



**PENRITH**

**ORGANISATIONAL  
PERFORMANCE  
REPORT**

**MARCH 2017**

**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 am pleased to present this quarterly Performance Report which looks at our achievements, highlights and challenges from 1 January to 31 March 2017. We continue to perform well, with 95% of projects identified for completion by 30 June either on track or completed.

Council works hard to deliver high quality services that meet the needs and expectations of our community now, while planning strategically for the future. We have continued to identify ways to do things better and be more productive as an organisation. We've continued to build on the success of our recent technology upgrades, to improve our online information and services. For example in March we moved to an online application and payment system that is making it faster and easier for people to get the documents they need when buying or selling property.

We have engaged with our community in a range of ways on various issues, as we strive to make our City a better place for all. Our Disability Inclusion Action Planning for 2017-21 is a great example.

We've made progress in transforming our City Centres, including starting to put into action our award-winning *Night Time Economy Strategy* to help create a City Centre that is busy, diverse and safe at night.

Our new centralised Customer Contact Centre is changing the way we serve our customers, helping streamline processes and saving time for customers and staff. The team answers 700 to 1200 calls a day, and is exceeding its key performance indicators, including answering 80% of customer calls within the first 20 seconds.

We have hosted and supported a range of successful events including Australia Day celebrations at Jamison Park, International Women's Day, the Seniors Festival, and free microchipping, eWaste and chemical waste events.

Advocacy and partnerships have remained a top priority - working with our community, local businesses, State and Federal Government and other key partners to plan for the future and ensure enough of the right jobs, services, facilities and infrastructure to meet the needs of our growing population. Particularly through our New West vision, Council is working to stimulate our local economy, activate key precincts and attract new industries for future jobs.

Our submission to the Greater Sydney Commission's draft District Plan in March identified several priorities for the West District (spanning Penrith, Hawkesbury and the Blue Mountains). It particularly called on the NSW Government to reserve the North-South passenger rail corridor from Campbelltown to St Marys to create a more liveable and stronger region.

I look forward to being able to report on our progress again in June.

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

# PROJECTS & ACHIEVEMENTS

## ORGANISATIONAL HIGHLIGHTS

Established in November 2016, our new centralised Customer Contact Centre has really started delivering benefits for our customers and staff this quarter. The team achieved a service level rating of 82%, exceeding their service level target of 80% of calls answered within 20 seconds. The centre received 44,804 calls and was able to deal with 52% of those enquiries without transferring on.

Council's graffiti removal team removed 1,424m<sup>2</sup> of graffiti from Council buildings and assets as well as from private properties accessible from the public space. All 353 cases of graffiti reported were removed within three business days.

Our free microchipping day in March saw 143 cats and dogs microchipped.

Parking remains a top priority, with 67 car spaces reinstated for use at the Allen Place, Penrith car park and 23 new spaces created. This follows the completion of a 10-week project to remove the ramps and bridges over Station Street, Penrith which was closed in 2015 due to safety concerns.

On 26 January, Penrith celebrated another fantastic Australia Day. This was the first year the event was held at a new location - Jamison Park, Penrith. The event was a huge success, drawing a crowd of 5,000 people for a community oriented and family friendly celebration.



Barefoot Beats, an arts based project with culturally diverse students in Colyton, resulted in two high quality micro films written and filmed by the students. The films were shown at a celebration event attended by the Mayor and Deputy Mayor at Colyton Trade High School on

9 February. The event included the premiere screening and a certificate presentation ceremony. Student representatives made articulate and heartfelt speeches about the impact of the project.



Our commitment to helping the community reduce waste and increase recycling rates has continued. Our free eWaste recycling day in February was attended by 1,229 vehicles, and approximately 1,600 vehicles attended the free Chemical drop-off on 11-12 March 2017. Over 2,800 households were identified through on-truck cameras as having unsuitable material in their organics bins and have received a letter and information about using the service.

Students from two local schools participated in our Catchment Tour program, learning about water quality issues and the impacts of stormwater pollution. Around 200 native trees were planted as part of the tour at Hickeys Lane Reserve, Penrith. Water education sessions held at five local schools engaged 480 students as part of our Stormwater Education Program. Council actively participated in the Western Sydney City Deal negotiations and activities.

The City Deal will bring together all three levels of government in a collaborative partnership to realise the potential of Sydney's outer west. It focuses on the West and South West Districts including the local government areas of Camden, Campbelltown, Fairfield, Hawkesbury, Liverpool, Penrith, the Blue Mountains and Wollondilly. The City Deal will capitalise on the unique opportunities presented by significant economic and population growth - supporting a region that is more liveable and more productive. In March we joined representatives from seven other Western Sydney councils at a workshop with international cities expert Greg Clark to explore potential projects.

More than 200 women participated in the City's 2017 International Women's Day celebrations at St Marys Memorial Hall on 8 March. A range of guest speakers and performers embraced the theme #BeBoldForChange. Deputy Mayor, Tricia Hitchen welcomed attendees and opened the new Zonta Rose Garden at St Marys Corner together with members of the Nepean Valley Zonta Club.

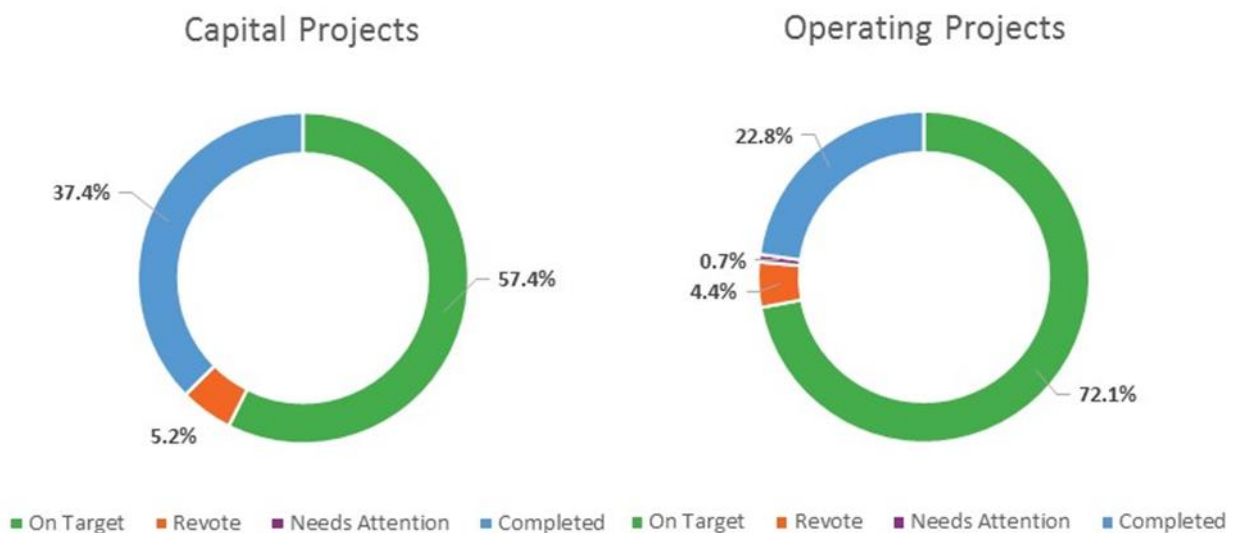
More than 500 seniors attended the launch of the City's 2017 Seniors Re-Imagine Ageing Festival in March held in the Mondo Civic green space between the Joan and the Plaza. Many community partners were involved, including the Local Health District, University of the Third Age, Nepean Community College, local Neighbourhood Centres, and the Penrith CBD Corporation. More than 60 different activities were held across the City during the 10 day

festival and thousands of local residents took part in celebrating the theme of Inclusive Communities.



## ORGANISATIONAL PERFORMANCE EXCEPTIONS

At the end of the March 2017 quarter almost 65% of the total projects (Capital and Operational) were on track for completion within planned timeframes. A further 31% of the total projects were already completed, and just 5% were having issues or experiencing delays. The following graphs provide a breakdown of the status of both Capital and Operational projects.



More information on exceptions is provided later in this report.

# FINANCIAL REVIEW

# FINANCIAL SERVICES MANAGER'S REPORT

## EXECUTIVE SUMMARY

This report covers the third quarter of the 2016-17 financial year and the forecast to the end of 2016-17. Details of significant budget variations, reserve movements and the status of Council's Operating and Capital Projects compared to Budget are included in this document.

Council forecasted a balanced budget in the adoption of the 2016-17 Operational Plan. The six-monthly result to December was a projected 2016-17 budget surplus of \$87,769 for the full year with variations in the first six months being mainly positive variations to the Original Budget.

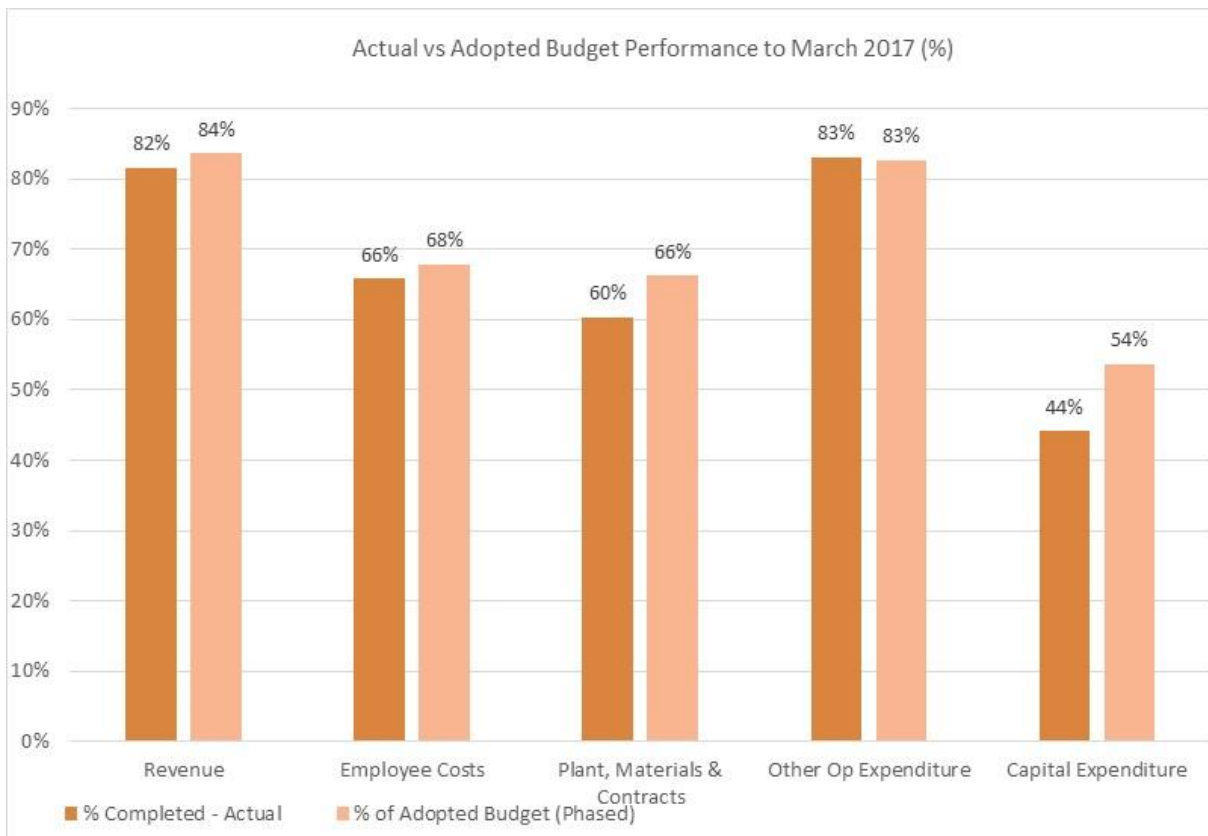
The March quarter again presents a positive result with a revised end of year projected budget surplus of \$149,441. This result comprises mainly positive variations to the Original Budget, with the most notable for the March Quarter being additional Interest Income on Investments (\$150,000) and Rates Income (\$63,357), and Street Lighting Subsidy (\$20,000). These net positive variances have provided Council with the capacity to allocate additional funds (\$100,000) to the repair of the Blaxland Crossing Bridge project which is being undertaken in conjunction with Wollondilly Shire Council. Penrith City Council is in agreement to contribute 50 percent of the repair costs incurred to complete the project.

Net organisational salary savings of \$360,502 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 Long Term Financial Plan (LTFP) has foreshadowed that increases to the annual Employee Leave Entitlement (ELE) provision will be required and a strategy to increase this provision 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.

The financial strategies developed over the past two years rely not just on the 2016-17 Special Rate Variation (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 and December 2016 Quarterly Reviews identified productivity savings of \$2,391,067. In conjunction with the March 2017 Quarterly Review process, further productivity initiatives have been identified and included in the proposed budget adjustments for this quarter. These initiatives result in additional savings of \$44,558 bringing the total savings for March 2017 year to date to \$2,435,625 which exceeds our target of \$2,143,964.

Overall the 2016-17 Actual Budget compared to the phased Adopted Budget is generally in line with expectations. All 2016-17 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 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 \$61,672 for the quarter, which results in an expected surplus for the full year of \$149,441. 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 third 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 \$360,502.

It is proposed that as part of the March Quarterly Review that salary savings of \$360,502 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.

### Interest on Investments \$150,000 F (10%)

When original budgets were prepared for this financial year, economists were forecasting interest rates would fall even lower than current levels. To date that has not eventuated so the return on Council's investment portfolio is exceeding budget. The unrestricted portion of the portfolio has also remained higher than anticipated so the estimate for untied interest on investments has already been increased by \$250,000 in the December review and a further increase of \$150,000 is recommended for the March Quarterly Review.

### **Rates Income \$63,357 F (0.05%)**

The additional rates income is due to increased subdivision registration activity in late 2016 and early 2017. This income was predicted to be received in future years of Council's LTFFP and as such does not substantially increase Council's financial capacity in future years.

### **Street Lighting Subsidy - \$20,000 F (4.0%)**

Council has been advised by the Roads & Maritime Services that the Traffic Route Light Subsidy Scheme (TRLSS) payment for 2016-17 will be \$526,000. The subsidy payment is based on the last state-wide review of eligible street lighting inventory and is approximately 50% of costs, based on two reference lighting types in each electricity distribution utility region and a benchmark electricity contract.

### **Repair of Blaxland Bridge Bearings (Contribution) \$100,000 U (33.3%)**

This variation is the result of revised project forecast final costs as provided by Wollondilly Shire Council. The repair of the Blaxland's Crossing Bridge Bearings is a joint project whereby Penrith City Council is in agreement to contribute 50% of the incurred repair costs.

This increase is related to the cost of the variable Message Sign Board and its associated costs as well as including a provision for contingency. The project still represents a high value-for-money proposition with next to no impact on Council internal resources. Works are yet to commence so the project is not likely to be completed until the second half of 2018, hence an Operational Revote has been requested in this Quarterly Review.

### **Penrith Councils Contribution to RFS Headquarters costs \$43,834 U (42.0%)**

The Rural Fire Services have expanded the Fire Control Centre to now include the Regentville Hall. In combination with increased technology and high usage of the facilities, the Zone Liaison Committee have acknowledged in their March 2017 meeting the need to increase the operational budget. The existing cost sharing arrangements agreed to by the Zone Liaison Committee is still in place with Blacktown and Fairfield councils paying 35% and 12% respectively.

### **Audit Fees \$25,400 U (30%)**

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.

### **Contribution to Emergency Services Management \$24,672 U (1.3%)**

The Ministry for Police and Emergency Services collects contributions on behalf of the Fire and Rescue NSW, the NSW Rural Fire Service, and the State Emergency Service under the provisions of the Fire Brigades Act 1989, the Rural Fires Act 1997, and the State Emergency Service Act 1989. Council's contribution for 2016-17 has now been announced at nearly \$25,000 higher than budgeted.

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

### **Subdivider Contributions for Roads & Drainage (Dedications) – Net Decrease of \$4,750,000F**

The budget was prepared based on historical dedication contributions received over the past years. This can vary significantly from quarter to quarter depending on how developers submit to Council their Works as Executed Plan (WAE). No WAE submissions have been received for the March Quarter, but there is an expectation for multiple submissions in the final quarter of 2016-17.

### **S94 Developer Contributions – Net increase of \$350,000 F**

The majority of this variance relates to s94 Contributions being received earlier than anticipated. This adjustment is made up of:

- An increase of \$262,000 F of contributions to the Local Open Space S94 Plans being contributions for infill developments proceeding earlier than first anticipated;
- An increase of \$62,000 F of contributions to the Cultural Facilities S94 Plan being contributions for infill developments proceeding earlier than first anticipated, and
- An increase of \$26,000 F of contributions to Glenmore Park 2 S94 Plan due to minor sub-divisions being undertaken earlier than anticipated after a change in timing by the developer.

### **ICT Strategy – Net decrease of \$334,923 F**

The Manage Compute Services annual budget component of \$382,923F is being separated to a new project budget for ease of reporting and there is a corresponding increase in the March Quarterly Review. There has also been an allocation of \$48,000U salaries budget to the ICT Strategy for temporary staff conducting a Core Systems Review and Remediation project.

### **Safer Roads Program (Richmond, Cooper MIST) – Net increase of \$192,000 F**

Geotechnical investigations as part of the construction, at Richmond Rd / Cooper St, Penrith under Safer Roads Program, revealed that road infrastructure sub-grade is not suitable and that a revised pavement design and estimate is required to address the site requirement.

Proposed design at Chapel St / Lethbridge St, St Marys under Black Spot Program, revealed that a substantial pavement and Kerb & Gutter adjustment is required to address the “Safety in Design” requirement.

Approved variation funding from the NSW Government Transport Roads and Maritime Services has been received. Construction works will begin immediately with completion by 30 June 2017.

### **Desktop Hardware and Devices – Decrease of \$125,000 F**

We are trending away from a standard 3 year replacement of PCs to a more contemporary view of provision of personal computing devices based on user persona (i.e. worker based requirements). The past 18 months have seen the budget utilised to purchase Microsoft Surface Pro devices for mobility and paperless use and replace very old out of specification PCs. The budget has been decreased in the March Quarterly Review and returned to the Information and Communications Technology Reserve.

### **Manage Compute Services – Increase of \$382,923 U**

The services and facilities including the provision of data centres, cloud based virtual servers, cloud data storage services, cloud data backup services and co-location of Council equipment is being separated to a new project budget for ease of reporting. There is a corresponding decrease in the March Quarterly Review in budget for the ICT Strategy project.

### **Communication Data and Connections – Increase of \$227,000 U**

Councils Site Data Connectivity Services, Enhanced Network Services, and Internet Services are currently under review to ensure that Councils utilisation is optimal to achieve budgeted estimates. Planning is underway to migrate the TPG Library links across to the Council network. An additional \$227,000U has been proposed in the March Quarterly Review funded from the Information and Communications Technology Reserve.

### **Legal Costs Recovered Write off – Net Increase of \$207,741 U**

Council is an unsecured creditor on the basis that the Company undertook to pay certain costs of Council (and the Minister for Planning) arising out of the Land and Environment Court proceedings.

The Administrator has reported that there are no funds remaining to pay any unsecured creditors. As such Council will not receive the remaining \$207,741 in legal costs and this has been written off in the 2016-17 financial year using funds set aside in the Legal Reserve.

## **Emergency Service Property Legislation – Classification Review – Increase of \$75,000 U**

The NSW Government has advised that they will reimburse Councils for costs incurred for the implementation of the Fire & Emergency Services Levy (FESL). They have already advanced \$72,500 for up-front work done by Council for the classification of properties. They will also be providing additional funding of approximately \$75,000 for the reimbursement of printing and postage costs associated with the notification to property owners of their FESL Classifications in April 2017, and for other work carried out by Council in preparation for the FESL.

## **Corporate Software Licences and Maintenance – Increase of \$72,305 U**

The purchase of more Surface Pro devices for mobility has seen an increase in software licence and maintenance costs to improve functionality. An additional \$72,305 U has been proposed in the March Quarterly Review from the Information and Communications Technology Reserve.

## **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 March Quarterly Review have a net result of \$2.6m (F) and include:

- Capital expenditure budgets have now been moved to 2017-18 due to external delays impacting the project (\$2.5m F).
- Opportunity Sites projects- Further work has been required on the Opportunity Sites Phase One which has resulted in a delay in the project plan leading to the decrease in this project budget for 2016-17 (\$160,000F).

## **REVOTES**

Capital and Operational Projects planned in the current financial year can sometimes require a Revote into a future financial year. Such delays can result from poor weather conditions, other unplanned projects taking priority or Contract delays.

It is also important to note that a significant amount of the Revotes in 2016-17 are the result of Council business improvements and other project delivery efficiencies, for example the Western Sydney Infrastructure Plan (WSIP) Local Roads Package achieved \$1.2m savings which are being requested this quarter for Revote to 2017-18.

In addition to these adjustments a total of \$3.8m of planned capital and operating 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 March Quarter revotes) is \$8.7m, compared to \$3.9m 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 March Quarter detailed below:

### **Capital Projects**

#### **Urban Drainage Construction Program (General Revenue \$390,000)**

Recent prolonged wet weather has put the Urban Drainage Construction Program behind schedule, and funds will need to be revoted to 2017-18 for completion of programmed works.

#### **Traffic and Transport Facilities Program (General Revenue \$190,000)**

Construction of a roundabout at the intersection of Borrowdale Way/Sherringham Road, Cranebrook has been delayed due to delivering other priority projects such as Queen Street, St Marys temporary carparks and the prolonged wet weather in March. Also additional funds are required as a result of an increase in the scope of works to the 2017-18 program.

#### **Building Asset Renewal Program (General Revenue \$57,063)**

Plans and specifications for Hickey's Lane, Penrith - canteen refurbishment project has just been received. As Council is currently out to Tender for the Buildings Services Contract and at the request of the Club operating at Hickey's Lane, works have been rescheduled for September 2017.

### **Shared Pathways (General Revenue \$189,636)**

The funding was to construct a shared path along the north side of Jamison Road, Penrith between Harris Street and Mulgoa Road. These works are now deferred and awaiting intersection design into the Panthers site off Jamison Road.

### **Mulgoa Park Upgrades (Local Open Space Plan s94 \$151,000)**

The project has been delayed to ensure a thorough consultation process can be undertaken to develop a masterplan for this important parkland. Inspection of the parkland by officers has identified the need to undertake a master planning process given the broader public interest in this parkland and the variety of attributes that are found within the park.

### **Parks Improvements – Capella Reserve Erskine Park (Reserve \$250,000)**

This project has been re-scheduled for delivery in the second quarter of 2017-18 due to current constraints on resourcing to complete a detailed landscape design and ultimately the delivery of works before June 2017. Two other major projects are either completed or underway at Erskine Park as part of Re-investment strategy.

### **Parks Improvements – Spica Reserve Erskine Park (Reserve \$318,901)**

Delays in the detailed design and package of works from the contracted consultant has resulted in delays to the project.

### **Public Amenity Replacement Program (General Revenue \$390,000)**

The recent decision by the Council to include the future provision for accessible adult change facilities in all public toilets across the City has meant a redesign for the two (2) planned upgraded public toilet facilities at Melrose Hall, Emu Plains and Smith Park, Castlereagh. Construction of these new upgraded facilities is now due to commence in July 2017, after completion of the redesign.

## **Operational Projects**

### **Repair of Blaxland's Crossing Bridge Bearings – Contribution (General Revenue \$400,000)**

Wollondilly Shire Council is managing the tender process and there has been a delay in the awarding of the contract for bridge bearing repairs. The tender has been advertised and assessed. Works are yet to commence so the project is not likely to be completed until the second half of 2018.

### **Western Sydney Infrastructure Plan (WSIP) Local Roads Package (Contribution \$1,200,000)**

Savings on anticipated design consultancy costs have resulted in lower expenditure for Quarter. The Program is fully funded by the Roads and Maritime Services and the Project still remains on track. A proposed Revote in the March Quarterly Review has been made due to these savings which will be utilised in the following financial year.

### **Major Project Design Costs (Reserve \$87,150)**

The project was confirmed at the Councillor Workshop and consultants have been engaged. All funds are committed for expenditure, however due to delays in confirmation of the project the funds are unable to be fully expended this year.

### **Urban Design (AREAs) (Reserve \$45,000)**

This proposed revote is to support the delivery of a creative element for the Penrith City Centre as identified in the Penrith City Centre Pedestrian Lighting Strategy and is consistent with the delivery of the Night-Time Economy Strategy.

### **Synthetic Surface Design (Reserve \$40,000)**

The design of a synthetic surface has been delayed until the completion of a Sport, Recreation, Play and Open Space Strategy for the City which will identify future community recreation needs. Consultants have been engaged to complete a Sports, Recreation, Play and Open Space Strategy which will be completed in November 2017.

### **Recreation & Leisure Strategy (Reserve \$47,936)**

The appointment of the consultant to develop a Sport, Recreation, Play and Open Space Strategy was delayed with the development of the scope of work and the evaluation of consultant submissions taking longer than expected. Consultants have been appointed and a program has been developed which will see a strategy realised by the end of November 2017.

## **PROJECT EXCEPTIONS**

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

The audit program was suspended due to significant workloads in other areas of compliance. Additional resources have been allocated to assist with the compliance workloads and it is anticipated that auditing programs will recommence later in 2017-18.

## **FIT FOR THE FUTURE**

March calculations show that Council continues to meet most of its Fit for the Future benchmarks.

The *Operating Performance Ratio* shows that Council is easily containing operating expenditure within operating income. As this ratio varies month to month as operational expenditure (utilities, salaries and wages etc) occurs reasonably uniformly throughout the year, whereas there are fluctuations in income streams therefore the focus should be on results, on average, over the longer term.

*Own Source Revenue Ratio* indicates that Council is financially sound and as originally estimated, receives almost 80% of its operational income from sources other than grants or contributions. The high proportion of own source revenue provides Council security and flexibility in financial management. This ratio remains well above benchmark again this month.

The *Building and Infrastructure Asset Renewal Ratio* continues to show that expenditure on asset renewals is considerably lower than expected at this stage of the financial year. To meet benchmark, assets must be maintained, renewed or replaced before the end of their useful life (the rate they are being depreciated). Less than 35% of the expected Capital Expenditure Program has occurred to date, but this is expected to accelerate as Asset Renewal Projects are delivered in the last quarter 2016-17. This ratio will improve over the longer term as council increasingly injects Asset Renewal funding from Productivity Initiatives and the Special Rate Variation.

The *Infrastructure Backlog Ratio* is calculated on an annual basis. Council's backlog has fallen significantly below the level of several years ago as a result of an Asset Management in this area.

*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 service its current debt obligations even more easily than in past years due to Council's borrowing strategy of reducing debt levels. Council currently utilises only a relatively small percentage of its cash flows to service its debt obligations, and therefore has capacity to increase its debt levels should a viable business case be made.

The *Real Operating Expenditure per Capita Ratio* is a benchmark used for efficiency. At the end of March Council had spent \$690 per capita. Costs to date, after 9 months' expenditure, indicate that Council is managing service levels to achieve improved efficiencies. The ratio will make more sense at the end of the financial year when 12 months expenditure is captured.

## RATES ARREARS

Rates arrears have decreased to 4.58% as at March 2017 from the December result of 4.97%. Whilst this is below Council's benchmark of 5%, it is an increase compared to the record low March 2016 result of 3.41%. The Rates Coordinator is investigating some options to further reduce the arrears and to maintain the arrears below the benchmark.

## SUMMARY

Council's financial position remains sound with a surplus of \$149,441 projected for 2016-17. This Review and the proposed allocations 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 March 2017 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  
**Responsible Accounting Officer**

## FUNDING SUMMARY – MARCH 2017

<b>Operations from Ordinary Activities</b>	<b>Current Budget</b>			<b>Proposed Variances</b>			<b>Revised Budget</b>		
	Services	Untied Income	Total	Services	Untied Income	Total	Services	Untied Income	Total
<b>Operating Expenditure</b>									
Employee Costs	(92,814.3)	-	(92,814.3)	(178.9)	-	(178.9)	(92,993.2)	-	(92,993.2)
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	(93,126.4)	-	(93,126.4)	(1,114.4)	-	(1,114.4)	(94,240.8)	-	(94,240.8)
Asset Utilisation and Overheads	517.5	-	517.5	71.4	-	71.4	588.9	-	588.9
<b>Total Operating Expenditure</b>	<b>(211,133.1)</b>	<b>-</b>	<b>(211,133.1)</b>	<b>(1,222.0)</b>	<b>-</b>	<b>(1,222.0)</b>	<b>(212,355.0)</b>	<b>-</b>	<b>(212,355.0)</b>
<b>Operating Revenue</b>									
Rates and Annual Charges	27,438.4	105,939.0	133,377.5	131.9	63.7	195.7	27,570.4	106,002.7	133,573.1
User Charges and Fees	44,186.3	263.8	44,450.2	76.7	630.8	707.5	44,263.1	894.7	45,157.7
Interest Income	1,177.1	1,836.3	3,013.3	4.1	150.0	154.1	1,181.2	1,986.3	3,167.4
Operating Grants and Contributions	25,417.9	10,422.5	35,840.4	888.9	-	888.9	26,306.7	10,422.5	36,729.3
Profit on Sale of Assets	(487.7)	-	(487.7)	9.2	-	9.2	(478.5)	-	(478.5)
<b>Total Operating Revenue</b>	<b>97,732.0</b>	<b>118,461.7</b>	<b>216,193.7</b>	<b>1,110.8</b>	<b>844.5</b>	<b>1,955.3</b>	<b>98,842.8</b>	<b>119,306.2</b>	<b>218,149.0</b>
<b>Result before Capital Grants and Contributions</b>	<b>(113,401.0)</b>	<b>118,461.7</b>	<b>5,060.7</b>	<b>(111.2)</b>	<b>844.5</b>	<b>733.3</b>	<b>(113,512.2)</b>	<b>119,306.2</b>	<b>5,794.0</b>
<b>Capital Grants &amp; Contributions</b>	<b>30,916.1</b>	<b>-</b>	<b>30,916.1</b>	<b>(4,132.6)</b>	<b>-</b>	<b>(4,132.6)</b>	<b>26,783.5</b>	<b>-</b>	<b>26,783.5</b>
<b>Operating Result</b>	<b>(82,484.9)</b>	<b>118,461.7</b>	<b>35,976.8</b>	<b>(4,243.8)</b>	<b>844.5</b>	<b>(3,399.3)</b>	<b>(86,728.7)</b>	<b>119,306.2</b>	<b>32,577.5</b>
<b>Funding Statement (Sources &amp; Application)</b>									
Add back non funded items	26,029.0	-	26,029.0	-	(630.8)	(630.8)	26,029.0	(630.8)	25,398.2
Funds received from Sale of Assets	5,766.5	-	5,766.5	89.7	-	89.7	5,856.2	-	5,856.2
Loans Received	-	2,200.0	2,200.0	-	-	-	-	2,200.0	2,200.0
Budget (Surplus) / Deficit	-	(87.8)	(87.8)	-	(61.7)	(61.7)	-	(149.4)	(149.4)
Funds Transferred (to)/from Reserves held	8,702.0	(10,850.8)	(2,148.8)	(2,673.8)	(0.4)	(2,674.2)	6,028.2	(10,851.1)	(4,822.9)
<b>Net Fund Available</b>	<b>(41,987.4)</b>	<b>109,723.1</b>	<b>67,735.8</b>	<b>(6,827.9)</b>	<b>151.7</b>	<b>(6,676.2)</b>	<b>(48,815.2)</b>	<b>109,874.8</b>	<b>61,059.6</b>
<b>Application of Funds</b>									
Assets Acquired	(56,326.6)	-	(56,326.6)	6,676.2	-	6,676.2	(49,650.4)	-	(49,650.4)
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>(67,735.8)</b>	<b>-</b>	<b>(67,735.8)</b>	<b>6,676.2</b>	<b>-</b>	<b>6,676.2</b>	<b>(61,059.6)</b>	<b>-</b>	<b>(61,059.6)</b>
<b>Net Costs funded from Rates &amp; Other Untied Income</b>	<b>(109,723.1)</b>	<b>109,723.1</b>	<b>-</b>	<b>(151.7)</b>	<b>151.7</b>	<b>-</b>	<b>(109,874.8)</b>	<b>109,874.8</b>	<b>-</b>



## SIGNIFICANT PROPOSED VARIATIONS- MARCH 2017

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

### CIVIL CONSTRUCTION & MAINTENANCE

Account Description	Budget Variance	Budget Position/Neg
<b>Repair Blaxland Crossing Bridge</b>		
<p>This variation is the result of revised project forecast final costs as provided by Wollondilly Shire Council. The repair of the Blaxland's Crossing Bridge Bearings is a joint project whereby Penrith City Council is in agreement to contribute 50% of the incurred repair costs.</p> <p>This increase is related to the cost of the variable Message Sign Board and its associated costs as well as including a provision for contingency. The project still represents a high value-for-money proposition with next to no impact on Council internal resources. Works are yet to commence so the project is not likely to be completed until the second half of 2018, hence an Operational Revote has been requested in this Quarterly Review.</p>	(100,000)	-
<b>Total Civil Construction &amp; Maintenance</b>	-	<b>(100,000)</b>

### COMMUNITY SAFETY

Account Description	Budget Variance	Budget Position/Neg
<b>Street Lighting Subsidy</b>		
<p>Council has been advised by the Roads &amp; Maritime Services that the Traffic Route Light Subsidy Scheme (TRLSS) payment for 2016-17 will be \$526,000. The subsidy payment is based on the last state-wide review of eligible street lighting inventory and is approximately 50% of costs, based on two reference lighting types in each electricity distribution utility region and a benchmark electricity contract.</p>	20,000	-
<b>Total Community Safety</b>	-	<b>20,000</b>

### EMERGENCY SERVICES MANAGEMENT

Account Description	Budget Variance	Budget Position/Neg
<b>RFS Headquarters Contribution</b>		
<p>The Rural Fire Services have expanded the Fire Control Centre to now include the Regentville Hall. In combination with increased technology and high usage of the facilities, the Zone Liaison Committee have acknowledged in their March 2017 meeting the need to increase the operational budget. The existing cost sharing arrangements agreed to by the Zone Liaison Committee is still in place with Blacktown and Fairfield councils paying 35% and 12% respectively.</p>	(43,834)	-

<b>Account Description</b>	<b>Budget Variance</b>	<b>Budget Position/Neg</b>
<b>Contribution to Emergency Services Management</b>		
The Ministry for Police and Emergency Services collects contributions on behalf of the Fire and Rescue NSW, the NSW Rural Fire Service, and the State Emergency Service under the provisions of the Fire Brigades Act 1989, the Rural Fires Act 1997, and the State Emergency Service Act 1989. Council's contribution for 2017-18 has now been advised.	(24,672)	-
<b>Total Emergency Services Management</b>	-	<b>(68,506)</b>

## FINANCIAL SERVICES

<b>Account Description</b>	<b>Budget Variance</b>	<b>Budget Position/Neg</b>
<b>Audit Fees</b>		
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.	(25,400)	-
<b>Total Financial Services</b>	-	<b>(25,400)</b>

## GENERAL REVENUE / UNTIED INCOME

<b>Account Description</b>	<b>Budget Variance</b>	<b>Budget Position/Neg</b>
<b>Net Salary Savings</b>		
During the second quarter of 2017-18 net salary savings of \$360,502 have been realised primarily due to vacancies across a number of departments.	360,502	-
<b>Provision for Retirement/Resignations</b>		
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 resignations and retirements. Any remaining savings at year end could then be transferred to the Employee Leave Entitlement (ELE) Reserve.	(360,502)	-
<b>Rates Income</b>		
The additional rates income is due to increased subdivision registration activity in late 2016 and early 2017. 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.	63,357	-

<b>Account Description</b>	<b>Budget Variance</b>	<b>Budget Position/Neg</b>
<b>Interest on Investments</b>		
When original budgets were prepared for this financial year, economists were forecasting interest rates would fall even lower than current levels. To date that has not eventuated so the return on Council's investment portfolio is exceeding budget. The unrestricted portion of the portfolio has also remained higher than anticipated so the estimate for untied interest on investments has already been increased by \$250,000 in the December review and a further increase of \$150,000 is recommended for the March Quarterly Review.	150,000	-
<b>Total General Revenue/Untied Income</b>	-	<b>213,357</b>
Total Variances over \$20k	-	<b>39,451</b>
Other Variances under \$20k	-	<b>22,221</b>
March 2017 Quarter Surplus/(Deficit)	-	<b>61,672</b>
1st Quarter Variances to adopted budget reported to Council	-	<b>60,475</b>
2nd Quarter Variances to adopted budget reported to Council	-	<b>27,294</b>
3rd Quarter Variances to adopted budget reported to Council	-	-
Original 2016-17 Budget Surplus/(Deficit)	-	-
<b>Net Predicted Surplus/(Deficit) for 2016-17</b>	-	<b>149,441</b>

## RESERVE MOVEMENTS BUDGET – MARCH 2017

### Internal Reserves and Loans

	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 and Construction</b>				
Car Parking/Traffic Facilities	811,285	819,386	49,640	1,581,031
ICT Reserve	172,429	3,603,857	3,516,654	259,632
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	25,921	223,530
Plant & Motor Vehicle Replacement Reserves	2,663,680	692,205	220,765	3,135,120
<b>City Economy and Planning</b>				
City Planning	301,473	179,246	181,856	298,863
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	501,825	428,419	475,000
Recreation Reserve	7,170	(31,410)	-	(24,240)
<b>Employment</b>				
Employee's Leave Entitlements	5,656,834	-	-	5,656,834
Salary System Training & Development Reserves	343,515	531,337	337,903	536,949
<b>Environmental Programs</b>				
Environmental Awareness Programs	292,842	123,639	147,500	268,981
Environmental Protection	2,494	-	2,494	-
Stormwater Management Service Charge	1,105,682	1,908,537	2,048,237	965,982
<b>Financial Management</b>				
Asset Renewal & Established Areas Strategy	56,578	-	56,578	-
Financial Management Reserves	5,850,634	3,148,227	2,081,502	6,917,360
Grant Funded Projects Reserve	277,949	50,000	74,150	253,799
Productivity Revolving Fund	603,971	85,000	396,841	292,130
Property Development Reserve	16,137,798	9,934,104	8,361,675	17,710,227
Special Rate Variation 2016-17	-	7,864,068	7,889,827	(25,759)
Sustainability Revolving Fund	501,810	389,602	100,956	790,456
<b>Legal and Governance</b>				
Election Reserve	530,143	190,000	679,908	40,235

	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
Insurance Reserves	3,535,042	1,090,144	763,890	3,861,295
Legal Reserve	616,465	-	357,731	258,734
<b>Other</b>				
International Relationships	19,724	-	-	19,724
Revote Reserve	1,364,660	1,342,048	1,090,009	1,616,699
Town Centre Review and Administration	24,796	-	18,000	6,796
Voted Works	439,348	159,000	148,978	449,370
<b>Total Internal Reserves</b>	<b>46,075,509</b>	<b>33,888,689</b>	<b>29,092,236</b>	<b>50,871,963</b>
<b>Internal Loans</b>				
Baseball Facilities	(1,400)	1,400	-	-
Costs to Advance Next Years Projects	(2,701)	2,701	24,360	(24,360)
Penrith Swimming Centre Waterplay Facility	-	-	750,000	(750,000)
Public Space Reinvestment Project	(20,049)	(41,731)	1,965,861	(2,027,641)
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>176,250</b>	<b>2,934,639</b>	<b>(3,680,728)</b>
Section 94 in deficit internal loan	(7,826,992)		231,638	(8,058,629)
<b>Total Internal Reserves &amp; Loans</b>	<b>37,326,178</b>	<b>34,064,939</b>	<b>32,258,512</b>	<b>39,132,605</b>

## External Reserves

	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)	399,600	414,664	(3,423,851)
Erskine Business Park S94	2,615,817	35,923	396,598	2,255,142
Erskine Park Residential Area S94	27,228	423	-	27,652
Footpath Construction S94	-	211	209	2
Glenmore Park Stage 2 S94	(143,320)	1,062,873	501,679	417,873
Kingswood Neighbourhood Centre S94	22,990	44,663	-	67,654
Lambridge Industrial Estate S94	(2,822,424)	-	56,435	(2,878,859)
Penrith City District Open Space S94	18,110,605	8,247,653	352,065	26,006,193
Penrith City Local Open Space S94	1,432,460	1,014,113	488,000	1,958,573
St Marys Town Centre S94	-	52,640	52,640	-
Waterside S94	407,897	4,526	213,201	199,222
WELL Precinct S94	1,270,483	26,127	330,156	966,453
Funding for S94 Plans in deficit	7,826,992	-	(231,638)	8,058,629
<b>Total Section 94 Reserves</b>	<b>23,887,479</b>	<b>10,975,289</b>	<b>2,964,005</b>	<b>31,898,763</b>
<b>Other External Reserves</b>				
Waste Disposal Reserve	9,149,651	4,738,661	2,842,066	11,046,247

	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
Environment / Sullage Reserve	422,281	868,188	1,276,119	14,350
Unexpended Loans	13,340,684	138,208	7,625,107	5,853,785
Unexpended Grants	2,570,656	13,331,871	14,885,449	1,017,078
Contributions	6,318,796	9,375,982	6,985,892	8,708,886
Waste and Sustainability Improvement Payments	88,074	406,979	495,053	-
<b>Total Other External Reserves</b>	<b>31,890,142</b>	<b>28,859,890</b>	<b>34,109,686</b>	<b>26,640,346</b>
<b>Total External Reserves</b>	<b>55,777,621</b>	<b>39,835,179</b>	<b>37,073,691</b>	<b>58,539,109</b>
<b>Other Internal Reserves/Committees</b>				
Bonds & Deposits	5,659,418	-	-	5,659,418
Children's Services Cooperative Reserves	1,329,292	245,999	173,248	1,402,043
Other (Committees)	397,379	(3,583)	-	393,796
<b>Total Other Internal Reserves</b>	<b>7,386,088</b>	<b>242,416</b>	<b>173,248</b>	<b>7,455,256</b>
<b>Grand Total of Reserves</b>	<b>100,489,887</b>	<b>74,142,534</b>	<b>69,505,452</b>	<b>105,126,969</b>
<b>Controlled Entity</b>				
<b>Total Controlled Entity Reserve Movements</b>	<b>-</b>	<b>185,850</b>	<b>-</b>	<b>185,850</b>
<b>RESERVE MOVEMENTS PER BUDGET</b>	<b>-</b>	<b>74,328,384</b>	<b>69,505,452</b>	<b>-</b>

Reserves are shown as Surplus / (Deficit) and include adjustments proposed in the March 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 \$105,126,970. \$58,539,109 is restricted due to external legal obligations which includes \$31,898,763 of S94 Developer contributions. A further \$46,587,861 of funds are internally restricted in accordance with Council resolutions and policies. For information relating to the major budget variations in reserves for the March quarter please refer to Other Variations with no impact on the surplus comments included in the Financial Services Manager Report.

## PROPOSED REVOTED WORKS – MARCH 2017

Description	Funding Source Details				2016-17 Details		
	Revote \$	General Revenue \$	Other Funding \$	Other Funding Source	Budget \$	Actual \$	Balance \$
<b>CAPITAL PROJECTS</b>							
<b><u>City Assets</u></b>							
Urban Drainage Construction Program	390,000	390,000	-	-	1,589,378	224,301	1,365,077
Traffic and Transport Facilities Program	190,000	190,000	-	-	313,659	120,633	193,026
Building Asset Renewal Program	57,063	57,063	-	-	2,049,739	866,766	1,182,973
Shared Pathways	189,636	189,636	-	-	190,000	364	189,636
<b>Total City Assets</b>	<b>826,699</b>	<b>826,699</b>	<b>-</b>	<b>-</b>	<b>4,142,776</b>	<b>1,212,064</b>	<b>2,930,712</b>
<b><u>City Presentation</u></b>							
Local Open Space - Mulgoa Park Picnic Shed	151,000	-	151,000	s94	151,000	-	151,000
Park Improvements - Capella reserve Erskine Park	250,000	-	250,000	Reserve	250,000	-	250,000
Park Improvements - Spica reserve Erskine Park	318,901	-	318,901	Reserve	320,000	1,099	318,901
Public Amenity Replacement Program	390,000	390,000	-	-	510,000	113,600	396,400
<b>Total City Presentation</b>	<b>1,109,901</b>	<b>390,000</b>	<b>719,901</b>	<b>-</b>	<b>1,231,000</b>	<b>114,699</b>	<b>1,116,301</b>
<b>TOTAL CAPITAL PROJECTS</b>	<b>1,936,600</b>	<b>1,216,699</b>	<b>719,901</b>	<b>-</b>	<b>5,373,776</b>	<b>1,326,763</b>	<b>4,047,013</b>
<b>OPERATING PROJECTS</b>							
<b><u>City Assets</u></b>							
Repair Blaxland's Crossing Bridge Bearings Contribution	400,000	400,000	-	-	400,000	-	400,000
<b>Total City Assets</b>	<b>400,000</b>	<b>400,000</b>	<b>-</b>	<b>-</b>	<b>400,000</b>	<b>-</b>	<b>400,000</b>
<b><u>Design &amp; Projects</u></b>							
WSIP Local Roads Package	1,200,000	-	1,200,000	Contribution	3,391,711	976,651	2,415,060
Major Project Design Costs	87,150	-	87,150	Reserve	187,150	-	187,150
<b>Total Design &amp; Projects</b>	<b>1,287,150</b>	<b>-</b>	<b>1,287,150</b>	<b>-</b>	<b>3,578,861</b>	<b>976,651</b>	<b>2,602,210</b>
<b><u>Place Management</u></b>							
Urban Design (AREAs)	45,000	-	45,000	Reserve	211,116	68,388	142,728
<b>Total Place Management</b>	<b>45,000</b>	<b>-</b>	<b>45,000</b>	<b>-</b>	<b>211,116</b>	<b>68,388</b>	<b>142,728</b>
<b><u>Facilities</u></b>							
Synthetic Surface Design	40,000	-	40,000	Reserve	40,000	-	40,000
Recreational & Leisure Strategy	47,936	-	47,936	Reserve	150,000	15,114	134,886
<b>Total Facilities</b>	<b>87,936</b>	<b>-</b>	<b>87,936</b>	<b>-</b>	<b>190,000</b>	<b>15,114</b>	<b>174,886</b>
<b>TOTAL OPERATING PROJECTS</b>	<b>1,820,086</b>	<b>400,000</b>	<b>1,420,086</b>	<b>-</b>	<b>4,379,977</b>	<b>1,060,153</b>	<b>3,319,824</b>
<b>TOTAL PROPOSED REVOTES</b>	<b>3,756,686</b>	<b>1,616,699</b>	<b>2,139,987</b>	<b>-</b>	<b>9,753,753</b>	<b>2,386,916</b>	<b>7,366,837</b>

## CAPITAL WORKS – MARCH 2017

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated Project Cost	PTD Expenditure
<b>Building Maintenance &amp; Construction</b>							
Various	Bus Shelters Program	CPR	174,763		174,763		86,566
Penrith Council	Bus Infrastructure Audit	CPR					5,798
Penrith LGA	Building Asset Renewal	CA	1,046,314		1,046,314		
Penrith LGA	Annual Paint Program	CA				209,297	128,767
JSPAC	Air Con Upgrade JSPAC	CA				600,000	7,030
JSPAC	Theatre Lighting and Audio Upgrade* JSPAC	CA				234,277	234,277
St Clair	Toilet Refurbishment St Clair	CA				2,740	2,740
Penrith Council	Civic Centre Workstations/Office Fitouts	CPR					-199,371
Penrith Council	Workforce/Organisational Planning	CPR					206,751
Penrith LGA	Building Asset Renewal	CA	1,003,425	-57,063	946,362		-5,000
Penrith	York Road Detention Basin Canteen Upgrade	CA				60,000	2,350
Penrith	Hickeys Lane Amenities Canteen Upgrade	CA				60,000	2,938
Penrith	Endeavor Park Amenities Canteen Upgrade	CA				60,000	6,725
Penrith	Riding For Disabled Canteen Works	CA				20,000	27,000
St Marys	Splash Park	CA					-3,850
St Marys	Splash Park - Hazardous Waste Clean Up	CA				47,975	
Werrington Cty	Yoorami CCC Foyer Ceiling Replacement	CA				25,000	26,287
St Clair	Kindana B&A Carpet Replacement	CA				25,000	19,900
Emu Plains	Emu Plains Library / B&A Refit Air Con Upgrade	CA				50,000	50,000
Werrington Cty	Yoorami CCC Roof Refurbishment	CA				34,000	31,648
St Clair	Kindana B&A Kitchen Upgrade	CA				60,000	
Werrington Cty	Namatijira Gutters and Drainage	CA				15,000	11,235
St Clair	Autumn Leaf Parade Gutter Replacement	CA				15,000	
Cranebrook	Cranebrook NHC Ball Light Replacement	CA				10,000	859
Penrith	Penrith Senior Citizens Bathroom Upgrade	CA				40,000	4,730
Emu Heights	Emu Heights NHC Flooring Replacement	CA				20,000	



Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated Project Cost	PTD Expenditure
Penrith	PRG Air Conditioning Replacement	CA				200,000	25,500
Penrith	Civic Centre Bathroom Upgrades / Ceiling Upgrades	CA				69,368	6,745
St Marys	St Marys Starting Blocks // Local Sports Grant	CA				24,500	24,500
Jamisontown	Jamisontown CCC Toilet Refurbishment	CA				12,000	12,000
Werrington	Pooled Equipment Storage at Yoorami CCC	CA				5,000	
Penrith Council	Civic Centre Workstation / Office Fitouts	CA				200,000	204,371
<b>Total Building Maintenance &amp; Construction</b>			<b>2,224,502</b>	<b>-57,063</b>	<b>2,167,439</b>		<b>920,496</b>
<b>Bushland Management</b>							
Emu Plains	Natural Cooling Tree Planting Emu Plains	CPR	19,500		19,500		19,477
Sth Penrith	Natural Cooling Tree Planting South Penrith	CPR	259,400		259,400		860
<b>Total Bushland Management</b>			<b>278,900</b>		<b>278,900</b>		<b>20,337</b>
<b>Children's Services</b>							
Various	Building Upgrades	CS	225,834	-56,517	169,317	169,317	163,417
Various	CS IT Replacement Capital	CS	25,175	841	26,016	26,016	26,016
Various	CS Playground Upgrades	CS	247,558	-11,475	236,083	236,083	176,983
Penrith LGA	OOSH Bus Fleet Replacement	CS	49,785		49,785		49,785
Emu Plains	Emu Village OSH	CS	417,504		417,504		
Emu Plains	Building Upgrade	CS				268,989	293,954
Emu Plains	Playground Upgrade	CS				148,515	68,054
Cranebrook	Grays Lane OSH Veranda Enclosure	CS	54,805	5,877	60,682		60,682
Werrington	Pooled Equipment Storage at Yoorami CCC	CS	30,000		30,000		
Erskine Park	Erskine Park OSH Veranda Enclosure	CS	46,000		46,000		2,600
<b>Total Children's Services</b>			<b>1,096,661</b>	<b>-61,274</b>	<b>1,035,387</b>		<b>841,491</b>
<b>City Parks</b>							

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated Project Cost	PTD Expenditure
Penrith LGA	Park Asset Renewal	CA	275,280		275,280		
Glenmore Park	Playground - Lexington & Topeka	CA				75,000	75,000
Mulgoa	Field Lighting - Gow Park	CA				114,280	114,280
Kingswood	Field Lighting - Doug Rennie	CA				86,000	69,422
Various	Local Open Space s94 funded capital works	CPR	551,000	-193,000	358,000		
Cambridge Park	William St / Twickenham Av playground and path	CPR				72,500	
Colyton	Roper Rd Fields Lighting & Signage	CPR				63,000	500
Leonay	Leonay Oval Shade & Seating	CPR				35,000	
Oxley Park	Ridge Park Pathway	CPR				35,000	
Penrith	Parker St Reserve Seating	CPR				12,000	
Sth Penrith	Barnett St Playground & Park Furniture	CPR				70,500	70,150
Leonay	Pamela Parade Playground Furniture & Landscaping	CPR				70,000	11,583
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		16,289
Erskine Park	Park Improvements - Spica reserve Erskine Park	CPR	320,000	-318,901	1,099		1,099
Erskine Park	Park Improvements - Pacific & Phoenix reserve Erskine Park	CPR	400,000		400,000		395,717
Penrith LGA	Park Asset Renewal	CA	676,934	62,000	738,934		
Claremont Meadows	Playground / Shade / Landscaping Cedars Park	CA				37,000	37,000
Emu Plains	Playground / Shade / Landscaping Lions Park Playground (Melr	CA				75,000	6,501
St Clair	Playground / Shade / Landscaping Smith Park - Playground	CA				79,500	
Kingswood	Playground / Shade / Landscaping Kanangra Reserve	CA				37,000	37,000
Erskine Park	Sportsground Field Lighting Peppertree Reserve	CA				100,000	9,900
Kingswood	Sportsground Field Lighting Parker St Athletics	CA				122,485	9,300
C'mont Meadows	Sportsground Field Lighting Cedars Park	CA				7,515	7,515
St Marys	The Kingsway Electrical Upgrades	CA				11,900	
Penrith	Furniture / Seating Weir Reserve	CA				36,000	
Cranebrook	Litter Bins Andrews Road	CA				934	472
Various	Water Pumps & Fountains Various	CA				25,000	

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated Project Cost	PTD Expenditure
Various	Synthetic Surfaces - Various Various	CA				18,234	18,234
Erskine Park	Court Surfaces Sealed Chameleon Dr Res	CA				24,000	23,930
Emu Plains	Practice Nets Dukes Oval	CA				4,000	
Penrith	Tennis Court Surfaces TBA	CA				66,400	34,442
Orchard Hills	Back Stops / Dugouts Samuel Marsden	CA				10,600	10,600
St Marys	Cricket Sight Screens Cook Park	CA				2,000	
Penrith	Landscaping Weir Reserve	CA				12,000	
St Clair	Mark Leece Irrigation tank	CA				42,766	43,060
St Marys	Cook Park Electrical Upgrade	CA				26,600	
Jamisontown	Jamison Park Off Leash Area - Shelters & Seating	CPR		24,000	24,000		22,128
Penrith	Woodriff Gardens Tennis Courts Floodlight Replacement	CPR	70,000	-19,720	50,280		50,280
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		7,300
<b>Total City Parks</b>			<b>2,817,214</b>	<b>-695,621</b>	<b>2,121,593</b>		<b>1,121,107</b>
<b>Civil Construction &amp; Maintenance</b>							
Various	Path Paving Program	CA	152,709		152,709	152,709	69,683
Various	Construction of Bicycle Facilities	CPR	30,000		30,000		
Various	Dedication - Subdivision Roads	CA	13,000,000	-3,250,000	9,750,000		2,777,924
Various	Dedication - Drainage Works	CA	6,000,000	-1,500,000	4,500,000		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	The Driftway - Previous works to 250 metres east	CA				200,000	127,541
Mt Vernon	Capitol Hill Dr - Mt Vernon Rd to 300m (Watts Profile)	CA				201,500	159,303
Mulgoa	Chain O Ponds - Previous works to bad sections	CA				200,000	129,882
Penrith	Andrews Rd - Greygums Rd to Laycock St	CA				400,000	
Cambridge Park	Dunheved Rd - Trinity Dr to Tasman St	CA				300,000	231,664
St Marys	Forrester Rd - Christie St to Roundabout	CA				300,000	
St Clair	Coonawarra Dr - Bennett Rd to Ibis Pl	CA				266,587	243,595

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated Project Cost	PTD Expenditure
South Penrith	Smith St - Butler Cres to Aston Av	CA				286,013	
Penrith LGA	Shared Pathways	CA	190,000	-189,636	364		364
Penrith LGA	Urban Drainage Construction Program	CA	1,589,378	-390,000	1,199,378	241,378	
Berkshire Park	Llandilo Road (Southern side at Richmond Road Intersection)	CA					973
Londonderry	Reynolds Rd (Upgrade Culvert Symonds Rd)	CA					2,630
Penrith LGA	Blaxland Crossing Res (Reserve - River Embankment Stabilise)	CA				150,000	28,649
Regentville	Mulgoa Rd Install Key Stone Retaining Wall	CA					680
Llandilo	Eighth Av - Bus Shelter west of Second Av	CA				50,000	
Llandilo	Fifth Av - Corner Of The Northern Rd	CA				20,000	35,202
Llandilo	Fourth Av - Corner Of Third Av (western side)	CA				75,000	57,655
Cranebrook	Linden Cres - Corner Of Grays Lane	CA				105,000	
Castlereagh	Rickards Rd - between bend and property #135 (west side)	CA				60,000	
Cranebrook	Tadmire Rd - property #163 heading north	CA				110,000	1,567
Berkshire Park	Fourth Rd - Llandilo Rd to #12 Fourth Rd	CA				50,000	
Cambridge Park	Multiple - General area around Eton Rd	CA				100,000	
Castlereagh	Rickards Rd - 222A - 241 Rickards Rd	CA				50,000	
Llandilo	Sixth Av - 152 Sixth Av	CA				50,000	6,000
Emu Heights	Alma Cres - 32 Alma Cres	CA				73,000	18,999
Londonderry	Wilshire Rd - Wingarra Glen to #163	CA				30,000	
St Marys	Monfarville Rd - #106	CA				65,000	15,960
Penrith	High St - Between Station St and Railey St	CA				250,000	
St Marys	Queen St Asset Improvement Works	CA				50,000	50,000
Penrith	Seenth Av (Stage 1) opposite Llandilo Public School (Llandil	CA				3,200	3,200
Erskin Park	Adhara St – Construct saddle pit	CA				56,800	
Various	Traffic and Transport Facilities Program	CPR	313,659	-190,000	123,659		
Londonderry	Traffic Surveys	CPR					16,245
Penrith	Reserve St Mid Block Pedestrian Blisters	CPR					0
St Clair	Melville and Moore St Pedestrian Refuge Facility	CPR					0
South Penrith	Batt St – Racecourse Rd Roundabout	CPR					349
Colyton	Hewitt St - Single lane Roundabout	CPR				163,659	102,689

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated Project Cost	PTD Expenditure
Cranebrook	Borrowdale Way - Single lane Roundabout	CPR				150,000	1,700
Erskine Pk Ind	Erskine Business Park Footpath Construction (s94)	CPR	266,090	1,385	267,475		267,475
Erskine Park	Erskine Park Footpath Construction	CPR	958,269		958,269		235,336
Penrith LGA	Entry to the City Welcome Signage	CA	25,523		25,523		25,523
Cranebrook	Pedestrian Refuge in Sherringham Road Cranebrook	CPR					0
Glenmore Park	Footpath in Floribunda Ave Glenmore Park	CA	11,018		11,018		11,018
Glenmore Park	Avalon Cr to Kookaburra Cr Footpath Reconstruction	CPR	15,000	6,343	21,343		21,517
Cranebrook	Sherringham Rd & McHenry Rd Install 3 Pedestrian Refuges	CPR					-11,123
Glenmore Park	Glenmore Parkway Remove clearzone hazards	CPR				85,135	
Cambridge Park	Victoria St & Sandringham Av Install raised islands	CPR				13,337	
St Marys	Chapel St & Lethbridge St Roundabout	CPR				177,377	15,267
Cambridge Park	Barlow St & Haining St Roundabout, Cambridge Park	CPR				157,646	
Emu Plains	Dewdney Rd & Nepean St Median Island Stop Treatment (MIST)	CPR				44,063	0
Cambridge Park	Oxford St, William St & Wrench St Roundabout	CPR				122,308	0
Werrington	Victoria St & Gibson Av Roundabout	CPR				90,261	
Erskine Park	James Erskine Public School	CPR				50,000	
Cranebrook	Samuel Terry Public School	CPR				56,000	
Penrith	Land Purchase	CA		17,720	17,720		
<b>Total Civil Construction &amp; Maintenance</b>			<b>24,861,746</b>	<b>-5,494,188</b>	<b>19,367,558</b>		<b>6,373,988</b>
<b>Community &amp; Cultural Development</b>							
Various	Disability Access Improvements	C&CD	35,000		35,000		21,500
<b>Total Community &amp; Cultural Development</b>			<b>35,000</b>		<b>35,000</b>		<b>21,500</b>
<b>Community Safety</b>							
Various	Community Safety Program	CA	191,866		191,866		108,559

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated Project Cost	PTD Expenditure
Various	Safer Streets Public Space CCTV Program	CA	299,880		299,880		144,975
Penrith	Penrith CBD Street Light upgrade	CPR	50,000		50,000		51,953
St Marys	Additional CCTV cameras on Queen Street	CA		60,000	60,000		
<b>Total Community Safety</b>			<b>541,746</b>	<b>60,000</b>	<b>601,746</b>		<b>305,486</b>
<b>Corporate Governance</b>							
Penrith LGA	Councillor Portal	GOV	45,000		45,000		25,000
Penrith Council	Printroom Equipment Purchase	GOV	5,990		5,990		5,990
<b>Total Corporate Governance</b>			<b>50,990</b>		<b>50,990</b>		<b>30,990</b>
<b>Council &amp; Corporate Support</b>							
Civic Centre	Councillors IT Equipment	CM	49,034		49,034		49,306
<b>Total Council &amp; Corporate Support</b>			<b>49,034</b>		<b>49,034</b>		<b>49,306</b>
<b>Design &amp; Project Management</b>							
Penrith LGA	City Centre Improvements	MP	3,310,000	238,000	3,548,000		
Penrith	Penrith CBD – High Street (Station St - Woodriff St)	MP					20,473
Penrith	High Street Linear Plaza Design	MP					2,800
Penrith	Penrith CBD - Permanent Triangle Park Design	MP				920,000	332,204
St Marys CBD	St Marys CBD - Design Consultancy	MP					1,906
Penrith	Penrith Civic Arts Precinct - Mondo	MP				400,000	356,976
St Marys CBD	St Marys CBD – Special Places	MP				540,000	64,380
Penrith CBD	Penrith CBD – Wayfinding Strategy	MP					7,580
St Marys CBD	St Marys CBD - Heritage Interpretation Plan	MP					1,045
St Marys CBD	St Marys CBD - Queen Street	MP				1,500,000	1,382,881
Penrith	Penrith CBD – Station Square	MP					1,359

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated Project Cost	PTD Expenditure
Penrith	Tench Reserve Provision of new Facilities & Amenities	MP					371
Cranebrook	Cranebrook Wetlands & Cumberland Plains - Capital	MP	282,364		282,364		131,767
Cranebrook	Andrews Road Wetlands Project	MP		41,506	41,506		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	Better Boating Program	MP					58,670
Penrith	NSW Boating NOW	MP					895
Glenmore Park	Glenmore Park Stage 2	MP	1,212,263		1,212,263		
Glenmore Park	Glenmore Park Sportsfield Stage 2 – Civil	MP					4,440
Glenmore Park	Glenmore Park Sportsfield Stage 2 – Amenities	MP					1,246,420
Penrith	Penrith CBD Drainage Upgrade Program (LIRS)	MP	3,541,793	1,946,203	5,487,996		3,811,781
St Marys	Kingsway Sporting Complex and Blair Oval All Weather Athleti	MP	39,522		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	6,719	16,555		12,102
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		171,016
Penrith	MGP 2015 Our River - Pathways and Fitness	MP		489	489		489
Emu Plains	Our River - Regatta Park Large Fishing Platform	MP	21,500		21,500		1,220
<b>Total Design &amp; Project Management</b>			<b>9,065,395</b>	<b>2,241,047</b>	<b>11,306,442</b>		<b>7,886,079</b>
<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</b>			<b>790,760</b>		<b>790,760</b>		<b>1,037</b>

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated Project Cost	PTD Expenditure
<b>Services Management</b>							
<b>Financial Services</b>							
Penrith Council	Motor Vehicle Purchases	FS	1,772,000		1,772,000		
Penrith Council	Council Packaged Vehicles	FS					378,587
Penrith Council	Leaseback Vehicles	FS					936,666
Penrith Council	Pool Car System	FS		30,000	30,000		
<b>Total Financial Services</b>			<b>1,772,000</b>	<b>30,000</b>	<b>1,802,000</b>		<b>1,315,253</b>
<b>Plant Maintenance</b>							
Penrith Council	Plant Replacement	CPR	1,187,216	84,870	1,272,086		480,280
<b>Total Plant Maintenance</b>			<b>1,187,216</b>	<b>84,870</b>	<b>1,272,086</b>		<b>480,280</b>
<b>Information Technology</b>							
Various	Desktop Hardware / Devices	ICT	355,200	-125,000	230,200		132,100
Penrith Council	Server Infrastructure	ICT	80,000		80,000		29,250
Penrith Council	Network Equipment Upgrade	ICT	20,000		20,000		7,218
Civic Centre	Telephony Upgrade	ICT	3,571		3,571		
Penrith Council	Connect Project	ICT	10,000		10,000		
Penrith Council	Connect Meeting Rooms	ICT					2,846
Penrith Council	Sharepoint Project	ICT	115,680		115,680		
Penrith LGA	Communication Data & Connections (Capital)	ICT		3,493	3,493		3,493
Penrith Council	Audio/visual Meeting Room Equipment Upgrades	ICT	10,000		10,000		7,192
Penrith Council	K2 Online Forms and Workflow Tool	ICT	105,750		105,750		105,750
Penrith LGA	Customer Contact Centre Equipment	ICT		14,312	14,312		14,312
<b>Total Information Technology</b>			<b>700,201</b>	<b>-107,195</b>	<b>593,006</b>		<b>302,161</b>
<b>Libraries</b>							



Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated Project Cost	PTD Expenditure
Various	Library Resources - Capital	LS	642,420		642,420		363,725
Various	Library Management System	LS	82,500		82,500		82,500
Civic Centre	Library Special Purpose Prjcts -Building	LS	48,957		48,957		12,490
Penrith LGA	Library Capital Purchases	LS	14,055	2,045	16,100		14,055
<b>Total Libraries</b>			<b>787,932</b>	<b>2,045</b>	<b>789,977</b>		<b>472,770</b>
<b>Neighbourhood Facilities Management</b>							
Various	Neighbourhood Centres/Halls Improvements	FAC	62,591		62,591		25,361
<b>Total Neighbourhood Facilities Management</b>			<b>62,591</b>		<b>62,591</b>		<b>25,361</b>
<b>Place Management</b>							
Various	Neighbourhood Renewal	PM	190,000		190,000	190,000	101,254
Various	Mayoral Youth Challenge	PM	133,155		133,155	133,155	132,260
St Marys	Monfarville Reserve Community Builders	PM	105,000		105,000		105,007
<b>Total Place Management</b>			<b>428,155</b>		<b>428,155</b>		<b>338,522</b>
<b>Property Development &amp; Management</b>							
Various	Property Development Expenditure Project (1)	PD	3,080,000	-2,479,205	600,795	600,795	123,967
Various	Property Development Expenditure Project (2)	PD	366,295	-118,000	248,295	248,295	23,434
Various	Lease & Sale of Land to RMS- for Stage 3 Upgrade Works North	PD	28,000		28,000	28,000	
Erskine Park	Public Domain Works - Erskine Park (Surplus Land)	PD	63,000		63,000	63,000	32,483
Civic Centre	CRE Portfolio Management System (PDM)	PD	12,500		12,500	12,500	10,000
Penrith	Penrith Womens Health Centre Flooring replacement	PD	5,500		5,500		5,500
<b>Total Property Development &amp; Management</b>			<b>3,555,295</b>	<b>-2,597,205</b>	<b>958,090</b>		<b>195,384</b>

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated Project Cost	PTD Expenditure
<b>Public Domain Maintenance</b>							
Penrith LGA	Public Amenity Replacement Program	CPR	510,000	-390,000	120,000		113,600
<b>Total Public Domain Maintenance</b>			<b>510,000</b>	<b>-390,000</b>	<b>120,000</b>		<b>113,600</b>
<b>Records Management</b>							
Penrith	Records Capital Equipment Purchases	GOV	8,714		8,714		8,714
<b>Total Records Management</b>			<b>8,714</b>		<b>8,714</b>		<b>8,714</b>
<b>Recreation &amp; Leisure Facilities Management</b>							
Erskine Park	Chameleon Reserve Amenity Building	FAC	160,657	-42,342	118,315		118,315
Sth Penrith	Jamison Park Upgrades	FAC		880	880		
Claremont Meadows	Floodlight Upgrade Myrtle Road	FAC	120,000		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		1,210,348
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	31,000		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	8,540	30,496		
Penrith	Renewal of Schools Boatshed Roller Door	FAC				3,895	3,595
Cranebrook	Grey Gums SCG - PGJAFL - Electrical Connection	FAC				8,219	8,453
Sth Penrith	Jamison Park Netball Complex - Awning Lights	FAC				9,842	9,842
Glenmore Park	Install Power Points at Batting Cages Surveyors Creek	FAC				3,682	3,682
Penrith	Weir Reserve Boat Racks	FAC				4,858	

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated Project Cost	PTD Expenditure
Orchard Hills	Samuel Marsden Indoor and Outdoor Arena Reconstruction	FAC					8,000
<b>Total Recreation &amp; Leisure Facilities Management</b>			<b>2,007,519</b>	<b>-32,922</b>	<b>1,974,597</b>		<b>1,489,776</b>
<b>Regulatory</b>							
Penrith LGA	Rid Squad - Technology Project	EHC		59,091	59,091		7,305
<b>Total Regulatory</b>				<b>59,091</b>	<b>59,091</b>		<b>7,305</b>
<b>Sustainability Planning</b>							
Various	Solar photovoltaic (PV) systems at Council facilities	SUST	100,956		100,956		
Various	Joan Southerland Performing Arts Centre	SUST					62,406
Various	Works Depot	SUST					38,551
Penrith LGA	Solar Communities Program	SUST	16,977		16,977		
<b>Total Sustainability Planning</b>			<b>117,933</b>		<b>117,933</b>		<b>100,956</b>
<b>Traffic Management &amp; Road Safety</b>							
Various	LTC / Urgent Traffic Facilities	ES	79,466		79,466	79,466	44,466
Various	National Black Spot Program	ES	837,500	90,000	927,500		
Glenmore Park	Glenmore Parkway Remove clearzone hazards	ES				100,000	89,559
Cambridge Park	Victoria St & Sandringham Av Install raised islands	ES				27,500	22,334
St Marys	Chapel St & Lethbridge St Roundabout	ES				270,000	128,754
Cambridge Park	Barlow St & Haining St Roundabout.	ES				160,000	8,354
Emu Plains	Dewdney Rd & Nepean St Median Island Stop Treatment (MIST)	ES				50,000	61,990
Cambridge Park	Oxford St, William St & Wrench St Roundabout.	ES				160,000	45,017
Werrington	Victoria St & Gibson Av Roundabout	ES				160,000	246,629
Penrith	NSW Bike Plan River Cities Program	ES	1,374,013		1,374,013	443,677	22,592

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated Project Cost	PTD Expenditure
Penrith	Jane St design of SUP and intersection at Westfield	ES				500,000	33,981
Penrith	SUP Tench Reserve - Nepean Av and Jamison Rd	ES				319,611	93,064
Penrith	SUP High Street - Parker Rd and new Ambulance Station	ES				93,185	93,185
Penrith	1617 Nepean Avenue SUP	ES				17,540	17,540
Various	State Black Spot Program	ES	857,033	192,224	1,049,257		
Penrith	Richmond Rd and Cooper St	ES				357,033	14,562
Penrith	Maxwell Street Cycling Safety	ES				500,000	109,288
Penrith LGA	Pedestrian Infrastructure Safety Around Schools Program`	ES	100,000		100,000		
<b>Total Traffic Management &amp; Road Safety</b>			<b>3,248,012</b>	<b>282,224</b>	<b>3,530,236</b>		<b>1,031,313</b>
<b>TOTAL CAPITAL PROJECTS</b>			<b>56,326,639</b>		<b>49,650,448</b>		<b>23,510,297</b>

## OPERATING PROJECTS

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated Project Cost	PTD Expenditure
<b>Building Maintenance &amp; Construction</b>							
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		30,000
<b>Total Building Maintenance &amp; Construction</b>			<b>50,000</b>		<b>50,000</b>		<b>30,000</b>
<b>Bushland Management</b>							
Nth Penrith	Kingswood Park Rehabilitation Project	CPR	49,077		49,077		35,483
Penrith LGA	Protect Two Endangered Ecological Communities - Ropes Creek	CPR	15,000		15,000		4,795
Penrith LGA	Control of Woodland Passionfruit	CPR	13,500		13,500		12,012
<b>Total Bushland Management</b>			<b>77,577</b>		<b>77,577</b>		<b>52,290</b>
<b>Business Improvement</b>							
Penrith Council	Capacity Improvement Program	OD	180,611		180,611	5,000	2,214
Penrith Council	LG O&M Survey	OD				20,950	20,950
Penrith Council	Certificate IV Competitive Systems and Practices	OD				67,710	63,989
Penrith Council	Business Process Mapping Software	OD				32,422	20,000
Penrith Council	Staff Resources	OD				32,173	22,584
Penrith Council	Development of Performance Indicators	OD				20,000	1,977
Penrith Council	Certificate IV Pratical Projects	OD				2,356	14
<b>Total Business Improvement</b>			<b>180,611</b>		<b>180,611</b>		<b>131,728</b>
<b>Children's Services</b>							
Various	CS Repair & Replace Equipment Operating	CS	7,556	9,841	17,397	17,397	17,397

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated Project Cost	PTD Expenditure
<b>Total Children's Services</b>			<b>7,556</b>	<b>9,841</b>	<b>17,397</b>		<b>17,397</b>
<b>City Parks</b>							
Penrith LGA	Green Waste Mulcher	CPR	10,000		10,000		13,000
Penrith Council	Implement Plans of Management	CPR	179,688		179,688		129,341
Penrith LGA	Control of Aquatic Plants	CPR	5,000		5,000		
Llandilo	Llandilo Public School seating	CPR	4,997		4,997		4,997
<b>Total City Parks</b>			<b>199,685</b>		<b>199,685</b>		<b>147,338</b>
<b>City Partnerships</b>							
Various	International Relations	CM	78,950	-18,904	60,046		46,473
<b>Total City Partnerships</b>			<b>78,950</b>	<b>-18,904</b>	<b>60,046</b>		<b>46,473</b>
<b>City Planning</b>							
Various	Integrated Local Plan	CP	113,501		113,501		56,218
Various	Planning Proposal Applications to Amend a LEP	CP	169,997	-4,910	165,087	165,087	60,300
Various	Applications to Amend a DCP	CP	16,769		16,769	16,769	4,734
Penrith Council	Externally Commissioned Studies	CP	15,000		15,000		
Luddenham	Sydney Science Park Resourcing	CP	43,803		43,803		2,336
<b>Total City Planning</b>			<b>359,070</b>	<b>-4,910</b>	<b>354,160</b>		<b>123,588</b>
<b>Civil Construction &amp; Maintenance</b>							
Various	Road Resealing/ Resheeting (Pt AREAS)	CPR	4,687,186		4,687,186		2,953,578
Various	Traffic Facilities - Regulatory	CPR	462,418		462,418		209,289
Various	Sweeping /re-linemarking of existing shared paths	CA	280,000		280,000	280,000	260,052
Various	Maintenance of GPT Constructions	CPR	338,127		338,127		225,650
Various	Rural Roads Resealing	CPR	59,500		59,500		47,530
Various	Roads Maintenance - Roads to Recovery	CA	3,473,245		3,473,245		
Llandilo	Terrybrook Rd - Eighth Av to Seventh Av	CA				200,000	153,256

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated Project Cost	PTD Expenditure
Llandilo	Eighth Av - Second Av to 550 West of Second Av	CA				250,000	168,640
Berkshire Park	Third Rd - Previous works to St Marys Rd	CA				250,000	64,024
Llandilo	Fourth Av - Previous works to Terrybrook Rd	CA				253,629	106,086
Llandilo	Fifth Av - Terrybrook Rd to Third Av	CA				389,371	298,546
Kingswood	Second Av - Roundabout to O'Connell St	CA				150,000	524
Colyton	Carpenter St - Dalton St to Cooinda St	CA				180,100	486
Werrington County	Singleton Av - Henry Lawson Av to Boyd Pl	CA				207,900	186,274
Colyton	Carpenter St - Monfarville St to Knox St	CA				486,000	310,552
Kemps Creek	Clifton Av - CH500 to CH1000	CA				149,700	149,281
Jamisontown	Jamison Rd - Mulgoa Rd to Mcnaughton St	CA				453,100	313
Jamisontown	Batt St - Penrith Pl to Production Pl	CA				359,245	208
Glenmore Park	Glengarry Dr - Suntop Pl to Windorra Av	CA				144,200	104
Londonderry	The Driftway - Road Maintenance	CPR	66,000		66,000		39,462
Wallacia	Repair of Blaxland's Crossing Bridge Bearings (Contribution)	CA	300,000	-300,000			
Penrith	Temporary Car Park –Thornton North Stage 1	CPR	254,545		254,545		217,000
Penrith	Temporary Car Park - Woodriff Tennis Courts	CPR		150,000	150,000		
Penrith	Temporary Car Park - Thornton South Stage 2	CPR		260,000	260,000		10,997
St Marys	Komer Place - Resurfacing & Repair to Kerb and Gutter	CPR		64,500	64,500		
<b>Total Civil Construction &amp; Maintenance</b>			<b>9,921,021</b>	<b>174,500</b>	<b>10,095,521</b>		<b>5,401,851</b>
<b>Communications</b>							
Penrith LGA	Corporate Advertising	CM	103,221	6,430	109,651		73,284
Penrith Council	Website Maintenance	CM	58,004		58,004		19,955
<b>Total Communications</b>			<b>161,225</b>	<b>6,430</b>	<b>167,655</b>		<b>93,238</b>
<b>Community &amp; Cultural Development</b>							
Various	Community Resources Development Officer	C&CD	84,393		84,393	84,393	56,862
Various	Cultural Development Officer - City	C&CD	7,000		7,000		5,429

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated Project Cost	PTD Expenditure
Various	Community Health Promotion	C&CD	6,000		6,000		3,284
Civic Centre	Computerised Community Directory System	C&CD	4,500		4,500		4,000
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	8,063		8,063		8,063
Cranebrook	Cranebrook Youth Employment Project	C&CD	107,000		107,000		107,000
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		9,681
Penrith	Voted Works Penrith Community Kitchen	C&CD	1,800		1,800		
<b>Total Community &amp; Cultural Development</b>			<b>254,475</b>		<b>254,475</b>		<b>218,530</b>
<b>Community Safety</b>							
Penrith LGA	Graffiti Removal Strategy (AREAS)	CPR	78,984		78,984		79,288
Kingswood	Penrith Litter Prevention - Nepean Hospital Surrounds	CA	30,600		30,600		7,277
<b>Total Community Safety</b>			<b>109,584</b>		<b>109,584</b>		<b>86,564</b>
<b>Corporate Planning</b>							
Various	Strategic Research and Planning	CoP	122,770		122,770	122,770	55,502
<b>Total Corporate Planning</b>			<b>122,770</b>		<b>122,770</b>		<b>55,502</b>
<b>Design &amp; Project Management</b>							
Penrith LGA	WSIP Local Roads Package	MP	3,391,711	-1,200,000	2,191,711		674
Penrith LGA	Local Roads Package Round 2	MP					262,448
Penrith LGA	CBR Caddens and Bringelly Rd	MP					815,806
Penrith LGA	TNR Northern Rd and Derby St	MP					20,093
Penrith LGA	EPR Erskine Park Rd Upgrades	MP					117,723
Penrith	Allen Place Ramp Removal and Deck Maintenance	MP	500,000	86,815	586,815		525,052



Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated Project Cost	PTD Expenditure
Penrith LGA	Major Project Design Costs	MP	187,150	-126,066	61,084		
<b>Total Design &amp; Project Management</b>			<b>4,078,861</b>	<b>-1,239,251</b>	<b>2,839,610</b>		<b>1,741,796</b>
<b>Emergency Services</b>							
Regentville	Cumberland Fire Control Centre Upgrade	CA	134,264	10,835	123,429		112,518
<b>Total Emergency Services</b>			<b>134,264</b>	<b>-10,835</b>	<b>123,429</b>		<b>112,518</b>
<b>Environmental Health</b>							
Penrith LGA	On Site Sewer Management Strategy	EHC	263,424		263,424		153,386
Penrith LGA	Biodiversity Strategy	EHC	25,650		25,650		8,000
Penrith LGA	Integrated Catchment Management	EHC	142,818		142,818		107,518
Penrith LGA	Natural Systems Resourcing	EHC	119,697		119,697		40,414
Penrith LGA	Waterways Health Monitoring Program	EHC	35,000		35,000		26,163
Cranebrook	Cranebrook Wetlands & Cumberland Plains	EHC	384,581		384,581		107,025
Penrith LGA	Gross Pollution traps Audit	EHC	42,000		42,000		30,810
<b>Total Environmental Health</b>			<b>1,013,170</b>		<b>1,013,170</b>		<b>473,315</b>
<b>Financial Services</b>							
Penrith Council	Investigate Grant Funding Opportunities	FS	25,000		25,000		
Civic Centre	ESPL - Classification Review	FS	72,500	75,000	147,500		8,904
<b>Total Financial Services</b>			<b>97,500</b>	<b>75,000</b>	<b>172,500</b>		<b>8,904</b>
<b>Floodplain &amp; Stormwater Management</b>							
Penrith LGA	Floodplain Management Resourcing	ES	120,260		120,260		88,334
Penrith LGA	Flood Studies SMSC	ES	527,175	41,667	568,842		

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated Project Cost	PTD Expenditure
Penrith LGA	College, Orth & Werrington Creeks Flood Study	ES					63,753
Penrith LGA	Little Creek Flood Study	ES					37,845
Penrith LGA	South Creek Floodplain Risk Management Study & Plan	ES					61,338
Penrith LGA	Flood Planning Area-2006 Overland Flow Flood Study	ES					16,585
Penrith LGA	Drainage Asset Inventory Data Collection	ES					184,997
Penrith LGA	Penrith CBD Risk Management Study and Plan	ES					25,550
Penrith LGA	St Marys (Byrnes Creek) Risk Management Study and Plan	ES					45,867
Penrith	ALS Data Capture for Penrith Lakes	ES					-3,760
Penrith LGA	Nepean River Flood Study	ES					40,000
<b>Total Floodplain &amp; Stormwater Management</b>			<b>647,435</b>	<b>41,667</b>	<b>689,102</b>		<b>560,510</b>
<b>Information Technology</b>							
Penrith Council	Digital Economy Strategy Implementation	ICT	59,704		59,704		-81
Penrith Council	ICT System and Software Licences	ICT	32,000		32,000		
Penrith Council	Webroot Internet Security	ICT					13,262
Penrith Council	Digital Network - Whats up gold	ICT					5,408
Penrith Council	IT Door licences	ICT					6,360
Penrith Council	Nero Software	ICT					5,092
Penrith Council	Customer Experience	ICT		20,000	20,000		
Penrith Council	Touchpoint/Call Queueing EICC system	ICT					3,009
Penrith Council	Manage Computer Services	ICT		382,923	382,923		253,145
<b>Total Information Technology</b>			<b>91,704</b>	<b>402,923</b>	<b>494,627</b>		<b>286,195</b>
<b>Libraries</b>							
Various	Library Special Purps Prjcts -Promotion	LS	25,000		25,000		8,582
Penrith Council	Library Resources - Operating	LS	220,000		220,000		164,780
Penrith LGA	Tech Savvy Seniors	LS	4,000		4,000		4,000
Penrith LGA	Library Digital	LS		6,036	6,036		

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated Project Cost	PTD Expenditure
<b>Total Libraries</b>			<b>249,000</b>	<b>6,036</b>	<b>255,036</b>		<b>177,362</b>
<b>Marketing</b>							
Various	City Marketing & Events Sponsorship	CM	129,144	-29,353	99,791	99,791	50,034
Penrith LGA	ALGWA NSW 2017 Conference	CM	25,000	25,000	50,000		16,811
Penrith	Australian Ballet Event 2016 – Under the Stars	CM	3,456	29,353	32,809		32,809
Penrith	River Festival	CM	306,810	17,930	324,740		324,740
Penrith Council	Cancer Council Relay for Life Sponsorshp	CM	3,000		3,000		
Penrith LGA	Australia Day	CM	77,000	-2,103	74,897		74,897
<b>Total Marketing</b>			<b>544,410</b>	<b>40,827</b>	<b>585,237</b>		<b>499,292</b>
<b>Neighbourhood Facilities Management</b>							
Penrith LGA	Hall Hire - Fee Waiver	FAC	3,000		3,000		2,320
<b>Total Neighbourhood Facilities Management</b>			<b>3,000</b>		<b>3,000</b>		<b>2,320</b>
<b>Place Management</b>							
Various	Urban Design (AREAS)	PM	211,116	-45,000	166,116	211,116	68,292
Various	Neighbourhood Renewal Resourcing (AREAS)	PM	398,703	5,000	403,703	403,703	278,124
Various	Neighbourhood Renewal Projects (AREAS)	PM	60,564	-5,000	55,564	55,564	32,186
Penrith LGA	Magnetic Places	PM	60,000		60,000		50,126
Penrith Council	Review of City Centre Organisations	PM		18,000	18,000		
Colyton	Barefoot Beats	PM	16,100		16,100		12,154
North St Marys	The Village Cafe	PM	14,884		14,884		7
<b>Total Place Management</b>			<b>761,367</b>	<b>-27,000</b>	<b>734,367</b>		<b>440,890</b>
<b>Plant Maintenance</b>							
Kingswood Ind	Penrith Depot and Office Masterplan	CA	36,400		36,400		

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated Project Cost	PTD Expenditure
<b>Total Plant Maintenance</b>			<b>36,400</b>		<b>36,400</b>		
<b>Property Development &amp; Management</b>							
Various	Masterplan for Erskine Park	PD	176,951	8,227	185,178	185,178	48,227
Various	Property Development Operational Project	PD	154,600	-33,300	121,300	121,300	41,575
Various	Public Open Space Reinvestment - Erskine Park Pilot	PD	548,034	-15,000	533,034	533,034	191,790
Various	Opportunity Sites Project	PD	260,000		260,000	260,000	110,785
Various	Project Management	PD	30,000		30,000	30,000	8,117
Various	New West Major Projects - Operational Costs	PD	566,000	-66,000	500,000	500,000	206,118
<b>Total Property Development &amp; Management</b>			<b>1,735,585</b>	<b>-106,073</b>	<b>1,629,512</b>		<b>606,613</b>
<b>Public Domain Maintenance</b>							
Various	Enhanced Public Domain Team (Pt AREAS)	CPR	4,123,922		4,123,922		2,490,738
Penrith LGA	Enhanced Public Domain	CPR	154,124		154,124		129,589
<b>Total Public Domain Maintenance</b>			<b>4,278,046</b>		<b>4,278,046</b>		<b>2,620,327</b>
<b>Records Management</b>							
Penrith Council	Recordpoint	LE	10,909	-10,909			0
<b>Total Records Management</b>			<b>10,909</b>	<b>-10,909</b>			<b>0</b>
<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	-47,936	102,064		15,114

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated Project Cost	PTD Expenditure
Penrith LGA	Sponsorship of Penrith's NSW Netball Premier League team	FAC	15,000		15,000		
<b>Total Recreation &amp; Leisure Facilities Management</b>			<b>217,000</b>	<b>-87,936</b>	<b>129,064</b>		<b>27,064</b>
<b>Regional Planning and Advocacy</b>							
Various	Advocacy Programme	EIM	5,000		5,000		569
Various	Economic Initiatives Operational	EIM	35,984	-3,902	32,082		17,324
Various	Economic Initiatives Projects	EIM	120,305	73,000	193,305	193,305	75,782
Penrith LGA	Economic Initiatives Resourcing	EIM	690,357	-10,216	680,141		412,735
Not Applicable	Penrith Progression Stage 4	EIM	138,467	-10,000	128,467		
Not Applicable	Feasibility Study for Hotel Business Case	EIM				1,075	1,075
Not Applicable	Reserve Street / Union Road EOIs and RFPs	EIM				127,392	115,992
<b>Total Regional Planning and Advocacy</b>			<b>990,113</b>	<b>48,882</b>	<b>1,038,995</b>		<b>623,477</b>
<b>Regulatory Control</b>							
Penrith LGA	Audit Ind Comm & Ag Activities	EHC	127,374		127,374		98,292
Penrith LGA	Companion Animals Act Education Program	EHC	10,000	-4,000	6,000		2,938
<b>Total Regulatory Control</b>			<b>137,374</b>	<b>-4,000</b>	<b>133,374</b>		<b>101,230</b>
<b>Sustainability Planning</b>							
Penrith LGA	Sustainability Programs	SUST	39,732	-3,037	36,695		18,226
Penrith Council	Louise Petchell Learning for Sustainability Scholarship	SUST	5,000	3,037	8,037		4,827
Penrith LGA	Compact of Mayors	SUST	13,680		13,680		
<b>Total Sustainability Planning</b>			<b>58,412</b>		<b>58,412</b>		<b>23,054</b>

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated Project Cost	PTD Expenditure
<b>Traffic Management &amp; Road Safety</b>							
Penrith LGA	Road Safety Project	ES	18,830		18,830	3,830	753
Penrith LGA	Speed Related Crashes	ES				4,400	
Penrith LGA	Fatigue Related Crashes	ES				2,100	
Penrith LGA	Vulnerable Road Users	ES				3,000	909
Penrith LGA	GLS (Graduated Licensing Scheme)	ES				1,500	1,114
Penrith LGA	General Road Safety	ES					10
Penrith LGA	Campaigns Supporting Blackspot Application	ES				4,000	
Penrith	Penrith City Centre Parking Strategy	ES		40,000	40,000		2,500
<b>Total Traffic Management &amp; Road Safety</b>			<b>18,830</b>	<b>40,000</b>	<b>58,830</b>		<b>5,286</b>
<b>Waste Management</b>							
Various	Biodegradable Bags - Purchase & Delivery	Waste	875,000		875,000		703,448
Penrith LGA	E - Waste	Waste	106,989	-50,351	56,638		45,645
Civic Centre	Online Waste Planning & Data Collection	Waste	6,512	-6,512			
Civic Centre	Resource Recovery Field Team (RRFT)	Waste	22,664		22,664		22,664
Civic Centre	The Arts & Waste Minimisation (TAWM)	Waste	59,633		59,633		417
Civic Centre	Innovation Officer	Waste	111,017		111,017		76,150
Penrith LGA	Tech - Waste Recycling Stations	Waste	2,118		2,118		2,118
Penrith LGA	Waste Rangers	Waste	60,000		60,000		60,000
Penrith LGA	Mama Lana	Waste	20,000		20,000		7,780
Penrith LGA	Out of our Comfort Zone	Waste	100,000		100,000		72,327
Penrith LGA	Measuring Deterrence and Amenity	Waste	21,981	6,512	28,493		
Penrith LGA	Operation Delta	Waste	30,000		30,000		11,171
Penrith LGA	Small E Waste	Waste	10,000		10,000		1,326
Penrith	Waste Strategy & Contract Development	Waste		304,000	304,000		74,500
Penrith LGA	Hard Waste Assessment	Waste		100,000	100,000		67,462

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated Project Cost	PTD Expenditure
<b>Total Waste Management</b>			<b>1,425,914</b>	<b>353,649</b>	<b>1,779,563</b>		<b>1,145,006</b>
<b>Workforce Development</b>							
Various	Corporate Training Budget	WD	245,000	-12,429	232,571	231,771	138,491
Various	Skills & Knowledge Assessment Process	WD	10,000		10,000		2,762
Penrith Council	Management & Leadership Development Prog	WD	57,331	13,229	70,560	13,229	62,560
Penrith Council	Traineeship Program	WD	39,000		39,000		29,472
Penrith Council	Performance Management System	WD	67,760		67,760		48,927
Penrith LGA	Empower iCloud 5 Solution	WD	29,700		29,700		23,448
Penrith LGA	eRecruitment Onboarding and Succession Planning System	WD	232,015		232,015		89,156
Penrith LGA	Make your Mark	WD		35,000	35,000		
<b>Total Workforce Development</b>			<b>680,806</b>	<b>35,800</b>	<b>716,606</b>		<b>394,816</b>
<b>TOTAL OPERATING PROJECTS</b>			<b>28,732,624</b>		<b>28,458,361</b>		<b>16,254,471</b>

## CONTRACTS – MARCH 2017

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

Contractor	Contract Number	Contract Purpose	Contract Value	Start Date	Exp Date	Details of Contract	Budgeted (Y/N)
Origin Energy	LGP15/16-31	Retail Supply of Electricity (Small Sites)	\$600,000 PA	01-Jan-17	31-Dec-19	No extensions available	Y
Total Earth Care	RFT16/17-05	Supply and Planting of Trees in South Penrith	\$520,000	31-Jan-17	31-Jan-20	Single Use Contract	Y
Community Assets & Infrastructure Pty Ltd	RFT16/17-09	Public Domain and Special Places Upgrade at Queen Street	\$3,000,000	10-Mar-17	10-Mar-18	Single Use Contract	Y
All Seasons Landscapes Pty Ltd	RFT16/17-10	Playground Upgrade, Emu Plains	\$135,000	15-Mar-17	15-Mar-18	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 – MARCH 2017

Expense	Notes	YTD Expenditure (Actual dollars)	Budgeted Y/N
Consultancies		\$5,770,335.28	Y
Legal Fees		\$783,391.64	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	Jun 2016 Quarter	Sept 2016 Quarter	Dec 2016 Quarter	Mar 2017 Quarter
90%	59%	59%	58%	60%

## CAPITAL BUDGET – MARCH 2017

(\$'000)	Original Budget	Approved Sept Qtr.	Approved Dec Qtr.	Approved Mar Qtr.	Approved June Qtr.	Revised Budget	Proposed Budget	Projected Budget	Actual YTD
<b>Capital Funding</b>									
Rates & Other Untied Funding	38,317	(4)	(1,145)	(954)	0	36,214	(5,675)	30,539	11,121
Capital Grants & Contributions	6,335	2,382	524	114	0	9,355	495	9,850	5,115
<b>Internal Restrictions</b>									
- Renewals	149	854	(31)	1,713	0	2,684	23	2,707	1,360
- New Assets	8,311	1,790	(587)	(500)	0	9,014	(3,290)	5,724	2,886
External Restrictions	1,785	752	0	0	0	2,537	(261)	2,276	1,007
<b>Other Capital Funding Sources</b>									
- Loans	5,122	570	0	0	0	5,692	1,933	7,625	5,161
<b>Income from Sale of Assets</b>									
- Plant & Equipment	1,426	57	(230)	0	0	1,252	99	1,351	980
- Land & Buildings	816	0	1,154	(768)	0	1,201	0	1,201	2,580
<b>Total Capital Funding</b>	<b>62,261</b>	<b>6,400</b>	<b>(315)</b>	<b>(395)</b>	<b>0</b>	<b>67,951</b>	<b>(6,676)</b>	<b>61,275</b>	<b>30,209</b>
<b>Capital Expenditure</b>									
<b>New Assets</b>									
- Plant & Equipment	4,666	471	(1,052)	0	0	4,086	144	4,230	2,015
- Land & Buildings	3,542	740	150	(500)	0	3,932	(2,622)	1,310	503
- Roads, Bridges, Footpaths	23,405	995	0	100	0	24,500	(4,846)	19,654	6,433
- Other Infrastructure	5,840	5,091	45	22	0	10,997	695	11,692	7,667
- Library Books	660	(17)	0	0	0	642	0	642	364
- Other	120	335	249	17	0	720	117	837	324
<b>Renewals</b>									
- Plant & Equipment	134	20	(0)	0	0	153	0	153	86
- Land & Buildings	9,791	(1,841)	235	(33)	0	8,151	(193)	7,959	4,561
- Roads, Bridges, Footpaths	2,169	71	3	0	0	2,243	7	2,250	973
- Other Infrastructure	320	458	55	0	0	833	22	855	539
- Other	68	0	0	0	0	68	0	68	45
Loan Repayments (principal)	11,546	78	0	0	0	11,624	0	11,624	6,699
<b>Total Capital Expenditure</b>	<b>62,261</b>	<b>6,400</b>	<b>(315)</b>	<b>(395)</b>	<b>0</b>	<b>67,951</b>	<b>(6,676)</b>	<b>61,275</b>	<b>30,209</b>

## CASH & INVESTMENTS

(\$'000)	Original Budget	Approved Sept Qtr	Approved Dec Qtr	Approved Mar Qtr	Approved June Qtr	Revised Budget	Proposed Budget	Projected Budget	Actual YTD
<b>Externally Restricted</b>									
Developer Contributions	20,082	486	2,745	58	0	23,371	469	23,840	23,577
Restricted Contributions for Works	6,528	1,341	(102)	0	0	7,768	941	8,709	6,541
Unexpended Grants	2,294	(1,172)	126	(21)	0	1,226	(209)	1,017	2,777
Unexpended Loan Funds	8,356	(570)	0	0	0	7,787	(1,933)	5,854	8,292
Other Externally Restricted	11,427	(74)	169	0	0	11,521	(460)	11,061	11,884
<b>Total Externally Restricted</b>	<b>48,687</b>	<b>11</b>	<b>2,938</b>	<b>37</b>	<b>0</b>	<b>51,673</b>	<b>(1,192)</b>	<b>50,481</b>	<b>53,071</b>
<b>Internally Restricted</b>									
Sinking Funds	0	0	0	0	0	0	0	0	0
Internal Reserves	46,453	(2,827)	1,646	(545)	0	44,727	3,867	48,593	54,840
Security Bonds & Deposits	5,659	605	311	446	0	7,021	0	7,021	7,021
<b>Total Internally Restricted</b>	<b>52,112</b>	<b>(2,222)</b>	<b>1,957</b>	<b>(99)</b>	<b>0</b>	<b>51,748</b>	<b>3,867</b>	<b>55,614</b>	<b>61,861</b>
<b>Unrestricted</b>	<b>6,435</b>	<b>19,460</b>	<b>(5,570)</b>	<b>3,499</b>	<b>0</b>	<b>23,824</b>	<b>(2,675)</b>	<b>21,150</b>	<b>12,313</b>
<b>Total Cash &amp; Investments</b>	<b>107,234</b>	<b>17,249</b>	<b>(675)</b>	<b>3,437</b>	<b>0</b>	<b>127,245</b>	<b>0</b>	<b>127,245</b>	<b>127,245</b>

## COMMENT ON CASH AND INVESTMENTS POSITION

When original budgets were prepared for this financial year, economists were forecasting interest rates would fall even lower than current levels. To date that has not eventuated so the return on Council's investment portfolio is exceeding budget. The unrestricted portion of the portfolio has also remained higher than anticipated so the estimate for untied interest on investments has already been increased by \$250,000 in the December review and a further increase of \$150,000 is recommended for the March 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	23,576,520
Restricted Contributions for Works	6,540,968
Unexpended Grants	2,777,063
Unexpended Loans	8,292,472
Other externally Restricted	11,884,057
<b>Internally Restricted Assets</b>	<b>-</b>
Internal Reserves	54,839,704
Security Bonds and Deposits	7,020,772
<b>Unrestricted Invested Funds</b>	<b>12,313,486</b>
<b>Total</b>	<b>127,245,042</b>

### Cash

Council's Cash Book and Bank Statements have been reconciled as at 31 March 2017.

### Reconciliation

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

<b>Cash and Investments</b>	<b>\$</b>
Floating rate Notes Investment Group	28,819,917
Current Investment Group	2,600,000
Term Investment Group	95,500,000
<b>Sub total</b>	<b>126,919,917</b>
General Fund Bank Account	325,125
<b>Total</b>	<b>127,245,042</b>

## INCOME & EXPENSES (BY PROGRAM) – MARCH 2017

### Income

(\$'000)	Original Budget	Approved Sept Qtr	Approved Dec Qtr	Approved Mar Qtr	Approved June Qtr	Revised Budget	Proposed Budget	Projected Budget	Actual YTD
Children's Services	22,273	110	253	0	0	22,635	54	22,690	17,133
Planning and Advocacy	8,042	1,308	2,927	0	0	12,277	488	12,766	11,201
Community Facilities	1,564	121	0	0	0	1,685	20	1,705	1,522
Community Information and Events	27	(23)	34	0	0	39	29	68	69
Community Well Being	2,661	14	7	0	0	2,683	9	2,692	213
Corporate Finance	4,779	(229)	838	(100)	0	5,288	(139)	5,149	3,785
Corporate Governance	13	0	48	0	0	61	0	61	59
Corporate Support	17	0	23	0	0	39	19	58	52
Corporate Workforce	88	5	0	0	0	93	1	94	90
Development Applications	3,842	345	596	0	0	4,782	36	4,818	3,702
Environmental and Health Management	662	(187)	1	0	0	476	27	503	499
Libraries	779	4	21	0	0	805	4	809	740
Major Infrastructure Projects & Design	5,200	0	3	0	0	5,203	376	5,579	1,642
Public Spaces and Community Safety	594	62	0	0	0	656	36	692	121
Roads, Footpaths and Buildings	25,051	128	654	0	0	25,833	(4,406)	21,427	9,890
Sport and Recreation	6,647	207	15	0	0	6,870	29	6,899	478
Traffic, Parking and Drainage	2,028	866	0	134	0	3,028	147	3,175	753
Waste and Community Protection	35,314	480	396	0	0	36,191	239	36,430	33,872
Parks	104	26	322	0	0	452	0	452	143
Sustainability	16	0	6	17	0	39	0	39	0
General Revenue	117,210	854	398	0	0	118,462	214	118,675	115,729
<b>Total Income from Continuing Operations</b>	<b>236,912</b>	<b>4,092</b>	<b>6,542</b>	<b>51</b>	<b>0</b>	<b>247,598</b>	<b>(2,817)</b>	<b>244,780</b>	<b>201,694</b>

## Expenses

(\$'000)	Original Budget	Approved Sept Qtr	Approved Dec Qtr	Approved Mar Qtr	Approved June Qtr	Revised Budget	Proposed Budget	Projected Budget	Actual YTD
Children's Services	23,405	139	141	0	0	23,684	41	23,725	17,012
Planning and Advocacy	5,763	162	38	0	0	5,963	(38)	5,925	4,027
Community Facilities	2,165	100	10	0	0	2,275	65	2,340	1,787
Community Information and Events	4,705	79	407	0	0	5,192	68	5,261	3,780
Community Well Being	6,033	71	120	2	0	6,226	9	6,234	2,547
Corporate Finance	14,625	(193)	1,743	0	0	16,176	607	16,783	9,131
Corporate Governance	5,582	181	(206)	0	0	5,557	198	5,755	4,653
Corporate Support	2,646	232	(86)	0	0	2,793	250	3,043	2,345
Corporate Workforce	3,018	(57)	50	184	0	3,194	69	3,263	2,220
Development Applications	8,362	(140)	324	0	0	8,546	152	8,698	6,135
Environmental and Health Mgt	3,529	57	22	0	0	3,609	21	3,629	2,345
Libraries	7,739	(141)	0	0	0	7,598	(2)	7,596	5,063
Major Infrastructure Projects & Design	6,856	(1,604)	246	0	0	5,498	(1,239)	4,259	2,813
Public Spaces and Community Safety	14,933	(63)	(31)	0	0	14,840	98	14,937	11,339
Roads, Footpaths and Buildings	34,661	(338)	244	0	0	34,566	260	34,826	23,772
Sport and Recreation	8,964	20	75	0	0	9,059	(88)	8,971	3,923
Strategic Planning	540	25	6	0	0	571	0	571	356
Traffic, Parking and Drainage	3,738	24	195	0	0	3,957	48	4,005	3,045
Waste and Community Protection	37,220	142	1	0	0	37,363	814	38,178	24,909
Parks	14,309	(304)	(128)	0	0	13,877	(111)	13,766	10,138
Sustainability	710	(120)	(0)	0	0	590	0	590	390
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>3,170</b>	<b>186</b>	<b>0</b>	<b>211,133</b>	<b>1,222</b>	<b>212,355</b>	<b>141,728</b>
Net Gain/(Loss) from the Disposal of Assets	(486)	(2)	0	0	0	(488)	9	(479)	(262)
Net Gain/(Loss) on Fair Value Adjustment	0	0	0	0	0	0	631	631	631
<b>Net Operating Result from Continuing Operations</b>	<b>26,923</b>	<b>5,817</b>	<b>3,371</b>	<b>(135)</b>	<b>0</b>	<b>35,977</b>	<b>(3,399)</b>	<b>32,578</b>	<b>60,334</b>

## INCOME & EXPENSES – MARCH 2017

(\$'000)	Original Budget	Approved Sept Qtr	Approved Dec Qtr	Approved Mar Qtr	Approved June Qtr	Revised Budget	Proposed Budget	Projected Budget	Actual YTD
<b>Income</b>									
Rates & Annual Charges	131,888	1,211	341	0	0	133,440	196	133,636	133,712
User Fees & Charges	36,964	524	1,379	(100)	0	38,768	82	38,850	24,225
Interest & Investment Revenue	2,386	(3)	630	0	0	3,013	154	3,167	2,639
Other Revenues	5,230	81	309	0	0	5,620	(5)	5,615	5,726
Grants & Contributions - Operating	28,042	1,020	5,744	134	0	34,940	889	35,829	21,072
Grants & Contributions - Capital									
- Other	24,882	302	(4,467)	17	0	20,733	(4,483)	16,250	5,015
- Contributions (S94)	6,621	956	2,605	0	0	10,183	351	10,533	9,305
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>6,542</b>	<b>51</b>	<b>0</b>	<b>247,598</b>	<b>(2,817)</b>	<b>244,780</b>	<b>201,694</b>
<b>Expenses</b>									
Employee Costs	93,024	(1,117)	786	121	0	92,814	179	92,993	61,206
Borrowing Costs	2,768	(196)	0	0	0	2,571	0	2,571	1,522
Materials & Contracts	70,216	(1,462)	895	(51)	0	69,597	525	70,122	40,952
Depreciation	23,175	(36)	0	0	0	23,139	0	23,139	19,301
Legal Costs	564	3	(1)	0	0	567	0	567	120
Consultants	3,476	818	926	116	0	5,336	249	5,585	3,809
Other Expenses	15,431	265	564	0	0	16,260	269	16,529	14,817
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>3,170</b>	<b>186</b>	<b>0</b>	<b>211,133</b>	<b>1,222</b>	<b>212,355</b>	<b>141,728</b>
Net Gain/(Loss) from the Disposal of Assets	(486)	(2)	0	0	0	(488)	9	(479)	(262)
Net Gain/(Loss) on Fair Value Adjustment	0	0	0	0	0	0	631	631	631
<b>Net Operating Result from Continuing Operations</b>	<b>26,923</b>	<b>5,817</b>	<b>3,371</b>	<b>(135)</b>	<b>0</b>	<b>35,977</b>	<b>(3,399)</b>	<b>32,578</b>	<b>60,334</b>
<b>Net Operating Result before Capital Items</b>	<b>(4,580)</b>	<b>4,559</b>	<b>5,233</b>	<b>(151)</b>	<b>0</b>	<b>5,061</b>	<b>733</b>	<b>5,794</b>	<b>46,013</b>