works projects that have been completed in the first half of this financial year, the recreation department has assisted with design, consultation, quotations and project delivery for the following projects:
  - new amenities block at Penrith Cemetery
  - new Chameleon Drive Amenities and Netball Courts
  - new Cranebrook Amenities
  - Baseball Fencing, Samuel Marsden
  - Parker Street – Long Jump Runs up
  - Harold Corr – Seating.
  - Flood lights at Doug Rennie. Gow Park,
- Additionally we have consulted and designed three sportsground canteens, including Hickeys Lane, Mark Lecce Soccer and Eileen Cammack, to meet both community club needs and food authority requirements.
- The Upgrade to Lighting and Playing Surface has progressed through the quote process with a Contractor now appointed the construction of the Sherringham Reserve multi-court.
- Significant repairs and rebuilding of the Samuel Marsden Road Riding Facility of the Indoor, Outdoor Arena, Canteen and Building work also being undertaken.
- Our City's sport and recreation partners have been supported by Council Officers who have facilitated a range of network meetings, briefing and workshops that have focused on facility



development, program delivery and enhancing opportunities for our community to be healthy and active.

- Council officers have attended the Western Sydney Academy of Sport Advisory Forums, represented Council at the Venue Management Advisory Committee at the Sydney International Regatta Centre, as well as attending monthly Penrith Valley Sports Foundation meetings.
- Council has a Sports Donation - Travel Assistance Policy that enables sports people, or those participating in arts or cultural activities that have been selected by their state of country as a representative to obtain financial assistance from Council dependent on where they are travelling to compete/participate. During this reporting period Council has provided 23 travel assistance donations, totalling \$4,900, during this quarter to athletes and performers representing NSW or Australia.

### Strategy 6.2 – Encourage social connections and promote inclusion in our community

Service Activities	
6.2.1	Implement education and participation programs for identified target groups
6.2.2	Develop effective responses to the social impacts of growth, redevelopment and change
6.2.3	Coordinate events and engage with a broad range of community partners, including other levels of government, to build community capacity
6.2.4	Facilitate and resource community services networks to support social cohesion
6.2.5	Liaise with Aboriginal organisations and residents to develop initiatives that contribute to community strength
6.2.6	Conduct and support a program of events

#### Key Achievements

- The Supporting Aboriginal Access to Children’s Services (SAACS) worker co-facilitated a transition to school playgroup at Emu Plains Public School from July to November 2016, with 71 children enrolled, including Aboriginal and/or Torres Strait Islander children, participating in literacy and numeracy experiences in preparation for formal schooling in 2017.
- PCC Children’s Services has increased enrolment rates of Aboriginal and/or Torres Strait Islander children from 85 children enrolled on 1 July 2016, to 123 children enrolled in December 2016. This number represents an increase of 0.98% in Aboriginal and Torres Strait Islander enrolments from this time last year.
- Council and Lend Lease have facilitated finalisation of requirements for the design detail and construction of the Jordan Springs Community Hub. A ‘Turning of the Sod’ ceremony was held on 27 October to celebrate the beginning of the construction stage with completion expected to occur in September 2017.

### Strategy 6.3 – Support cultural development, activating places and creativity

Service Activities	
6.3.1	Implement projects and activities to enhance the cultural vitality of the City

#### Key Achievements

Council facilitated 4 sessions of ‘A healthy lunch box’ in term 4 as part of local primary schools ‘kindy orientation’ with 128 parents participated in the presentations. The schools were Braddock, Oxley Park, Penrith and Kingswood Public school. The program provided parents with resources and tools to increase the amount of fruit and vegetables provided each day. At the end of the

program evaluations showed most participants had knowledge of the recommended amount of fruit and vegetables to eat and would try at least one strategy.

During Children's Week healthy eating was promoted at two Council events.

- North St Marys: At the event Approx 80 families engaged with healthy eating activities
- Thornton: Approx 50 families attended and engaged with healthy eating activities at the event

The Local Health District and Council held a joint 'Walktober' event at Tench reserve. This event is to promote October as an ideal time to walk more. 30 residents either walked or were involved in the event. Councils 'Hike and Bike' walking map and the Walkwise app were promoted to those attending.

## OUTCOME 7

### WE HAVE CONFIDENCE IN OUR COUNCIL



This outcome focuses on Council as a leader in the region, and the way we operate as an organisation. Messages from our community reinforced the importance of making sure that Council's finances are sound and sustainable. We need to continue to be ethical and transparent in our decision-making, provide a fair and safe workplace, and manage our finances and assets responsibly. As an organisation Council will base its decisions on the principles of sustainability and social justice, and deliver our services in the context of agreed priorities, legislative requirements and our available resources.

## Strategy 7.1 – Demonstrate transparency and ethical behaviour

Service Activities	
7.1.1	Provide an accurate and timely planning information service
7.1.2	Ensure that the organisation promotes ethical behaviour, risk management, transparent decision making and meets contemporary governance standards
7.1.3	Manage Council's corporate reporting
7.1.4	Manage Council's reporting system and meeting processes
7.1.5	Support the Councillors in meeting their statutory obligations and roles as community representatives
7.1.6	Support the organisation to meet corporate statutory obligations
7.1.7	Provide the information technology infrastructure and support to enable effective and efficient delivery of the organisation's services
7.1.8	Provide Council with legal administration, conveyancing and advice services
7.1.9	Provide Council with dispute resolution, litigation and advocacy services
7.1.10	Manage Council's mapping and geographical information systems to support the organisation's effectiveness, and to comply with legislation
7.1.11	Manage Council's property portfolio
7.1.12	Manage Council's Records Management program to ensure compliance
7.1.13	Manage access applications to meet statutory requirements
7.1.14	Support Council in managing enterprise risk and compliance
7.1.15	Manage insurance and claims
7.1.16	Provide a human resources management service that responds to contemporary and emerging workforce and workplace issues through strategy and policy development
7.1.17	Support the organisation to meet statutory and regulatory requirements for employee relations, EEO and WHS

- From July 2016 to Dec 2016 about 3,161 planning certificates were produced. 74% of these were s.149 (2) certificates and 23% were s149(2)(5). About 8% of the certificates produced were urgent. About 98% certificates were produced on time.  
Trial for e-planning certificates commenced on 30 November 2016. A transition period will commence from end of January. It is expected that the service will be delivered completely electronically by May 2017.
- Induction of new councillors and returning councillors has taken place, with a significant program providing detailed responsibilities in respect of declaring interests.
- Legal Services either coordinated or took carriage of 26 litigated matters and 1 public inquiry. There were 41 property transactions in terms of leasing, sale / purchase and license agreements and hundreds of requests for advice and other contractual agreements.
- Restructure of Risk and Internal Audit completed in the Office of the General Manager, resulting in efficiency savings
- Development of the Draft Strategic Internal Audit Plan 2017/18 - 2021/22
- Completion of the mid-year Risk Sign-off process by managers in the Promapp system
- Westpool 2016 Risk Management Annual Award won by Penrith City Council
- Council completed the tender process on 28 November 2016 for the introduction of Succession Planning, Recruitment and Onboarding online systems in 2017. These systems will support Council in recognising, recruiting and retaining high performing staff as we move towards being recognised as an Employer of Choice.
- Developing performance indicators that provide accurate information on the performance of council's diverse services continues to present a challenge. A new framework is being piloted in selected services which, if successful, will be rolled out in 2017-18.
- As the demand for access to information held by Council increases the challenge is to ensure that all requests formal / informal are dealt with in the statutory time frame

- Embedding the enterprise risk management process throughout Council and managing the risk register
- Council has faced issues implementing the new online performance management system as there are ongoing issues with internet access for our Outdoor and Child Care Centre staff members.
- There have been 64 information sessions rolled out, totalling 117 hours to ensure staff are trained up in the new online performance management system.
- The introduction of any new technology brings challenges with change resistance that we will continue to work through.

### Strategy 7.2 – Ensure our finances and assets are sustainable and services are delivered efficiently

<b>Service Activities</b>	
7.2.1	Support organisational development and change initiatives
7.2.2	Review and maintain contemporary corporate strategy and planning documents
7.2.3	Manage Council's financial sustainability and meet statutory requirements
7.2.4	Manage and maintain Council's fleet, plant and equipment
7.2.5	Manage Council's property portfolio
7.2.6	Manage Council's procurement policies and procedures
7.2.7	Mainstream corporate sustainability
7.2.8	Identify ways to use resources more efficiently
7.2.9	Provide a human resources management service that responds to contemporary and emerging workforce and workplace issues through strategy and policy development
7.2.10	Provide staff with opportunities for learning and development
7.2.11	Manage Council's workers compensation and injury management

- Installation of a 47.85kW solar PV system at the Joan Sutherland Performing Arts Centre, and a 29.58kW PV system at the Works Depot to increase Council's use of renewable energy and reduce running costs at these facilities. Combined the systems are expected to result in savings of almost \$14,000 and 112 tonnes of carbon dioxide each year.
- Council has faced and overcome significant challenges in the past months – we are Fit for the Future where many were not. There were a lot of opportunities for staff throughout this period and efficiencies gained.
- Communication was improved regarding organisational changes through staff forums and the continued support of the Joint Consultative Committee.
- Confirmation that the overall direction set by the Community Outcomes is still correct.
- Completion of the strategic planning weekend to set priorities for the 2017-21 Delivery Program.
- Backfilling of positions posed a challenge for this service as the restructure was being implemented. The organisational restructure overall was a challenge for staff as change is difficult and consultation was extensive.
- To continue to monitor and evaluate safety trends and ensure that best practice return to work programs are implemented. To continue to be aware of those issues that can lead to anxiety and depression and associated claims.

Strategy 7.3 – Provide opportunities for our community to participate in making decisions about the City's future

<b>Service Activities</b>	
7.3.1	Provide information about Council's services and policy positions
7.3.2	Manage Council's corporate planning and engagement program
7.3.3	Provide quality customer service and information on Council's services through Information Centres and agreed customer contact points
7.3.4	Provide an information service for visitors to the City

- The community engagement results confirm that Council's adopted outcomes are still relevant and working towards them remains important.
- Adoption of the Community Engagement Strategy in December.
- Rates, children's services and switch calls have been successfully integrated into the contact centre. Staff have been hired and the area has been refurbished to provide 14 work stations and a meeting room. Development services and waste calls will be integrated early in 2017.
- Insufficient budget allocation to implement planned improvements that will benefit not only organisational productivity, but also customer experience across Council.
  - Main project dependant on funding is the implementation of a case management approach to complaint handling.
  - Secondary project is a review of how applications are administratively processed prior to being assigned to an assessing officer. Goal to significantly reduce the approximately 10 day turn around time.
- Insufficient seating in the customer experience centre.

# FINANCIAL REVIEW

## FUNDING SUMMARY

	Current Budget			Proposed Variances			Revised Budget		
	Services	Untied Income	Total	Services	Untied Income	Total	Services	Untied Income	Total
<b><u>Operations from Ordinary Activities</u></b>									
<b><i>Operating Expenditure</i></b>									
Employee Costs	(92,177.4)	-	(92,177.4)	(515.9)	-	(515.9)	(92,693.3)	-	(92,693.3)
Interest Charges	(2,571.2)	-	(2,571.2)	-	-	-	(2,571.2)	-	(2,571.2)
Depreciation and Amortisation	(23,138.7)	-	(23,138.7)	-	-	-	(23,138.7)	-	(23,138.7)
Materials, Contracts and Other	(90,756.1)	-	(90,756.1)	(2,305.6)	-	(2,305.6)	(93,061.7)	-	(93,061.7)
Asset Utilisation and Overheads	312.2	-	312.2	205.3	-	205.3	517.5	-	517.5
<b>Total Operating Expenditure</b>	<b>(208,331.2)</b>	<b>-</b>	<b>(208,331.2)</b>	<b>(2,616.2)</b>	<b>-</b>	<b>(2,616.2)</b>	<b>(210,947.4)</b>	<b>-</b>	<b>(210,947.4)</b>
<b><i>Operating Revenue</i></b>									
Rates and Annual Charges	27,265.0	105,771.5	133,036.5	173.5	167.5	341.0	27,438.4	105,939.0	133,377.5
User Charges and Fees	42,700.0	263.8	42,963.8	1,586.3	-	1,586.3	44,286.3	263.8	44,550.2
Interest Income	776.7	1,606.3	2,383.0	400.3	230.0	630.3	1,177.1	1,836.3	3,013.3
Operating Grants and Contributions	24,913.9	10,422.5	35,336.5	369.7	-	369.7	25,283.7	10,422.5	35,706.2
Profit on Sale of Assets	(487.7)	-	(487.7)	-	-	-	(487.7)	-	(487.7)
<b>Total Operating Revenue</b>	<b>95,168.0</b>	<b>118,064.2</b>	<b>213,232.1</b>	<b>2,529.9</b>	<b>397.5</b>	<b>2,927.4</b>	<b>97,697.8</b>	<b>118,461.7</b>	<b>216,159.5</b>
Result before Capital Grants and Contributions	(113,163.2)	118,064.2	4,900.9	(86.3)	397.5	311.2	(113,249.5)	118,461.7	5,212.2
Capital Grants & Contributions	27,968.7	-	27,968.7	2,930.4	-	2,930.4	30,899.1	-	30,899.1
<b>Operating Result</b>	<b>(85,194.5)</b>	<b>118,064.2</b>	<b>32,869.7</b>	<b>2,844.1</b>	<b>397.5</b>	<b>3,241.6</b>	<b>(82,350.4)</b>	<b>118,461.7</b>	<b>36,111.3</b>
<b><i>Funding Statement (Sources &amp; Application)</i></b>									
Add back non funded items	26,029.0	-	26,029.0	-	-	-	26,029.0	-	26,029.0
Funds received from Sale of Assets	6,347.4	-	6,347.4	187.3	-	187.3	6,534.7	-	6,534.7
Loans Received	-	2,200.0	2,200.0	-	-	-	-	2,200.0	2,200.0
Budget (Surplus) / Deficit	-	(60.5)	(60.5)	-	(27.3)	(27.3)	-	(87.8)	(87.8)
Funds Transferred (to)/from Reserves held	12,145.6	(10,539.8)	1,605.8	(3,951.6)	(311.0)	(4,262.6)	8,194.0	(10,850.8)	(2,656.7)
<b>Net Fund Available</b>	<b>(40,672.4)</b>	<b>109,663.9</b>	<b>68,991.5</b>	<b>(920.2)</b>	<b>59.3</b>	<b>(861.0)</b>	<b>(41,592.6)</b>	<b>109,723.1</b>	<b>68,130.5</b>
<b><i>Application of Funds</i></b>									
Assets Acquired	(57,582.4)	-	(57,582.4)	861.0	-	861.0	(56,721.4)	-	(56,721.4)
Internal Loans	215.3	-	215.3	-	-	-	215.3	-	215.3
Loan Repayments Made	(11,624.4)	-	(11,624.4)	-	-	-	(11,624.4)	-	(11,624.4)
<b>Total Application</b>	<b>(68,991.5)</b>	<b>-</b>	<b>(68,991.5)</b>	<b>861.0</b>	<b>-</b>	<b>861.0</b>	<b>(68,130.5)</b>	<b>-</b>	<b>(68,130.5)</b>
<b>Net Costs funded from Rates &amp; Other Untied Income</b>	<b>(109,663.9)</b>	<b>109,663.9</b>	<b>-</b>	<b>(59.3)</b>	<b>59.3</b>	<b>-</b>	<b>(109,723.1)</b>	<b>109,723.1</b>	<b>-</b>



## SIGNIFICANT PROPOSED VARIATIONS- DECEMBER 2016

This report provides a summary of significant variations to the annual revised budget included in this quarterly review that impact on Council's surplus

Account Description	Budget Variance	Budget Position/Neg
<b>Development Applications</b>		
<u>Development Services Income</u>		
The Development Application (DA) Income budget is ahead of forecast for the current quarter, for a number of reasons relating to the scale of development received and the value of that development. There continues to be significant mixed use and residential flat building development applications lodged including a mixed use proposal at Henry Lawson Ave and a residential flat building at Markham Ave. A number of significant applications were also received namely Twin Creeks Resort, a Data centre in Erskine Park, and Urban Apartments in Thornton. In addition, major subdivision applications for substantial portions of release areas that were not anticipated have been received. There has been continued activity relating to higher density developments within the release areas of Glenmore Park, Caddens, Jordan Springs, Central Precinct (ADI Site) and South Werrington Urban Village. It is important to note that this additional income is inclusive of a significant Plan First Levy component, which increases relative to the value of applications submitted.	445,481	
<u>Transfer to Planning Reserve</u>		
The additional DA income provides an opportunity to create a Planning Reserve to fund immediate and pending demands for better levels of service through resourcing as well as investing in business improvements for continued efficiency gains and quality customer service delivery. This will enable specific ICT projects around KPI category reporting, DA lodgement, and registration to be prioritised and it will also allow allocation of additional resourcing to demand in the short term. Longer term the level of continued DA activity, alignment of expectations around service delivery, and KPIs will determine if a higher level of resource commitment needs to be reflected in ongoing DA service budgets.	(445,481)	
<b>Total Development Applications</b>		<b>0</b>
<b>Corporate Governance</b>		
<u>Governance Policy</u>		
Consultants were engaged as part of a review and recommendations for the new procurement framework as a result of changes to Councils business due to Penrith Progression projects. Funds have been proposed from general revenue in the December Quarterly Review.	(28,525)	
<b>Total Corporate Governance</b>		<b>(28,525)</b>
<b>Financial Services</b>		
<u>Audit Fees</u>		
From 1 October 2016, the Audit Office of NSW has taken responsibility for Local Government audits. Council was subsequently advised that Penrith would be one of a select group of Councils to be audited in-house by the Audit Office (other audits have been contracted to external audit firms). The Audit Office invoices based on a cost recovery method. Initial advice received from the Audit Office indicates that Penrith's audits will increase in cost over the previous audit provider. This increase in budget has been made to provide sufficient contingency to cover the cost of the Audit Office's audit of Council.	(20,800)	

<b>Account Description</b>	<b>Budget Variance</b>	<b>Budget Position/Neg</b>
<u>Asset Revaluation</u>		
Council will be conducting external valuations on its Buildings, Operating Land, and Investment Properties this financial year in line with Accounting Standards. As part of this process, Council engaged several valuers for quotations. An original budget was not set for these valuations as Council had not finalised its valuation strategy at the time of setting the original budget.	(39,950)	
<b>Total Financial Services</b>		<b>(60,750)</b>
<b>General Revenue/Untied Income</b>		
<u>Net Salary Savings</u>		
During the second quarter of 2016-17 net salary savings of \$240,470 have been realised primarily due to vacancies across a number of departments.	240,470	
<u>Provision for Retirement/Resignations</u>		
It is proposed that as part of the December Quarterly Review that salary savings identified are retained within the employee costs area to assist with year-end employee cost balancing and to supplement the budget for terminations. Any remaining savings at year end could then be transferred to the Employee Leave Entitlement (ELE) Reserve.	(240,470)	
<u>Rates Income</u>		
Additional Rates income is forecast for 2016-17 with some larger lot subdivisions being recently registered, including a 151 lot strata subdivision in Thornton. In addition, there was an exempt property in Penrith CBD which is now rateable which has increased the rates income by almost \$50,000. This income was predicted to be received in future years of Council's LTFP and as such does not substantially increase Council's financial capacity in future years.	142,486	
<u>Interest on Investments</u>		
The estimate for untied interest on investments has been increased by \$250,000 in the December Quarterly Review as the unrestricted portion of the portfolio has been higher than anticipated. In addition, earnings on Council's portfolio have exceeded the original estimate due to investments in bank term deposits and floating rate notes returning a good margin above the Bill Swap Rate (BSW). Interest earned on both s94 and Property Development Reserves have exceeded original budget and will each be increased by \$200,000. The reserve balances have remained higher than forecast for the first six months of this financial year, and interest rates have not fallen as low as economists were forecasting when original budgets were prepared.	250,000	
<u>Transfer to Reserve</u>		
The development of the annual budget each year requires a number of assumptions to be made in relation both expenditure and income that are dependent on factors that are outside Council's control. To safeguard against movements in these assumptions and forecasts it is proposed that \$300,000 be transferred to Reserve. In addition, this allocation will provide capacity to respond to some current and emerging priorities, including some of the priority resource requests.	(300,000)	
<b>Total General Revenue/Untied Income</b>		<b>92,486</b>

<b>Account Description</b>	<b>Budget Variance</b>	<b>Budget Position/Neg</b>
<b>Total Variances over \$20k</b>		<b>3,211</b>
Other Variances under \$20k		<b>24,083</b>
<b>December 2016 Quarter Surplus/(Deficit)</b>		<b>27,294</b>
1st Quarter Variances to adopted budget reported to Council		<b>60,475</b>
2nd Quarter Variances to adopted budget reported to Council		<b>0</b>
Original 2016-17 Budget Surplus/(Deficit)		<b>0</b>
<b>Net Predicted Surplus/(Deficit) for 2016-17</b>		<b>87,769</b>

## Reserve Movements Budget

Reserve	Actual Opening Balance 1 July 2016	2016/17 Revised Budget Transfers To	2016/17 Revised Budget Transfers From	Revised Budget Closing Balance 30 June 2017
<b>Internal Reserves</b>				
<b>Assets</b>				
Asset Renewal & Established Areas Strategy	56,578	-	56,578	-
Asset Reserves	5,850,634	2,660,889	1,956,840	6,554,684
Car Parking/Traffic Facilities	811,285	819,477	9,640	1,621,122
Grant Funded Projects Reserve	277,949	50,000	50,000	277,949
ICT Reserve	172,429	3,573,948	3,275,826	470,551
Library Reserve	464,510	17,490	-	482,000
Major Projects Reserve	2,445,419	1,054,581	-	3,500,000
OOSH Bus Fleet Replacement Program	208,951	40,500	24,785	224,666
Plant & Motor Vehicle Replacement Reserves	2,663,680	692,205	204,895	3,150,990
Productivity Revolving Fund	603,971	85,000	212,941	476,030
Property Development Reserve	16,137,798	9,095,133	9,742,115	15,490,816
Special Rate Variation 2016-17	-	7,864,068	8,021,977	(157,909)
Sustainability Revolving Fund	501,810	389,602	100,956	790,456
<b>City Economy and Planning</b>				
City Planning	301,473	216,141	186,766	330,848
Economic Initiatives Reserve	309,414	-	112,802	196,612
<b>Committee Closures</b>				
Alister Brass Foundation	79,175	1,986	-	81,161
S377 Committee Closure Proceeds	98,924	60,877	-	159,801
Samuel Marsden Road Riding Facility	1,452	-	-	1,452
<b>Community Facilities</b>				
Cemetery Reserve	749,748	132,441	-	882,188
Children's Services Reserves	401,594	451,825	441,563	411,856
Recreation Reserve	7,170	(31,410)	-	(24,240)
<b>Development Services</b>				
Planning Reserve	-	445,481	-	445,481
<b>Employment</b>				
Employee's Leave Entitlements	5,656,834	-	-	5,656,834
Salary System Training & Development Reserves	343,515	531,337	133,338	741,514
<b>Environmental Programs</b>				
Environmental Awareness Programs	292,842	74,069	121,500	245,411
Environmental Protection	2,494	-	-	2,494
Stormwater Management Service Charge	1,105,682	1,908,176	2,006,731	1,007,127
<b>Legal and Governance</b>				
Election Reserve	530,143	190,000	700,000	20,143
Insurance Reserves	3,535,042	1,129,244	641,204	4,023,081
Legal Reserve	616,465	-	-	616,465
<b>Other</b>				
International Relationships	19,724	-	-	19,724
Revote Reserve	1,364,660	(3,085)	1,361,575	-
Town Centre Review and Administration	24,796	-	-	24,796
Voted Works	439,348	159,000	147,178	451,170
<b>Total Internal Reserves</b>	<b>46,075,509</b>	<b>31,608,975</b>	<b>29,509,210</b>	<b>48,175,274</b>
<b>Internal Loans</b>				
Baseball Facilities	(1,400)	1,400	-	-
Costs to Advance Next Years Projects	(2,701)	-	24,360	(27,061)
Penrith Swimming Centre Waterplay Facility	-	-	750,000	(750,000)
Public Space Reinvestment Project	(20,049)	(41,731)	2,558,220	(2,620,000)
Whitewater Canoe Slalom	(760,439)	209,130	194,418	(745,727)
Woodriff Gardens Facility Development	(137,750)	4,750	-	(133,000)
<b>Total Internal Loans</b>	<b>(922,339)</b>	<b>173,549</b>	<b>3,526,998</b>	<b>(4,275,788)</b>
Section 94 in deficit internal loan	(7,826,992)	-	293,738	(8,120,729)
<b>Total Internal Reserves &amp; Loans</b>	<b>37,326,178</b>	<b>31,782,524</b>	<b>33,329,945</b>	<b>35,778,756</b>

Reserve	Actual Opening Balance 1 July 2016	2016/17 Revised Budget Transfers To	2016/17 Revised Budget Transfers From	Revised Budget Closing Balance 30 June 2017
<b>External Reserves</b>				
Civic Improvement S94	(1,387,207)	86,537	-	(1,300,670)
Claremont Meadows S94	(65,254)	-	389,996	(455,250)
Cultural Facilities S94	(3,408,787)	337,500	414,664	(3,485,951)
Erskine Business Park S94	2,615,817	24,148	395,213	2,244,752
Erskine Park Residential Area S94	27,228	284	-	27,512
Footpath Construction S94	-	210	209	1
Glenmore Park Stage 2 S94	(143,320)	1,034,095	501,679	389,095
Kingswood Neighbourhood Centre S94	22,990	43,880	-	66,870
Lambridge Industrial Estate S94	(2,822,424)	-	56,435	(2,878,859)
Penrith City District Open Space S94	18,110,605	8,280,334	378,522	26,012,417
Penrith City Local Open Space S94	1,432,460	740,534	639,000	1,533,993
St Marys Town Centre S94	-	52,640	52,640	-
Waterside S94	407,897	3,305	213,201	198,001
WELL Precinct S94	1,270,483	20,967	330,156	961,293
Funding for S94 Plans in deficit	7,826,992	-	(293,738)	8,120,729
<b>Total Section 94 Reserves</b>	<b>23,887,479</b>	<b>10,624,433</b>	<b>3,077,977</b>	<b>31,433,935</b>
<b>Other External Reserves</b>				
Waste Disposal Reserve	9,149,651	4,594,176	2,237,120	11,506,707
Environment / Sullage Reserve	422,281	868,188	1,276,119	14,350
Unexpended Loans	13,340,684	138,208	5,692,181	7,786,711
Unexpended Grants	2,570,656	12,834,609	14,158,032	1,247,233
Contributions	6,318,796	8,553,585	7,104,559	7,767,822
Waste and Sustainability Improvement Payments	88,074	406,979	495,053	-
<b>Total Other External Reserves</b>	<b>31,890,142</b>	<b>27,395,745</b>	<b>30,963,064</b>	<b>28,322,823</b>
<b>Total External Reserves</b>	<b>55,777,621</b>	<b>38,020,178</b>	<b>34,041,041</b>	<b>59,756,758</b>
<b>Other Internal Reserves/Committees</b>				
Bonds & Deposits	5,659,418	-	-	5,659,418
Children's Services Cooperative Reserves	1,329,292	215,999	173,248	1,372,043
Other (Committees)	397,379	(3,583)	-	393,796
<b>Total Other Internal Reserves</b>	<b>7,386,088</b>	<b>212,416</b>	<b>173,248</b>	<b>7,425,256</b>
<b>Grand Total of Reserves</b>	<b>100,489,887</b>	<b>70,015,118</b>	<b>67,544,235</b>	<b>102,960,770</b>
<b>Controlled Entity</b>				
<b>Total Controlled Entity Reserve Movements</b>	-	185,850	-	185,850
<b>RESERVE MOVEMENTS PER BUDGET</b>		<b>70,200,968</b>	<b>67,544,235</b>	

*Reserves are shown as Surplus / (Deficit) and include adjustments proposed in the December Quarterly Review*

An integral part of Council's financial capacity is the management of funds held for specific purposes. Council currently holds these funds in reserves and differentiates them into External and Internal Restrictions. External restrictions are generally restricted through a legislative requirement and Internal Reserves are restricted through a resolution or policy decision of the Council.

The establishment and funding of cash reserves is a financial management strategy to provide funds for future expenditure that could not otherwise be financed during a single year without having a material impact on Council's budget.

The projected revised budget to 30 June 2017 for reserves is \$102,960,770. \$59,756,758 is restricted due to external legal obligations which includes \$31,433,935 of S94 Developer contributions. A further \$43,204,012 of funds are internally restricted in accordance with Council resolutions and policies. For information relating to the major budget variations in reserves for the December quarter please refer to Other variations with no impact on the surplus comments included in the Financial Services Manager Report.

## PROPOSED REVOTED WORKS

as at 31 December 2016

Description	Revote \$	Funding Source Details			2016-17 Details		
		General Revenue \$	Other Funding \$	Other Funding Source	Budget \$	Actual \$	Balance \$
<b>CAPITAL PROJECTS</b>							
<i>Information and Communications Technology</i>							
Wireless Internet Network Solution Upgrade	30,567		30,567	ICT Reserve	30,567	-	30,567
							-
							-
<b>TOTAL Information and Communications Technology</b>	<b>30,567</b>	-	<b>30,567</b>	-	<b>30,567</b>	-	<b>30,567</b>
<b>TOTAL CAPITAL PROJECTS</b>	<b>30,567</b>	-	<b>30,567</b>		<b>30,567</b>	-	<b>30,567</b>
<b>OPERATING PROJECTS</b>							
<b>TOTAL OPERATING PROJECTS</b>	-	-	-	-	-	-	-
<b>TOTAL PROPOSED REVOTES</b>	<b>30,567</b>	-	<b>30,567</b>		<b>30,567</b>	-	<b>30,567</b>

## Building Maintenance & Construction

Various	Bus Shelters Program	CPR	174,763	174,763	85,516
Penrith Council	<i>Bus Infrastructure Audit</i>	CPR			5,798
Penrith LGA	Building Asset Renewal	CA	1,046,314	1,046,314	
Penrith LGA	<i>Annual Paint Program</i>	CA		250,000	104,792
JSPAC	<i>Air Con Upgrade JSPAC</i>	CA		600,000	
JSPAC	<i>Theatre Lighting and Audio Upgrade* JSPAC</i>	CA		196,314	231,867
St Clair	<i>Toilet Refurbishment St Clair</i>	CA			2,740
Penrith Council	<i>Workforce/Organisational Planning</i>	CPR			131,883
Penrith LGA	Building Asset Renewal	CA	1,003,425	1,003,425	
Penrith	<i>York Road Detention Basin Canteen Upgrade</i>	CA		60,000	235
Penrith	<i>Hickeys Lane Amenities Canteen Upgrade</i>	CA		60,000	294
Penrith	<i>Endeavor Park Amenities Canteen Upgrade</i>	CA		60,000	235
Penrith	<i>Riding For Disabled Canteen Works</i>	CA		20,000	91,000
St Marys	<i>Splash Park</i>	CA		202,025	1,443
St Marys	<i>Splash Park - Hazardous Waste Clean Up</i>	CA		47,975	
Werrington Cty	<i>Yoorami CCC Foyer Ceiling Replacement</i>	CA		25,000	
St Clair	<i>Kindana B&amp;A Carpet Replacement</i>	CA		25,000	
Emu Plains	<i>Emu Plains Library / B&amp;A Refit Air Con Upgrade</i>	CA		50,000	50,000
Werrington Cty	<i>Yoorami CCC Roof Refurbishment</i>	CA		34,000	
Cambridge Gdens	<i>Rainbow Cottage CCC Bathroom Upgrade</i>	CA		60,000	
Werrington Cty	<i>Namatijira Gutters and Drainage</i>	CA		15,000	
St Clair	<i>Autumn Leaf Parade Gutter Replacement</i>	CA		15,000	
Cranebrook	<i>Cranebrook NHC Ball Light Replacement</i>	CA		10,000	
Penrith	<i>Penrith Senior Citizens Bathroom Upgrade</i>	CA		140,000	473
Emu Heights	<i>Emu Heights NHC Flooring Replacement</i>	CA		20,000	
Penrith	<i>PRG Air Conditioning Replacement</i>	CA		200,000	
Penrith	<i>Civic Centre Bathroom Upgrades / Ceiling Upgrades</i>	CA		197,425	353
St Marys	<i>St Marys Starting Blocks // Local Sports Grant</i>	CA			24,500

Jamisontown	<i>Jamisontown CCC Toilet Refurbishment</i>	CA				12,000		12,000
Cranebrook	McHenry Road Install 2 Bus Slabs and Shelters	CPR						14,500
<b>TOTAL BUILDING MAINTENANCE &amp; CONSTRUCTION</b>						2,224,502	2,224,502	757,629
<b>Bushland Management</b>								
Emu Plains	Natural Cooling Tree Planting Emu Plains	CPR	19,500			19,500		19,387
Sth Penrith	Natural Cooling Tree Planting South Penrith	CPR		259,400		259,400		860
<b>TOTAL BUSHLAND MANAGEMENT</b>			19,500			278,900		20,247
<b>Children's Services</b>								
Various	Building Upgrades	CS	215,392	10,442		225,834	225,834	159,217
Various	CS IT Replacement Capital	CS	21,226	3,949		25,175	25,175	24,275
Penrith LGA	OOSH Bus Fleet Replacement	CS	50,000	(215)		49,785		49,785
Various	CS Playground Upgrades	CS	240,996	6,562		247,558	247,558	116,198
Emu Plains	Emu Village OSH	CS	391,850	58,898		450,748		
Emu Plains	<i>Building Upgrade</i>	CS					268,989	91,873
Emu Plains	<i>Playground Upgrade</i>	CS					181,759	3,680
Cranebrook	Grays Lane OSH Veranda Enclosure	CS	30,000	24,805		54,805		26,883
Werrington	Pooled Equipment Storage at Yoorami CCC	CS	30,000			30,000		
Erskine Park	Erskine Park OSH Veranda Enclosure	CS		46,000		46,000		
<b>TOTAL CHILDREN'S SERVICES</b>			979,464			1,129,905		471,912
<b>City Parks</b>								
Penrith LGA	Park Asset Renewal	CA	275,280			275,280		
Glenmore Park	<i>Playground - Lexington &amp; Topeka</i>	CA					75,000	75,000
Mulgoa	<i>Field Lighting - Gow Park</i>	CA					114,280	106,957
Kingswood	<i>Field Lighting - Doug Rennie</i>	CA					86,000	5,700
Various	Local Open Space s94 funded capital works	CPR	551,000			551,000		



Cambridge Park	<i>William St / Twickenham Av playground and path</i>	CPR			72,500	
Colyton	<i>Roper Rd Fields Lighting &amp; Signage</i>	CPR			63,000	500
Leonay	<i>Leonay Oval Shade &amp; Seating</i>	CPR			35,000	
Mulgoa	<i>Mulgoa Park Picnic Shed, Bollards &amp; Landscaping</i>	CPR			151,000	
Oxley Park	<i>Ridge Park Pathway</i>	CPR			35,000	
Penrith	<i>Parker St Reserve Seating</i>	CPR			12,000	
Sth Penrith	<i>Barnett St Playground &amp; Park Furniture</i>	CPR			70,500	
Castlereagh	<i>Smith Park Shelter Furniture &amp; Landscaping</i>	CPR			42,000	
Leonay	<i>Pamela Parade Playground Furniture &amp; Landscaping</i>	CPR			70,000	
Penrith LGA	Waste Avoidance Signage in Parks	CPR	15,000		15,000	
Erskine Park	Park Improvements - Capella reserve Erskine Park	CPR	250,000		250,000	
Erskine Park	Park Improvements - Skylark reserve Erskine Park	CPR	210,000		210,000	
Erskine Park	Park Improvements - Spica reserve Erskine Park	CPR	320,000		320,000	1,099
Erskine Park	Park Improvements - Pacific & Phoenix reserve Erskine Park	CPR	400,000		400,000	391,262
Penrith LGA	Park Asset Renewal	CA	626,934	50,000	676,934	
C'mont Meadows	<i>Playground / Shade / Landscaping Cedars Park</i>	CA			37,500	37,000
Emu Plains	<i>Playground / Shade / Landscaping Lions Park Playground (Melr</i>	CA			75,000	
St Clair	<i>Playground / Shade / Landscaping Smith Park - Playground</i>	CA			37,500	
Kingswood	<i>Playground / Shade / Landscaping Kanangra Reserve</i>	CA			37,500	37,000
Erskine Park	<i>Sportsground Field Lighting Peppertree Reserve</i>	CA			100,000	9,900
Kingswood	<i>Sportsground Field Lighting Parker St Athletics</i>	CA			100,000	9,300
C'mont Meadows	<i>Sportsground Field Lighting Cedars Park</i>	CA			15,000	
St Marys	<i>Irrigation or Drainage Systems The Kingsway</i>	CA			38,500	
Penrith	<i>Furniture / Seating Weir Reserve</i>	CA			36,000	
Cranebrook	<i>Litter Bins Andrews Road</i>	CA			934	
Various	<i>Water Pumps &amp; Fountains Various</i>	CA			25,000	
Various	<i>Synthetic Surfaces - Various Various</i>	CA			25,000	18,234

Erskin Park	<i>Court Surfaces Sealed Chameleon Dr Res</i>	CA			24,000	23,930
Emu Plains	<i>Practice Nets Dukes Oval</i>	CA			4,000	
Penrith	<i>Tennis Court Surfaces TBA</i>	CA			50,000	34,442
Orchard Hills	<i>Back Stops / Dugouts Samuel Marsden</i>	CA			7,000	10,600
St Marys	<i>Cricket Sight Screens Cook Park</i>	CA			2,000	
Penrith	<i>Landscaping Weir Reserve</i>	CA			12,000	
St Clair	<i>Mark Leece Irrigation tank</i>	CA			35,000	42,160
Penrith	Woodriff Gardens Tennis Courts Floodlight Replacement	CPR	70,000		70,000	
Cranebrook	Fencing of Cranebrook Dog Off Leash Area	CPR	39,000		39,000	49,407
St Marys	Installation of BBQ in Victoria Park, St Marys	CPR		10,000	10,000	
<b>TOTAL CITY PARKS</b>					2,757,214	2,817,214
						852,491

### Civil Construction & Maintenance

Various	Construction of Bicycle Facilities	CPR	30,000		30,000	
Various	Dedication - Subdivision Roads	CA	13,000,000		13,000,000	2,777,924
Various	Dedication - Drainage Works	CA	6,000,000		6,000,000	1,570,523
Llandilo	Rural Roads Widening	CA	156,000		156,000	156,000
Various	Roads Reconstruction (2)	CA	2,154,100		2,154,100	
Londonderry	<i>The Driftway - Previous works to 250 metres east</i>	CA			200,000	127,226
Mt Vernon	<i>Capitol Hill Dr - Mt Vernon Rd to 300m (Watts Profile)</i>	CA			201,500	49,021
Mulgoa	<i>Chain O Ponds - Previous works to bad sections</i>	CA			200,000	129,574
Penrith	<i>Andrews Rd - Greygums Rd to Laycock St</i>	CA			400,000	
Cambridge Park	<i>Dunheved Rd - Trinity Dr to Tasman St</i>	CA			300,000	
St Marys	<i>Forrester Rd - Christie St to Roundabout</i>	CA			300,000	
St Clair	<i>Coonawarra Dr - Bennett Rd to Ibis Pl</i>	CA			266,587	237,059
South Penrith	<i>Smith St - Butler Cres to Aston Av</i>	CA			286,013	
Various	Path Paving Program	CA	152,500	209	152,709	152,500
Penrith LGA	Shared Pathways	CA	190,000		190,000	81,127

Penrith LGA	Urban Drainage Construction Program	CA	1,589,378	1,589,378	476,378	
Londonderry	<i>Reynolds Rd (Upgrade Culvert Symonds Rd)</i>	CA				2,630
Penrith LGA	<i>Blaxland Crossing Res (Reserve - River Embankment Stabilise)</i>	CA				28,649
Regentville	<i>Mulgoa Rd Install Key Stone Retaining Wall</i>	CA				680
Llandilo	<i>Eighth Av - Bus Shelter west of Second Av</i>	CA			50,000	
Llandilo	<i>Fifth Av - Corner Of The Northern Rd</i>	CA			20,000	31,192
Llandilo	<i>Fourth Av - Corner Of Third Av (western side)</i>	CA			75,000	21,167
Cranebrook	<i>Linden Cres - Corner Of Grays Lane</i>	CA			20,000	
Castlereagh	<i>Rickards Rd - between bend and property #135 (west side)</i>	CA			60,000	
Cranebrook	<i>Tadmire Rd - property #163 heading north</i>	CA			110,000	
Berkshire Park	<i>Fourth Rd - Llandilo Rd to #12 Fourth Rd</i>	CA			50,000	2,200
Cambridge Park	<i>Multiple - General area around Eton Rd</i>	CA			100,000	
Castlereagh	<i>Rickards Rd - 222A - 241 Rickards Rd</i>	CA			50,000	
Llandilo	<i>Sixth Av - 152 Sixth Av</i>	CA			50,000	6,000
Emu Heights	<i>Alma Cres - 32 Alma Cres</i>	CA			73,000	
Londonderry	<i>Wilshire Rd - Wingarra Glen to #163</i>	CA			30,000	
St Marys	<i>Monfarville Rd - #106</i>	CA			65,000	12,982
Penrith	<i>High St - Between Station St and Railey St</i>	CA			250,000	
St Marys	<i>Queen St Asset Improvement Works</i>	CA			50,000	50,000
Penrith	<i>Seenth Av (Stage 1) opposite Llandilo Public School (Llandil</i>	CA			60,000	3,200
Various	Traffic and Transport Facilities Program	CPR	313,659	313,659		-64
Londonderry	<i>Traffic Surveys</i>	CPR				1,710
Penrith	<i>Reserve St Mid Block Pedestrian Blisters</i>	CPR				1,326
St Clair	<i>Melville and Moore St Pedestrian Refuge Facility</i>	CPR				8,221
South Penrith	<i>Batt St – Racecourse Rd Roundabout</i>	CPR				8,822
Colyton	<i>Hewitt St - Single lane Roundabout</i>	CPR			163,659	2,180
Cranebrook	<i>Borrowdale Way - Single lane Roundabout</i>	CPR			150,000	1,700
Erskine Pk Ind	Erskine Business Park Footpath Construction (s94)	CPR	266,090	266,090		238,236

Erskine Park	Erskine Park Footpath Construction	CPR	958,269		958,269	115,409
Penrith LGA	Entry to the City Welcome Signage	CA	25,523		25,523	11,486
Cranebrook	Pedestrian Refuge in Sherringham Road Cranebrook	CPR				19,912
Glenmore Park	Footpath in Floribunda Ave Glenmore Park	CA	8,000	3,018	11,018	11,018
Glenmore Park	Avalon Cr to Kookaburra Cr Footpath Reconstruction	CPR	15,000		15,000	
Cranebrook	Sherringham Rd & McHenry Rd Install 3 Pedestrian Refuges	CPR				7,039
Glenmore Park	<i>Glenmore Parkway Remove clearzone hazards</i>	CPR			85,135	74,694
Cambridge Park	<i>Victoria St &amp; Sandringham Av Install raised islands</i>	CPR			13,337	2,171
St Marys	<i>Chapel St &amp; Lethbridge St Roundabout</i>	CPR			177,377	640
Cambridge Park	<i>Barlow St &amp; Haining St Roundabout, Cambridge Park</i>	CPR			157,646	
Emu Plains	<i>Dewdney Rd &amp; Nepean St Median Island Stop Treatment (MIST)</i>	CPR			44,063	
Cambridge Park	<i>Oxford St, William St &amp; Wrench St Roundabout</i>	CPR			122,308	1,874
Werrington	<i>Victoria St &amp; Gibson Av Roundabout</i>	CPR			90,261	45,843
<b>TOTAL CIVIL CONSTRUCTION &amp; MAINTENANCE</b>			24,858,519		24,861,746	5,839,370
<b>Community &amp; Cultural Development</b>						
Various	Disability Access Improvements	C&CD	35,000		35,000	11,500
<b>TOTAL COMMUNITY &amp; CULTURAL DEVELOPMENT</b>			35,000		35,000	11,500
<b>Community Safety</b>						
Various	Community Safety Program	CA	191,866		191,866	49,770
Various	Safer Streets Public Space CCTV Program	CA	299,880		299,880	2,197
Penrith	Penrith CBD Street Light upgrade	CPR	50,000		50,000	1,953
<b>TOTAL COMMUNITY SAFETY</b>			541,746		541,746	53,920
<b>Corporate Governance</b>						
Penrith Council	Printroom Equipment Purchase	GOV		5,990	5,990	

**TOTAL CORPORATE GOVERNANCE**

0

5,990

0

**Council & Corporate Support**

Civic Centre	Councillors IT Equipment	CM	35,000	14,034	49,034	34,895
Penrith LGA	Councillor Portal	GOV	45,000		45,000	22,500
<b>TOTAL COUNCIL &amp; CORPORATE SUPPORT</b>			80,000		94,034	57,395

**Design & Project Management**

Penrith LGA	City Centre Improvements	MP	3,310,000		3,310,000	
Penrith	<i>Penrith CBD – High Street (Station St - Woodriff St)</i>	MP				-43,289
Penrith	<i>High Street Linear Plaza Design</i>	MP				2,800
Penrith	<i>Penrith CBD - Permanent Triangle Park Design</i>	MP			920,000	221,772
St Marys CBD	<i>St Marys CBD - Design Consultancy</i>	MP				1,906
Penrith	<i>Penrith Civic Arts Precinct - Mondo</i>	MP			400,000	250,326
St Marys CBD	<i>St Marys CBD – Special Places</i>	MP			540,000	60,180
Penrith CBD	<i>Penrith CBD – Wayfinding Strategy</i>	MP				7,580
St Marys CBD	<i>St Marys CBD - Heritage Interpretation Plan</i>	MP				1,045
St Marys CBD	<i>St Marys CBD - Queen Street</i>	MP			1,500,000	1,073,097
Penrith	<i>Penrith CBD – Station Square</i>	MP				1,359
Cranebrook	Cranebrook Wetlands & Cumberland Plains - Capital	MP	262,486	19,878	282,364	65,338
Cranebrook	Andrews Road Wetlands Project	MP				380
St Marys	Accessible Ramp and Toilet - St Marys Old Council Chambers	MP	695		695	695
Penrith	Better Boating Program	MP	192,287		192,287	
Penrith	<i>Better Boating Program</i>	MP				50,870
Penrith	<i>NSW Boating NOW</i>	MP				895
Glenmore Park	Glenmore Park Stage 2	MP	1,212,263		1,212,263	
Glenmore Park	<i>Glenmore Park Sportsfield Stage 2 – Civil</i>	MP				-6,740
Glenmore Park	<i>Glenmore Park Sportsfield Stage 2 – Amenities</i>	MP				892,336

Penrith	Penrith CBD Drainage Upgrade Program (LIRS)	MP	3,541,793		3,541,793	1,442,693
St Marys	Kingsway Sporting Complex and Blair Oval All Weather Athleti	MP	39,521	1	39,522	
Penrith LGA	Our River Path Play Planning	MP	215,000		215,000	215,000
Penrith	Great River Walk Resting Places	MP		9,836	9,836	9,615
Leonay	L1513 River Road Embankment Gully & Landscape Improvement Wo	MP				24,990
Emu Plains	Dukes Oval Amenities Renewal	MP				207
Cranebrook	Cranebrook Reserve Construction of Amenities Block Stage 1	MP	213,201		213,201	101,889
Penrith	MGP 2015 Our River - Pathways and Fitness	MP				289
Kingswood	Kingswood Cemetery Amenity Reconstruction	MP	24,360	1,541	25,901	24,360
Emu Plains	Emu Village OSH Building Upgrade	MP		1,033	1,033	
<b>TOTAL DESIGN &amp; PROJECT MANAGEMENT</b>			9,011,606		9,043,895	4,399,593
<b>Emergency Services Management</b>						
Various	SES Equipment Priority List	CA	20,000		20,000	479
Penrith LGA	Rural Fire Service Equip-Grant Funded	CA	770,760		770,760	557
<b>TOTAL EMERGENCY SERVICES MANAGEMENT</b>			790,760		790,760	1,037
<b>Financial Services</b>						
Penrith Council	Motor Vehicle Purchases	FS	2,842,000	(1,070,000)	1,772,000	
Penrith Council	<i>Council Packaged Vehicles</i>	FS				228,588
Penrith Council	<i>Leaseback Vehicles</i>	FS				876,461
<b>TOTAL FINANCIAL SERVICES</b>			2,842,000		1,772,000	1,105,049
<b>Plant Maintenance</b>						
Penrith Council	Plant Replacement	CPR	1,187,216		1,187,216	453,730
<b>TOTAL PLANT MAINTENANCE</b>			1,187,216		1,187,216	453,730

## Information Technology

Various	Desktop Hardware / Devices	ICT	355,200		355,200	37,787
Penrith Council	Server Infrastructure	ICT	80,000		80,000	29,250
Penrith Council	Network Equipment Upgrade	ICT	20,000		20,000	738
Civic Centre	Telephony Upgrade	ICT	3,571		3,571	
Penrith Council	Connect Project	ICT	10,000		10,000	
Penrith Council	<i>Connect Meeting Rooms</i>	ICT				2,846
Penrith Council	Sharepoint Project	ICT	115,680		115,680	
Penrith LGA	Communication Data & Connections (Capital)	ICT				3,493
Penrith LGA	Wireless Internet Network Solution Upgrade	ICT	30,567	(30,567)		
Penrith Council	Audio/visual Meeting Room Equipment Upgrades	ICT	10,000		10,000	1,009
Penrith Council	K2 Online Forms and Workflow Tool	ICT	105,750		105,750	105,750
Penrith LGA	Customer Contact Centre Equipment	ICT				4,909
	<b>TOTAL INFORMATION TECHNOLOGY</b>		730,768		700,201	185,782

## Libraries

Various	Library Resources - Capital	LS	642,420		642,420	218,513
Civic Centre	Library Special Purpose Prjcts -Building	LS	48,957		48,957	12,490
Various	Library Management System	LS	82,500		82,500	82,500
Penrith LGA	Library Capital Purchases	LS	14,055		14,055	14,055
	<b>TOTAL LIBRARIES</b>		787,932		787,932	327,558

## Neighbourhood Facilities Management

Various	Neighbourhood Centres/Halls Improvements	FAC	62,591		62,591	18,541
	<b>TOTAL NEIGHBOURHOOD FACILITIES MANAGEMENT</b>		62,591		62,591	18,541

## Place Management

Various	Neighbourhood Renewal	PM	190,000		190,000	190,000	38,329
Various	Mayoral Youth Challenge	PM	133,155		133,155	133,155	132,248
St Marys	Monfarville Reserve Community Builders	PM	70,000	35,000	105,000		18,974
<b>TOTAL PLACE MANAGEMENT</b>			393,155		428,155		189,551

### City Planning

Various	Erskine Business Park Improvements	CP	129,123		129,123		55,220
<b>TOTAL CITY PLANNING</b>			129,123		129,123		55,220

### Property Development & Management

Erskine Park	Public Domain Works - Erskine Park (Surplus Land)	PD	63,000		63,000	63,000	
Various	Property Development Expenditure Project (1)	PD	3,080,000		3,080,000	3,080,000	64,622
Various	Property Development Expenditure Project (2)	PD	1,226,295	(360,000)	866,295	836,295	3,044
Civic Centre	CRE Portfolio Management System (PDM)	PD		12,500	12,500	12,500	10,000
Sth Penrith	Lease & Sale of Land to RMS- for Stage 3 Upgrade Works North	PD	28,000		28,000		
Sth Penrith	<i>Northern Rd Cnr Parker St and Bringelly Rd</i>	PD				4,000	
Sth Penrith	<i>Northern Rd Cnr Parker Maxwell and Hilliger</i>	PD				4,000	
Sth Penrith	<i>Northern Rd between Maxwell and Aspen</i>	PD				4,000	
Sth Penrith	<i>Maxwell St between Aspen and Fragar</i>	PD				4,000	
Sth Penrith	<i>Northern Rd between Parker and Mazepa</i>	PD				4,000	
Sth Penrith	<i>151-153 Parker St</i>	PD				4,000	
Sth Penrith	<i>Northern Rd between Parker and Oag</i>	PD				4,000	
Penrith	Penrith Womens Health Centre Flooring replacement	PD	5,500		5,500		
<b>TOTAL PROPERTY DEVELOPMENT &amp; MANAGEMENT</b>			4,402,795		4,055,295		77,665

### Public Domain Maintenance

Penrith LGA	Public Amenity Replacement Program	CPR	510,000		510,000		123,272
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<b>TOTAL PUBLIC DOMAIN MAINTENANCE</b>			510,000		510,000	123,272
<b>Records Management</b>						
Penrith	Records Capital Equipment Purchases	GOV	8,714		8,714	8,714
<b>TOTAL RECORDS MANAGEMENT</b>			8,714		8,714	8,714
<b>Recreation &amp; Leisure Facilities Management</b>						
Erskine Park	Chameleon Reserve Amenity Building	FAC	160,657		160,657	118,315
Claremont Meadows	Floodlight Upgrade Myrtle Road	FAC	104,000	16,000	120,000	
Penrith	Grounds Redevelopment - Andrews Road Baseball Complex	FAC	117,000		117,000	
Glenmore Park	Ched Towns Facility Embellishments	FAC	68,155		68,155	44,604
St Clair	St Clair United Soccer Club - New Training Field	FAC		2,727	2,727	
Penrith	Penrith Swimming Centre Waterplay Facility	FAC	1,300,000		1,300,000	705,821
Penrith	Howell Oval Irrigation System	FAC	45,302		45,302	39,655
Cranebrook	Multicourt at Borrowdale Way Skate Park - Cranebrook	FAC	120,000		120,000	
St Marys	Second Batting Cage Monfarville Reserve St Mary	FAC	23,000	8,000	31,000	22,561
Glenmore Park	Lighting to Second Batting Cage at Surveyors Creek Softball	FAC	20,722		20,722	20,722
Various	Recreation Facility Improvements	FAC	21,956		21,956	
Penrith	<i>Renewal of Schools Boatshed Roller Door</i>	FAC			3,895	3,595
Cranebrook	<i>Grey Gums SCG - PGJAFL - Electrical Connection</i>	FAC			8,219	823
Sth Penrith	<i>Jamison Park Netball Complex - Awning Lights</i>	FAC			9,842	
Orchard Hills	Samuel Marsden Indoor and Outdoor Arena Reconstruction	FAC				116,050
<b>TOTAL RECREATION &amp; LEISURE FACILITIES MANAGEMENT</b>			1,980,792		2,007,519	1,072,147
<b>Sustainability Planning</b>						
Various	Solar photovoltaic (PV) systems at Council facilities	SUST	100,956		100,956	
Various	<i>Joan Southerland Performing Arts Centre</i>	SUST				56,165

Various	<i>Works Depot</i>	SUST				34,696
<b>TOTAL SUSTAINABILITY PLANNING</b>			100,956	100,956		90,861
<b>Traffic Management &amp; Road Safety</b>						
Various	LTC / Urgent Traffic Facilities	ES	79,466	79,466	79,466	54,998
Various	National Black Spot Program	ES	837,500	837,500		
Glenmore Park	<i>Glenmore Parkway Remove clearzone hazards</i>	ES			100,000	14,865
Cambridge Park	<i>Victoria St &amp; Sandringham Av Install raised islands</i>	ES			27,500	20,163
St Marys	<i>Chapel St &amp; Lethbridge St Roundabout</i>	ES			180,000	9,623
Cambridge Park	<i>Barlow St &amp; Haining St Roundabout.</i>	ES			160,000	8,354
Emu Plains	<i>Dewdney Rd &amp; Nepean St Median Island Stop Treatment (MIST)</i>	ES			50,000	9,937
Cambridge Park	<i>Oxford St, William St &amp; Wrench St Roundabout.</i>	ES			160,000	43,050
Werrington	<i>Victoria St &amp; Gibson Av Roundabout</i>	ES			160,000	90,343
Penrith	NSW Bike Plan River Cities Program	ES	1,374,013	1,374,013	484,864	22,592
Penrith	<i>Jane St design of SUP and intersection at Westfield</i>	ES			500,000	12,000
Penrith	<i>SUP Tench Reserve - Nepean Av and Jamison Rd</i>	ES			319,611	65,184
Penrith	<i>SUP High Street - Parker Rd and new Ambulance Station</i>	ES			69,538	93,185
Penrith	<i>1617 Nepean Avenue SUP</i>	ES				17,540
Various	State Black Spot Program	ES	857,033	857,033		
Penrith	<i>Richmond Rd and Cooper St</i>	ES			357,033	14,562
Penrith	<i>Maxwell Street Cycling Safety</i>	ES			500,000	26,231
<b>TOTAL TRAFFIC MANAGEMENT &amp; ROAD SAFETY</b>			3,148,012	3,148,012		502,627
<b>TOTAL CAPITAL PROJECTS</b>			<b>57,582,365</b>	<b>56,721,406</b>		<b>16,675,811</b>

### Building Maintenance & Construction

Civic Centre	Civic Centre Office Desk Layout and Extension Options	CPR	20,000		20,000		
Cambridge Park	Penrith Valley Regional Sports Centre Air Conditioner	CPR	30,000		30,000		
<b>TOTAL BUILDING MAINTENANCE &amp; CONSTRUCTION</b>			50,000		50,000		0

### Bushland Management

Nth Penrith	Kingswood Park Rehabilitation Project	CPR	49,077		49,077		28,337
Penrith LGA	Protect Two Endangered Ecological Communities - Ropes Creek	CPR		15,000	15,000		
Penrith LGA	Control of Woodland Passionfruit	CPR		13,500	13,500		6,846
<b>TOTAL BUSHLAND MANAGEMENT</b>			49,077		77,577		35,183

### Children's Services

Various	CS Repair & Replace Equipment Operating	CS	2,217	5,339	7,556	7,556	7,556
<b>TOTAL CHILDREN'S SERVICES</b>			2,217		7,556		7,556

### City Parks

Penrith LGA	Green Waste Mulcher	CPR	10,000		10,000		13,000
Penrith Council	Implement Plans of Management	CPR	179,688		179,688		90,747
Penrith LGA	Control of Aquatic Plants	CPR	5,000		5,000		
Llandilo	Llandilo Public School seating	CPR	5,400	(403)	4,997		4,997
<b>TOTAL CITY PARKS</b>			200,088		199,685		108,744

### City Partnerships

Various	International Relations	CM	78,950		78,950		25,283
<b>TOTAL CITY PARTNERSHIPS</b>			78,950		78,950		25,283

### Civil Construction & Maintenance

Various	Rural Roads Resealing	CPR	59,500	59,500	47,530
Various	Road Resealing/ Resheeting (Pt AREAS)	CPR	4,687,186	4,687,186	2,356,415
Various	Traffic Facilities - Regulatory	CPR	462,418	462,418	116,149
Various	Roads Maintenance - Roads to Recovery	CA	3,473,245	3,473,245	2,501
Jamisontown	<i>Second Avenue - Bringelly Rd to Anthony Cr</i>	CA			0
Llandilo	<i>Terrybrook Rd - Eighth Av to Seventh Av</i>	CA		200,000	117,604
Llandilo	<i>Eighth Av - Second Av to 550 West of Second Av</i>	CA		250,000	3,377
Berkshire Park	<i>Third Rd - Previous works to St Marys Rd</i>	CA		250,000	63,815
Llandilo	<i>Fourth Av - Previous works to Terrybrook Rd</i>	CA		253,629	84,124
Llandilo	<i>Fifth Av - Terrybrook Rd to Third Av</i>	CA		389,371	242,596
Kingswood	<i>Second Av - Roundabout to O'Connell St</i>	CA		150,000	420
Colyton	<i>Carpenter St - Dalton St to Cooina St</i>	CA		180,100	
Werrington County	<i>Singleton Av - Henry Lawson Av to Boyd Pl</i>	CA		207,900	186,065
Colyton	<i>Carpenter St - Monfarville St to Knox St</i>	CA		486,000	310,239
Kemps Creek	<i>Clifton Av - CH500 to CH1000</i>	CA		149,700	6,020
Jamisontown	<i>Jamison Rd - Mulgoa Rd to Mcnaughton St</i>	CA		453,100	
Jamisontown	<i>Batt St - Penrith Pl to Production Pl</i>	CA		359,245	
Glenmore Park	<i>Glengarry Dr - Suntop Pl to Windorra Av</i>	CA		144,200	
Londonderry	The Driftway - Road Maintenance	CPR	66,000	66,000	23,781
Various	Sweeping /re-linemarking of existing shared paths	CA	280,000	280,000	280,000
Various	Maintenance of GPT Constructions	CPR	338,127	338,127	135,663
Wallacia	Repair of Blaxland's Crossing Bridge Bearings (Contribution)	CA	300,000	300,000	
Penrith	Temporary Commuter Parking	CPR	254,545	254,545	825
<b>TOTAL CIVIL CONSTRUCTION &amp; MAINTENANCE</b>			9,921,021	9,921,021	3,957,176

### Community & Cultural Development

Civic Centre	Computerised Community Directory System	C&CD	4,500	4,500	4,000
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Various	Cultural Development Officer - City	C&CD	7,000		7,000	3,960
Penrith LGA	No Boundaries	C&CD	2,038		2,038	212
Penrith LGA	Western Sydney Opera - Portable Piano	C&CD	3,000		3,000	3,000
Penrith LGA	Grandparents Day	C&CD	4,860	3,203	8,063	8,063
Cranebrook	Cranebrook Youth Employment Project	C&CD		107,000	107,000	107,000
Various	Community Health Promotion	C&CD	6,000		6,000	2,539
Penrith LGA	Men's Sheds in the Penrith LGA	C&CD	21,000		21,000	21,000
Penrith LGA	Homes for Heros	C&CD	9,681		9,681	
<b>TOTAL COMMUNITY &amp; CULTURAL DEVELOPMENT</b>			58,079		168,282	149,773

### Community Safety

Penrith LGA	Graffiti Removal Strategy (AREAS)	CPR	78,984		78,984	69,626
Kingswood	Penrith Litter Prevention - Nepean Hospital Surrounds	CA	30,600		30,600	
<b>TOTAL COMMUNITY SAFETY</b>			109,584		109,584	69,626

### Design & Project Management

Penrith LGA	WSIP Local Roads Package	MP	3,391,711		3,391,711	651
Penrith LGA	Local Roads Package Round 2	MP				160,351
Penrith LGA	CBR Caddens and Bringelly Rd	MP				63,435
Penrith LGA	TNR Northern Rd and Derby St	MP				795
Penrith LGA	EPR Erskine Park Rd Upgrades	MP				2,945
Penrith	Allen Place Ramp Removal and Deck Maintenance	MP	500,000		500,000	6,309
Penrith LGA	Major Project Design Costs	MP	187,150		187,150	
<b>TOTAL DESIGN &amp; PROJECT MANAGEMENT</b>			4,078,861		4,078,861	234,485

### Emergency Services Management

Regentville	Cumberland Fire Control Centre Upgrade	CA	134,264		134,264	110,863
<b>TOTAL EMERGENCY SERVICES MANAGEMENT</b>			134,264		134,264	110,863

## Environmental Health

Penrith LGA	On Site Sewer Management Strategy	EHC	263,424		263,424	98,822
Penrith LGA	Biodiversity Strategy	EHC	25,650		25,650	6,620
Penrith LGA	Integrated Catchment Management	EHC	132,818	10,000	142,818	72,916
Penrith LGA	Natural Systems Resourcing	EHC	119,697		119,697	19,636
Penrith LGA	Waterways Health Monitoring Program	EHC	35,000		35,000	3,460
Cranebrook	Cranebrook Wetlands & Cumberland Plains	EHC	384,581		384,581	48,485
Penrith LGA	Gross Pollution traps Audit	EHC	42,000		42,000	30,810
<b>TOTAL ENVIRONMENTAL HEALTH</b>			1,003,170		1,013,170	280,749

## Financial Services

Penrith Council	Investigate Grant Funding Opportunities	FS	25,000		25,000	
Civic Centre	ESPL - Classification Review	FS		72,500	72,500	2,657
<b>TOTAL FINANCIAL SERVICES</b>			25,000		97,500	2,657

## Plant Maintenance

Kingswood Ind	Penrith Depot and Office Masterplan	CA	36,400		36,400	
<b>TOTAL PLANT MAINTENANCE</b>			36,400		36,400	0

## Floodplain & Stormwater Management

Penrith LGA	Floodplain Management Resourcing	ES	120,260		120,260	60,896
Penrith LGA	Flood Studies SMSC	ES	386,933	140,242	527,175	
Penrith LGA	<i>College, Orth &amp; Werrington Creeks Flood Study</i>	ES				53,182
Penrith LGA	<i>Little Creek Flood Study</i>	ES				32,859
Penrith LGA	<i>South Creek Floodplain Risk Management Study &amp; Plan</i>	ES				40,265
Penrith LGA	<i>Flood Planning Area-2006 Overland Flow Flood Study</i>	ES				16,585
Penrith LGA	<i>Drainage Asset Inventory Data Collection</i>	ES				838

Penrith LGA	<i>Penrith CBD Risk Management Study and Plan</i>	ES				12,795
Penrith LGA	<i>St Marys (Byrnes Creek) Risk Management Study and Plan</i>	ES				38,386
Penrith	<i>ALS Data Capture for Penrith Lakes</i>	ES				12,690
Penrith LGA	<i>Nepean River Flood Study</i>	ES				23,550
<b>TOTAL FLOODPLAIN &amp; STORMWATER MANAGEMENT</b>			507,193	647,435		292,046
<b>Information Technology</b>						
Penrith Council	Digital Economy Strategy Implementation	ICT	59,704	59,704		3,016
Penrith Council	ICT System and Software Licences	ICT	32,000	32,000		
Penrith Council	<i>Webroot Internet Security</i>	ICT				13,262
Penrith Council	<i>Nero Software</i>	ICT				182
<b>TOTAL INFORMATION TECHNOLOGY</b>			91,704	91,704		16,460
<b>Libraries</b>						
Various	Library Special Purps Prjcts -Promotion	LS	25,000	25,000		6,441
Penrith Council	Library Resources - Operating	LS	220,000	220,000		135,856
Penrith LGA	Tech Savvy Seniors	LS	4,000	4,000		4,000
<b>TOTAL LIBRARIES</b>			249,000	249,000		146,297
<b>Business Improvement</b>						
Penrith Council	Capacity Improvement Program	OD	180,611	180,611	5,000	21
Penrith Council	<i>LG O&amp;M Survey</i>	OD			20,950	20,950
Penrith Council	<i>Certificate IV Competitive Systems and Practices</i>	OD			67,710	29,104
Penrith Council	<i>Business Process Mapping Software</i>	OD			32,422	10,000
Penrith Council	<i>Staff Resources</i>	OD			32,173	20,120
Penrith Council	<i>Development of Performance Indicators</i>	OD			20,000	1,977
Penrith Council	<i>Certificate IV Pratical Projects</i>	OD			2,356	14
<b>TOTAL BUSINESS IMPROVEMENT</b>			180,611	180,611		82,186

## Marketing

Penrith LGA	ALGWA NSW 2017 Conference	CM	25,000		25,000		
Penrith	Australian Ballet Event 2016 – Under the Stars	CM		3,456	3,456		3,456
Penrith	River Festival	CM	205,043	101,767	306,810		337,863
Various	City Marketing & Events Sponsorship	CM	132,600	(3,456)	129,144	132,600	55,694
Penrith Council	Cancer Council Relay for Life Sponsorship	CM	3,000		3,000		
Penrith LGA	Australia Day	CM	77,000		77,000		33,631
<b>TOTAL MARKETING</b>			442,643		544,410		430,644

## Communications

Penrith LGA	Corporate Advertising	CM	103,221		103,221		67,676
Penrith Council	Website Maintenance	CM	58,004		58,004		13,871
<b>TOTAL COMMUNICATIONS</b>			161,225		161,225		81,548

## Regional Planning and Advocacy

Various	Advocacy Programme	CP	5,000		5,000		410
Penrith LGA	Economic Initiatives Resourcing	EIM	622,185	68,172	690,357		296,232
	Penrith Progression Stage 4	EIM	138,467		138,467		
	<i>Feasibility Study for Hotel Business Case</i>	EIM				1,075	1,075
	<i>Reserve Street / Union Road EOIs and RFPs</i>	EIM				137,392	115,992
Various	Economic Initiatives Operational	EIM	31,484	4,500	35,984	31,484	10,250
Various	Economic Initiatives Projects	EIM	120,305		120,305	120,305	33,999
<b>TOTAL REGIONAL PLANNING AND ADVOCACY</b>			917,441		990,113		457,958

## Neighbourhood Facilities Management

Penrith LGA	Hall Hire - Fee Waiver	FAC	3,000		3,000		1,205
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**TOTAL NEIGHBOURHOOD FACILITIES MANAGEMENT**

3,000

3,000

1,205

**Place Management**

Various	Urban Design (AREAS)	PM	211,117	(1)	211,116	211,117	22,890
Various	Neighbourhood Renewal Resourcing (AREAS)	PM	418,703	(20,000)	398,703	398,703	193,831
Various	Neighbourhood Renewal Projects (AREAS)	PM	40,564	20,000	60,564	60,564	26,488
Penrith LGA	Magnetic Places	PM	60,000		60,000		50,035
Colyton	Barefoot Beats	PM	16,100		16,100		6,092
North St Marys	The Village Cafe	PM	14,884		14,884		

**TOTAL PLACE MANAGEMENT**

761,368

761,367

299,336

**City Planning**

Penrith Council	Externally Commissioned Studies	CP	15,000		15,000		
Various	Integrated Local Plan	CP	113,501		113,501		33,177
Luddenham	Sydney Science Park Resourcing	CP	43,803		43,803		2,336

**TOTAL CITY PLANNING**

172,304

172,304

35,513

**Property Development & Management**

Erskine Park	Masterplan for Erskine Park	PD	76,951	100,000	176,951	76,951	
Erskine Park	<i>Chameleon Reserve Contamination</i>	PD				100,000	50,637
Various	Property Development Operational Project	PD	143,600	11,000	154,600	154,600	23,375
Various	Opportunity Sites Project	PD	80,000	180,000	260,000	110,000	
Penrith LGA	Project Management	PD	30,000		30,000		1,101
Erskine Park	<i>Property Dept Improvements - Erskine Park</i>	PD				15,000	
Erskine Park	<i>Parks Dept Improvements - Erskine Park</i>	PD				15,000	1,595
Penrith	New West Major Projects - Operational Costs	PD		566,000	566,000		
Penrith	<i>Union Road Penrith - RFP</i>	PD				246,000	139,191
Penrith	<i>Reserve Street Penrith - RFP</i>	PD				50,000	

Penrith	City Park Penrith – Operational costs	PD		250,000		2,400
Penrith	Old Council Chambers – 129 Henry Street Penrith	PD		20,000		
<b>TOTAL PROPERTY DEVELOPMENT &amp; MANAGEMENT</b>				330,551	1,187,551	218,300
<b>Public Domain Maintenance</b>						
Various	Enhanced Public Domain Team (Pt AREAS)	CPR	4,123,922	4,123,922		1,729,698
Penrith LGA	Enhanced Public Domain	CPR	154,124	154,124		93,842
<b>TOTAL PUBLIC DOMAIN MAINTENANCE</b>				4,278,046	4,278,046	1,823,540
<b>Records Management</b>						
Penrith Council	Recordpoint	LE	10,909	10,909		0
<b>TOTAL RECORDS MANAGEMENT</b>				10,909	10,909	0
<b>Recreation &amp; Leisure Facilities Management</b>						
Penrith LGA	Western Sydney Academy of Sport	FAC	12,000	12,000		11,950
Penrith LGA	Synthetic Surface Design	FAC	40,000	40,000		
Penrith LGA	Recreational & Leisure Strategy	FAC	150,000	150,000		15,114
Penrith LGA	Sponsorship of Penrith's NSW Netball Premier League team	FAC	15,000	15,000		
<b>TOTAL RECREATION &amp; LEISURE FACILITIES MANAGEMENT</b>				217,000	217,000	27,064
<b>Regulatory Control</b>						
Penrith LGA	Audit Ind Comm & Ag Activities	EHC	127,374	127,374		74,186
Penrith LGA	Companion Animals Act Education Program	EHC	10,000	10,000		2,938
<b>TOTAL REGULATORY CONTROL</b>				137,374	137,374	77,123
<b>Corporate Planning</b>						
Various	Strategic Research and Planning	CoP	122,770	122,770	122,770	52,307

<b>TOTAL CORPORATE PLANNING</b>			122,770	122,770	52,307
<b>Sustainability Planning</b>					
Penrith LGA	Sustainability Programs	SUST	28,980	10,752	39,732
Penrith LGA	Sustainability Resourcing	SUST	317,237	(317,237)	115,691
Penrith Council	Louise Petchell Learning for Sustainability Scholarship	SUST	5,000		5,000
Penrith LGA	Compact of Mayors	SUST	13,680		13,680
<b>TOTAL SUSTAINABILITY PLANNING</b>			364,897	58,412	132,316
<b>Traffic Management &amp; Road Safety</b>					
Penrith LGA	Road Safety Project	ES	18,830	18,830	3,830
Penrith LGA	<i>Speed Related Crashes</i>	ES			4,400
Penrith LGA	<i>Fatigue Related Crashes</i>	ES			2,100
Penrith LGA	<i>Vulnerable Road Users</i>	ES			3,000
Penrith LGA	<i>GLS (Graduated Licensing Scheme)</i>	ES			1,500
Penrith LGA	<i>General Road Safety</i>	ES			10
Penrith LGA	<i>Campaigns Supporting Blackspot Application</i>	ES			4,000
<b>TOTAL TRAFFIC MANAGEMENT &amp; ROAD SAFETY</b>			18,830	18,830	2,786
<b>Waste Management</b>					
Various	Biodegradable Bags - Purchase & Delivery	W&CP	875,000	875,000	470,927
Penrith LGA	E - Waste	W&CP	106,989	106,989	26,928
Civic Centre	Online Waste Planning & Data Collection	W&CP	6,512	6,512	
Civic Centre	Resource Recovery Field Team (RRFT)	W&CP	22,664	22,664	22,238
Civic Centre	The Arts & Waste Minimisation (TAWM)	W&CP	59,633	59,633	417
Civic Centre	Innovation Officer	W&CP	111,017	111,017	53,842
Civic Centre	Illegal Dumping & Waste Disposal- Urban Estates	W&CP			0
Penrith LGA	Tech - Waste Recycling Stations	W&CP	2,118	2,118	2,118

Penrith LGA	Waste Rangers	W&CP	60,000		60,000		60,000
Penrith LGA	Mama Lana	W&CP	20,000		20,000		7,780
Penrith LGA	Out of our Comfort Zone	W&CP	100,000		100,000		72,327
Penrith LGA	Measuring Deterrence and Amenity	W&CP	21,980	1	21,981		
Penrith LGA	Operation Delta	W&CP	30,000		30,000		11,077
Penrith LGA	Small E Waste	W&CP		10,000	10,000		1,326
<b>TOTAL WASTE MANAGEMENT</b>			1,415,913		1,425,914		728,980
 <b>Workforce Development</b>							
Various	Corporate Training Budget	WD	245,000		245,000	245,000	100,709
Penrith Council	Management & Leadership Development Prog	WD	50,000	7,331	57,331		52,268
Penrith Council	Traineeship Program	WD	39,000		39,000		6,940
Various	Skills & Knowledge Assessment Process	WD	10,000		10,000		1,095
Penrith Council	Performance Management System	WD	67,760		67,760		39,493
Penrith LGA	Empower iCloud 5 Solution	WD	29,700		29,700		14,724
Penrith LGA	eRecruitment, Onboarding and Succession Planning System	WD		48,115	48,115		
<b>TOTAL WORKFORCE DEVELOPMENT</b>			441,460		496,906		215,230
<b>TOTAL OPERATING PROJECTS</b>			<b>26,570,950</b>		<b>27,727,731</b>		<b>10,102,935</b>

## CONTRACTS

**Part A - Contracts listing - contracts entered into during the quarter**

<b>Contractor</b>	<b>Contract Number</b>	<b>Contract Purpose</b>	<b>Contract Value</b>	<b>Start Date</b>	<b>Exp Date</b>	<b>Details of Contract</b>	<b>Budgeted (Y/N)</b>
Page Up People	RFT16/17-01	E-Recruitment, On Boarding and Learning Management Systems	\$500,000	20-Dec-16	20-Dec-2019	2 x 1 year extension options available	Y
Budget Demolition and Excavation	RFT16/17-06	Demolition of Allen Place Elevated Carpark	\$490,000	12-Dec-16	12-Dec-2017	Single Use Contract	Y
Talis Civil	RFT16/17-07	Caddens Bringelly Roundabout Construction	\$980,000	09-Dec-16	09-Dec-2017	Single Use Contract	Y
Kellogg Brown & Root	RFT16/17-08	Design - Erskine Park Road Upgrade	\$495,000	23-Dec-16	23-Dec-2017	Single Use Contract	Y

**Comments:**

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

## CONSULTANCY AND LEGAL EXPENSES

Expense	Notes	YTD Expenditure (Actual dollars)	Budgeted Y/N
Consultancies		\$3,854,733.00	Y
Legal Fees		\$497,473.00	Y

### 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.

### On time payments

Aim to pay all small business accounts within a 30 day time frame from receiving the invoice, unless otherwise specified. EFT payments cycles are processed weekly.

Target	Mar 2016 Quarter	Jun 2016 Quarter	Sept 2016 Quarter	Dec 2016 Quarter
<b>90%</b>	<b>57%</b>	<b>59%</b>	<b>59%</b>	<b>58%</b>

## CAPITAL BUDGET

(\$'000)	<i>Original Budget</i>	<i>Approved Sept Qtr.</i>	<i>Approved Dec Qtr.</i>	<i>Approved Mar Qtr.</i>	<i>Approved June Qtr.</i>	<i>Revised Budget</i>	<i>Proposed Budget</i>	<i>Projected Budget</i>	<i>Actual YTD</i>
<b>Capital Funding</b>									
Rates & Other Untied Funding	38,317	(4)	(736)	0	0	37,577	(409)	37,168	12,291
Capital Grants & Contributions	6,335	2,382	60	0	0	8,777	464	9,241	3,973
Internal Restrictions									
- Renewals	149	854	(25)	0	0	978	(6)	972	247
- New Assets	8,311	1,790	510	0	0	10,611	(1,097)	9,514	2,011
External Restrictions	1,785	752	0	0	0	2,537	0	2,537	512
Other Capital Funding Sources									
- Loans	5,122	570	0	0	0	5,692	0	5,692	2,688
Income from Sale of Assets									
- Plant & Equipment	1,426	57	0	0	0	1,482	(230)	1,252	838
- Land & Buildings	816	0	736	0	0	1,552	417	1,970	0
<b>Total Capital Funding</b>	<b>62,261</b>	<b>6,400</b>	<b>546</b>	<b>0</b>	<b>0</b>	<b>69,207</b>	<b>(861)</b>	<b>68,346</b>	<b>22,560</b>
<b>Capital Expenditure</b>									
New Assets									
- Plant & Equipment	4,666	471	0	0	0	5,138	(1,052)	4,086	1,755
- Land & Buildings	3,542	740	510	0	0	4,792	(360)	4,432	469
- Roads, Bridges, Footpaths	23,405	995	0	0	0	24,400	0	24,400	5,688
- Other Infrastructure	5,840	5,091	0	0	0	10,931	45	10,975	3,924
- Library Books	660	(17)	0	0	0	642	0	642	219
- Other	120	335	0	0	0	455	249	703	282
Renewals									
- Plant & Equipment	134	20	0	0	0	154	(0)	153	80
- Land & Buildings	9,791	(1,841)	36	0	0	7,985	199	8,185	3,114
- Roads, Bridges, Footpaths	2,169	71	0	0	0	2,240	3	2,243	699
- Other Infrastructure	320	458	0	0	0	778	55	833	401
- Other	68	0	0	0	0	68	0	68	45
Loan Repayments (principal)	11,546	78	0	0	0	11,624	0	11,624	5,884
<b>Total Capital Expenditure</b>	<b>62,261</b>	<b>6,400</b>	<b>546</b>	<b>0</b>	<b>0</b>	<b>69,207</b>	<b>(861)</b>	<b>68,346</b>	<b>22,560</b>

## CASH & INVESTMENTS

(\$'000)	<i>Original Budget</i>	<i>Approved Sept Qtr</i>	<i>Approved Dec Qtr</i>	<i>Approved Mar Qtr</i>	<i>Approved June Qtr</i>	<i>Revised Budget</i>	<i>Proposed Budget</i>	<i>Projected Budget</i>	<i>Actual YTD</i>
<b>Externally Restricted</b>									
Developer Contributions	20,082	486	0	0	0	20,568	2,745	23,313	22,248
Restricted Contributions for Works	6,528	1,341	0	0	0	7,869	(102)	7,768	6,467
Unexpended Grants	2,294	(1,172)	252	0	0	1,374	(127)	1,247	3,988
Unexpended Loan Funds	8,356	(570)	0	0	0	7,787	0	7,787	10,727
Other Externally Restricted	11,427	(74)	0	0	0	11,353	169	11,521	11,058
<b>Total Externally Restricted</b>	<b>48,687</b>	<b>11</b>	<b>252</b>	<b>0</b>	<b>0</b>	<b>48,951</b>	<b>2,685</b>	<b>51,636</b>	<b>54,488</b>
<b>Internally Restricted</b>									
Sinking Funds	0	0	0	0	0	0	0	0	0
Internal Reserves	46,453	(2,827)	68	0	0	43,694	1,577	45,272	51,737
Security Bonds & Deposits	5,659	605	311	0	0	6,575	0	6,575	6,575
<b>Total Internally Restricted</b>	<b>52,112</b>	<b>(2,222)</b>	<b>379</b>	<b>0</b>	<b>0</b>	<b>50,269</b>	<b>1,577</b>	<b>51,847</b>	<b>58,312</b>
<b>Unrestricted</b>	6,435	19,460	(1,306)	0	0	24,588	(4,262)	20,325	11,008
<b>Total Cash &amp; Investments</b>	<b>107,234</b>	<b>17,249</b>	<b>(675)</b>	<b>0</b>	<b>0</b>	<b>123,808</b>	<b>0</b>	<b>123,808</b>	<b>123,808</b>



## CASH & INVESTMENTS continued

### Comment on Cash and Investments Position

Council's portfolio is currently higher than was originally forecast and continues to outperform its benchmark each month. Although interest rates remain at record low levels, the mix of bank term deposits and longer term Floating Rate Notes have ensured that the budget estimate for interest earned on the portfolio has been exceeded for the first half of the financial year and the budget estimate may be increased by \$250,000 in the December review.

### Statements:

All investments have been made in accordance with Section 625 of the Local Government Act 1993, relevant regulations and Council's Investment Policy.

Reconciliation of the total restricted funds to the current Monthly Investment Report.

<b>Externally Restricted Assets</b>	<b>\$</b>
Section 94 Developer Contributions	22,247,951
Restricted Contributions for Works	6,467,115
Unexpended Grants	3,988,391
Unexpended Loans	10,727,028
Other externally Restricted	11,057,742
<b>Internally Restricted Assets</b>	
Internal Reserves	51,737,359
Security Bonds and Deposits	6,575,131
<b>Unrestricted Invested Funds</b>	11,007,346
	<hr/>
	<b>123,808,063</b>

### Cash:

Council's Cash Book and Bank Statements have been reconciled as at 31 December 2016.

### Reconciliation:

The YTD total Cash and Investments reconciled with funds invested and cash at bank.

	<b>\$</b>
Floating rate Notes Investment Group	28,839,636
Current Investment Group	3,700,000
Term Investment Group	90,000,000
	<hr/>
	<b>122,539,636</b>
General Fund Bank Account	1,268,427
	<hr/>
	<b>123,808,063</b>

## INCOME & EXPENSES (by program)

(\$'000)	<i>Original Budget</i>	<i>Approved Sept Qtr</i>	<i>Approved Dec Qtr</i>	<i>Approved Mar Qtr</i>	<i>Approved June Qtr</i>	<i>Revised Budget</i>	<i>Proposed Budget</i>	<i>Projected Budget</i>	<i>Actual YTD</i>
<b>Income</b>									
Children's Services	22,273	110	60	0	0	22,443	193	22,635	12,413
Planning and Advocacy	8,042	1,308	60	0	0	9,410	2,868	12,277	9,576
Community Facilities	1,564	121	0	0	0	1,685	0	1,685	1,019
Community Information and Events	27	(23)	0	0	0	4	34	39	45
Community Well Being	2,661	14	0	0	0	2,676	7	2,683	184
Corporate Finance	4,779	(229)	102	0	0	4,652	736	5,388	2,279
Corporate Governance	13	0	0	0	0	13	48	61	55
Corporate Support	17	0	0	0	0	17	23	39	17
Corporate Workforce	88	5	0	0	0	93	0	93	30
Development Applications	3,842	345	0	0	0	4,187	596	4,782	2,733
Environmental and Health Management	662	(187)	0	0	0	475	1	476	361
Libraries	779	4	0	0	0	784	21	805	188
Major Infrastructure Projects & Design	5,200	0	0	0	0	5,200	3	5,203	348
Public Spaces and Community Safety	594	62	0	0	0	656	0	656	121
Roads, Footpaths and Buildings	25,051	128	255	0	0	25,434	399	25,833	8,939
Sport and Recreation	6,647	207	0	0	0	6,855	15	6,870	416
Traffic, Parking and Drainage	2,028	866	0	0	0	2,894	0	2,894	542
Waste and Community Protection	35,314	480	208	0	0	36,002	189	36,191	32,570
Parks	104	26	0	0	0	130	322	452	130
Sustainability	16	0	0	0	0	16	6	22	0
General Revenue	117,210	854	0	0	0	118,064	398	118,462	112,398
<b>Total Income from Continuing Operations</b>	<b>236,912</b>	<b>4,092</b>	<b>684</b>	<b>0</b>	<b>0</b>	<b>241,689</b>	<b>5,858</b>	<b>247,546</b>	<b>184,365</b>

## INCOME & EXPENSES (by program)

(\$'000)	<i>Original Budget</i>	<i>Approved Sept Qtr</i>	<i>Approved Dec Qtr</i>	<i>Approved Mar Qtr</i>	<i>Approved June Qtr</i>	<i>Revised Budget</i>	<i>Proposed Budget</i>	<i>Projected Budget</i>	<i>Actual YTD</i>
<b>Expenses</b>									
Childrens Services	23,405	139	0	0	0	23,544	141	23,684	11,682
Planning and Advocacy	5,763	162	25	0	0	5,950	13	5,963	2,876
Community Facilities	2,165	100	0	0	0	2,265	10	2,275	1,218
Community Information and Events	4,705	79	0	0	0	4,785	407	5,192	2,571
Community Well Being	6,033	71	8	0	0	6,112	110	6,222	1,755
Corporate Finance	14,503	(193)	1	0	0	14,310	1,627	15,937	6,149
Corporate Governance	5,705	181	0	0	0	5,886	(90)	5,796	3,414
Corporate Support	2,646	232	0	0	0	2,879	(86)	2,793	1,584
Corporate Workforce	3,018	(57)	0	0	0	2,960	50	3,010	1,450
Development Applications	8,362	(140)	0	0	0	8,222	324	8,546	4,074
Environmental and Health Management	3,529	57	2	0	0	3,589	22	3,611	1,534
Libraries	7,739	(141)	0	0	0	7,598	0	7,598	3,441
Major Infrastructure Projects & Design	6,856	(1,604)	234	0	0	5,486	12	5,498	1,155
Public Spaces and Community Safety	14,933	(63)	0	0	0	14,870	(31)	14,840	7,599
Roads, Footpaths and Buildings	34,661	(338)	285	0	0	34,607	(41)	34,566	16,440
Sport and Recreation	8,964	20	0	0	0	8,984	75	9,059	2,696
Strategic Planning	540	25	0	0	0	565	6	571	268
Traffic, Parking and Drainage	3,738	24	0	0	0	3,762	195	3,957	1,969
Waste and Community Protection	37,220	142	0	0	0	37,363	1	37,363	16,224
Parks	14,309	(304)	0	0	0	14,005	(128)	13,877	6,476
Sustainability	710	(120)	0	0	0	590	(0)	590	267
General Revenue	0	0	0	0	0	0	0	0	0
<b>Total Expenses from Continuing Operations</b>	<b>209,504</b>	<b>(1,727)</b>	<b>554</b>	<b>0</b>	<b>0</b>	<b>208,331</b>	<b>2,616</b>	<b>210,947</b>	<b>94,841</b>
Net Gain/(Loss) from the Disposal of Assets	(486)	(2)	0	0	0	(488)	0	(488)	(269)
Net Gain/(Loss) on Fair Value Adjustment	0	0	0	0	0	0	0	0	0
<b>Net Operating Result from Continuing Operations</b>	<b>26,923</b>	<b>5,817</b>	<b>130</b>	<b>0</b>	<b>0</b>	<b>32,870</b>	<b>3,242</b>	<b>36,111</b>	<b>89,254</b>

## INCOME & EXPENSES

(\$'000)	<i>Original Budget</i>	<i>Approved Sept Qtr</i>	<i>Approved Dec Qtr</i>	<i>Approved Mar Qtr</i>	<i>Approved June Qtr</i>	<i>Revised Budget</i>	<i>Proposed Budget</i>	<i>Projected Budget</i>	<i>Actual YTD</i>
<b>Income</b>									
Rates & Annual Charges	131,888	1,211	0	0	0	133,099	341	133,440	133,452
User Fees & Charges	36,964	524	100	0	0	37,588	1,279	38,868	17,200
Interest & Investment Revenue	2,386	(3)	0	0	0	2,383	630	3,013	1,716
Other Revenues	5,230	81	2	0	0	5,313	307	5,620	4,049
Grants & Contributions - Operating	28,042	1,020	5,374	0	0	34,436	370	34,806	15,250
Grants & Contributions - Capital									
- Other	24,882	302	(4,792)	0	0	20,392	325	20,717	4,777
- Contributions (S94)	6,621	956	0	0	0	7,577	2,605	10,183	7,920
Share of Interests in Joint Ventures	900	0	0	0	0	900	0	900	0
<b>Total Income from Continuing Operations</b>	<b>236,912</b>	<b>4,092</b>	<b>684</b>	<b>0</b>	<b>0</b>	<b>241,689</b>	<b>5,858</b>	<b>247,546</b>	<b>184,365</b>
<b>Expenses</b>									
Employee Costs	93,024	(1,117)	270	0	0	92,177	516	92,693	41,462
Borrowing Costs	2,768	(196)	0	0	0	2,571	0	2,571	1,273
Materials & Contracts	70,216	(1,462)	147	0	0	68,900	747	69,648	26,535
Depreciation	23,175	(36)	0	0	0	23,139	0	23,139	12,940
Legal Costs	564	3	1	0	0	568	(1)	567	90
Consultants	3,476	818	(143)	0	0	4,152	1,068	5,220	2,507
Other Expenses	15,431	265	278	0	0	15,974	286	16,260	10,035
Share of Interests in Joint Ventures	850	0	0	0	0	850	0	850	0
<b>Total Expenses from Continuing Operations</b>	<b>209,504</b>	<b>(1,727)</b>	<b>554</b>	<b>0</b>	<b>0</b>	<b>208,331</b>	<b>2,616</b>	<b>210,947</b>	<b>94,841</b>
Net Gain/(Loss) from the Disposal of Assets	(486)	(2)	0	0	0	(488)	0	(488)	(269)
Net Gain/(Loss) on Fair Value Adjustment	0	0	0	0	0	0	0	0	0
<b>Net Operating Result from Continuing Operations</b>	<b>26,923</b>	<b>5,817</b>	<b>130</b>	<b>0</b>	<b>0</b>	<b>32,870</b>	<b>3,242</b>	<b>36,111</b>	<b>89,254</b>
<b>Net Operating Result before Capital Items</b>	<b>(4,580)</b>	<b>4,559</b>	<b>4,922</b>	<b>0</b>	<b>0</b>	<b>4,901</b>	<b>311</b>	<b>5,212</b>	<b>76,557</b>