



# DECEMBER 2023

Organisational

Report



## A message from the General Manager



I am pleased to present this report on Council's achievements and challenges during the first half of the 2023–24 financial year. It tracks our progress on what we set out to do for our community and City in our annual Operational Plan.

It has been a productive six months, with 86% of projects on track or completed and several of our community and Council's long-held aspirations for our City being realised.

All levels of government continue to work together to deliver projects to enhance the wellbeing and lifestyle of residents, now and in the future.

Penrith Beach became a reality in December following Council's success in lobbying the NSW Government to open Penrith Lakes to the community. Spanning the same length as Bondi Beach, Penrith Beach has been well received by the community who now have a new, cost-effective place to cool off and have fun, right at their doorstep.

Residents, visitors, and workers can also now enjoy a green sanctuary in the heart of Penrith City Centre, with construction of the 7,000 square metre City Park completed. Featuring a 78-metre sunken rain garden, an amenity building with green roof, trees that will grow to provide natural shade, pergolas, seating and public artwork, City Park also has a circular

water fountain, cascading pools with a connecting stream and fog fountains to help to cool visitors in warm weather.

In partnership with the NSW and Australian governments, we opened the upgraded Harold Corr Oval at Cambridge Park, delivering a high-quality athletics precinct that features our City's first all-weather synthetic track. Penrith's first mixed recreation space and upgraded junior playspace at Trinity Drive, Cambridge Gardens was also completed.

The Stage 1 upgrade of Regatta Park was completed and includes an adventure playspace, multi-use lawn space, shaded picnic and barbecue areas, pathways leading to the river foreshore, over-water viewing platforms, kayak launch areas, and first stage of the car park.

Making Penrith more accessible is a top priority with a significant number of amenities, surface, irrigation, flood lighting and facility upgrades completed at several sporting reserves and open spaces to improve accessibility, inclusivity and functionality for sportspeople, officials, and the community. This included the opening of an amenities building at David Currie Playspace in St Clair, which features a unisex family change area, a unisex ambulant toilet, a MLAK-fitted accessible toilet and a MLAK-fitted changing place facility.

In December, Llandilo Public School students celebrated the opening of the upgraded playspace at Wilson Park that they co-designed alongside Council as part of the Mayoral Challenge. Just days later, Kingswood Park Public School students enjoyed the opening of the upgraded playspace at Illawong Reserve which they helped design with Council.

We collaborated and consulted with our community and key partners on a range of plans and projects and endorsed our Community Safety Plan and our Affordable Housing Strategy to address the supply and diversity of affordable housing and support the housing and homelessness sectors.

Council also endorsed our Economic Development Strategy and Visitor Economy Strategy. These strategies support local economic growth, enhance visitor experience and importantly, help create more local jobs—one of our community's key priorities.

Hundreds of residents, businesses and community groups shared with us their ideas for making St Marys Town Centre vibrant, sustainable, and welcoming. Ideas included sprucing up our streets and parks, supporting local businesses as well as activities and events to bring the community together. We developed the draft St Marys Town Centre Place Plan to put these ideas into action over the next five years.

As part of our bush regeneration program, we planted 25,300 native species with 4,186 of these planted by volunteers, and to help cool and green our City, 8,000 trees were planted in 83 locations across 13 suburbs.

We continued to deliver high-quality early childhood education and care for around 4,000 children. During the reporting period, 10 of our children's services were assessed and rated under the National Quality Framework Assessment with all either meeting or exceeding the National Quality Standard. Further, our success in securing \$497,000 from the NSW Government enables us to deliver a range of exciting interest-based and recreational programs to children at 15 out of school hours care services, including learning to swim, rock climbing, Sailability, arts and cultural programs.

Our Library maintained its reputation as a leader in the field. We welcomed 149,759 people to our library branches; 233,659 items were borrowed and 7,206 people attended one of our many innovative online and onsite programs. To help improve accessibility, we increased our Home Library Service which now delivers library items to 175 clients and 21 aged care facilities across Penrith.

The Real Festival returned with 50,000 people attending the magical three-day festival that draws together the talents of many Council employees and residents. We also celebrated locally made goods with two 'Penrith Producers' events that added to Council's ongoing work to activate our city after dark and stimulate Penrith's nighttime economy.

We hosted live sites for our community to enjoy the success of the Matildas at the FIFA Women's World Cup, as well as the NRL Grand Final where families and friends watched the beloved Penrith Panthers take out their third consecutive grand final win. In July, more than 7,000 people celebrated NAIDOC Week at Jamison Park and in August we held our Local Celebration Awards in honour of residents who go above and beyond to help others.

I am proud we received several awards over the last six months, most notably, Council was named NSW's Most Sustainable City in the Keep Australia Beautiful Awards. This accolade recognises our long running commitment to resource recovery, our efforts to educate and encourage residents and our sustainable practices across many areas of our work. We also won the Circular Economy Award for our innovative project that used recycled coffee cups in our road base—an Australian first.

To find out more about Council's current and future projects, and how you can have your say in our City's future, visit [www.penrith.city](http://www.penrith.city) or [www.yoursaypenrith.com.au](http://www.yoursaypenrith.com.au) and follow us on Facebook and X (Twitter).



**Andrew Moore**  
**General Manager**



## STATEMENT OF RECOGNITION

Council values the unique status of Aboriginal people as the original owners and custodians of lands and waters, including the land and waters of Penrith City.

Council values the unique status of Torres Strait Islander people as the original owners and custodians of the Torres Strait Islands and surrounding waters.

***We work together for a united Australia and City that respects this land of ours, that values the diversity of Aboriginal and Torres Strait Islander cultural heritage and provides justice and equity for all.***

## ABOUT THIS DOCUMENT

This document summarises Council's progress, achievements, challenges, and financial performance for the six months from 1 July 2023 to 31 December 2023. This is the third Organisational Performance Report delivered within our four-year Delivery Program 2022–26.



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## Our Mission

### We will...

Deliver the services, facilities and infrastructure that our community needs

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Maintain our long term financial sustainability

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Work with our community and partners to achieve more than we can alone

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Provide an excellent customer experience to everyone who contacts us

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Value and engage our staff

## Our Values

In addition to our Code of Conduct, Council has adopted Values to guide our behaviour in the workplace and how we relate to our work colleagues, our customers, our communities, and our stakeholders.

### Our Values and Behaviours are:

We show respect

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We are accountable

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We encourage innovation

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*As an organisation, we strive to reflect these in our day to day work, making our workplace more enjoyable and productive.*



## Our Customer Promise

We put customers at the heart of everything we do. When we work with you and each other we will...



### BE PROACTIVE

We will be friendly, professional and show initiative.



### KEEP IT SIMPLE

We will offer clear, consistent and accurate information and services, which are easy for everyone to access.



### BUILD RESPECTFUL RELATIONSHIPS

We value relationships and diversity. We will respect your individual situation.



### LISTEN AND RESPOND

We will listen to you and seek to understand your needs. We will be honest, accountable and follow through, so you know what to expect and when.

## Community Vision

**Our regional City is inclusive and prosperous and offers the best in urban living and a sustainable rural environment.**



# Our Performance





## Our Performance Summary

### OUR PROJECTS

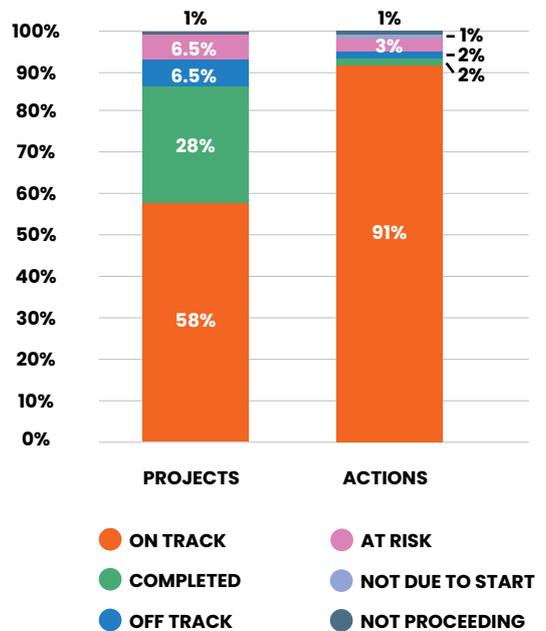
At the end of the December 2023 six-monthly reporting period, 28% of the 123 reportable projects were completed, 58% were on schedule for completion, and 14% were experiencing delays or no longer proceeding.

Although we do our best to anticipate what needs to be done each year, unexpected challenges and opportunities inevitably arise. In some cases, this affects our ability to undertake planned work, while in others, we can respond without affecting the agreed work program.

### OUR OPERATIONAL PLAN ACTIONS

At 31 December 2023, 2% of 2023-24 Operational Plan Actions were completed, 91% were on schedule for completion, 5% were experiencing some delay, and 2% were not due to start yet or are no longer proceeding. Figure 1 shows achievement of our Operational Plan Actions.

**Figure 1: Our progress against our Operational Plan Actions for the first half of 2023-24**



# How did we go? Organisational Indicators

## Financial Indicators

### VARIATION BETWEEN ACTUAL BUDGET AND PLANNED BUDGET

Council's budgets are prepared annually and phased into quarters. Although planning is never completely accurate in an organisation of our size and complexity, comparing actual versus planned budgetary spend indicates how well budgets are being phased and managed. Refer to the Financial Services Manager's Report on page 70 for progress against this indicator.

### COST OF SERVICE DELIVERY OVER TIME

The cost-of-service delivery per capita over time indicates whether Council's operations are becoming more efficient. An increase in cost is not necessarily a problem. There are many reasons why costs may increase, including changing community priorities, increased costs of materials or an improvement in the quality of service being provided. Changes to organisational structure and priorities will impact the cost-of-service delivery at the division level. Overall, however, the cost-of-service delivery across the organisation should trend downwards. This indicator is reported annually in our Annual Report.

## Management Indicators

### COMPLETION RATE OR STATUS OF OPERATIONAL PLAN ACTIONS PROGRESSING TO SCHEDULE

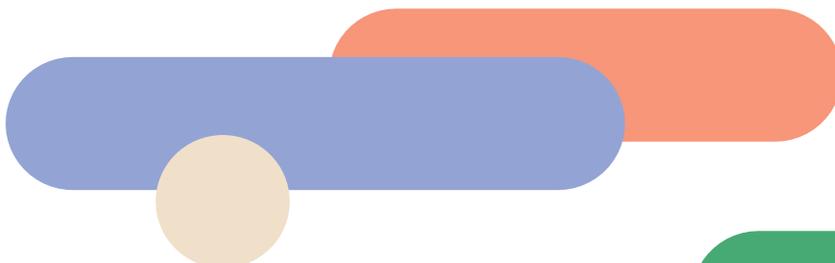
Each year, Council commits to deliver specific actions as part of the Operational Plan. The actions are time-limited, beyond business-as-usual projects and activities that have a set start and finish date and an identified deliverable. Operational Plan Actions are commitments to our community, and it is important that we report on our progress, while recognising that occasionally priorities may need to be reviewed to respond to unanticipated challenges or opportunities.

### ANNUAL BUSINESS PLAN REVIEWED QUARTERLY

We hold a quarterly workshop with our managers and the Leadership Team to review current business plans, priorities, and resourcing.

### EMPLOYEE LEAVE LEVELS MEET ORGANISATIONAL TARGETS

Leave is an essential part of employee wellbeing, and measuring leave levels allows us to gauge employee engagement. Council has targets for annual leave levels, to ensure planned workloads allow employees to take reasonable time off. Measuring unplanned leave allows Council to identify possible areas of disengagement. This indicator is reported every six months at an organisational level.



## Annual leave

### TARGET:

# 100%

of employees to have **less than 8 weeks** of accrued annual leave

### RESULT:

# 87.8%

of employees (temporary and permanent) have **less than eight weeks** of accrued annual leave as of 31 December 2023.

This figure represents the period 1 July to 31 December 2023.

## Unplanned leave

### TARGET:

Employees to have taken less than

# 9 days

of unplanned leave per financial year, equating to less than 4.5 days per six months.

### RESULT:

# 4 days

per employee.

Tracking this indicator also helps identify leave patterns across the organisation.



## Customer Experience Indicators

### PERFORMANCE MEETS AGREED TARGETS

We have consistently achieved high levels of customer service for the last six months. Our year-to-date statistics showed:

Number of calls handled:

**66,447**

Number of customers served at the front counter:

**5,256**

Phone call service level (calls answered within 2 minutes)

TARGET:

**80%**

RESULT:

**90.37%**

Phone call average speed to answer

TARGET:

**75 seconds**

RESULT:

**32 seconds**

After-call satisfaction rating:

**95.79%**

from 1,306 responses.

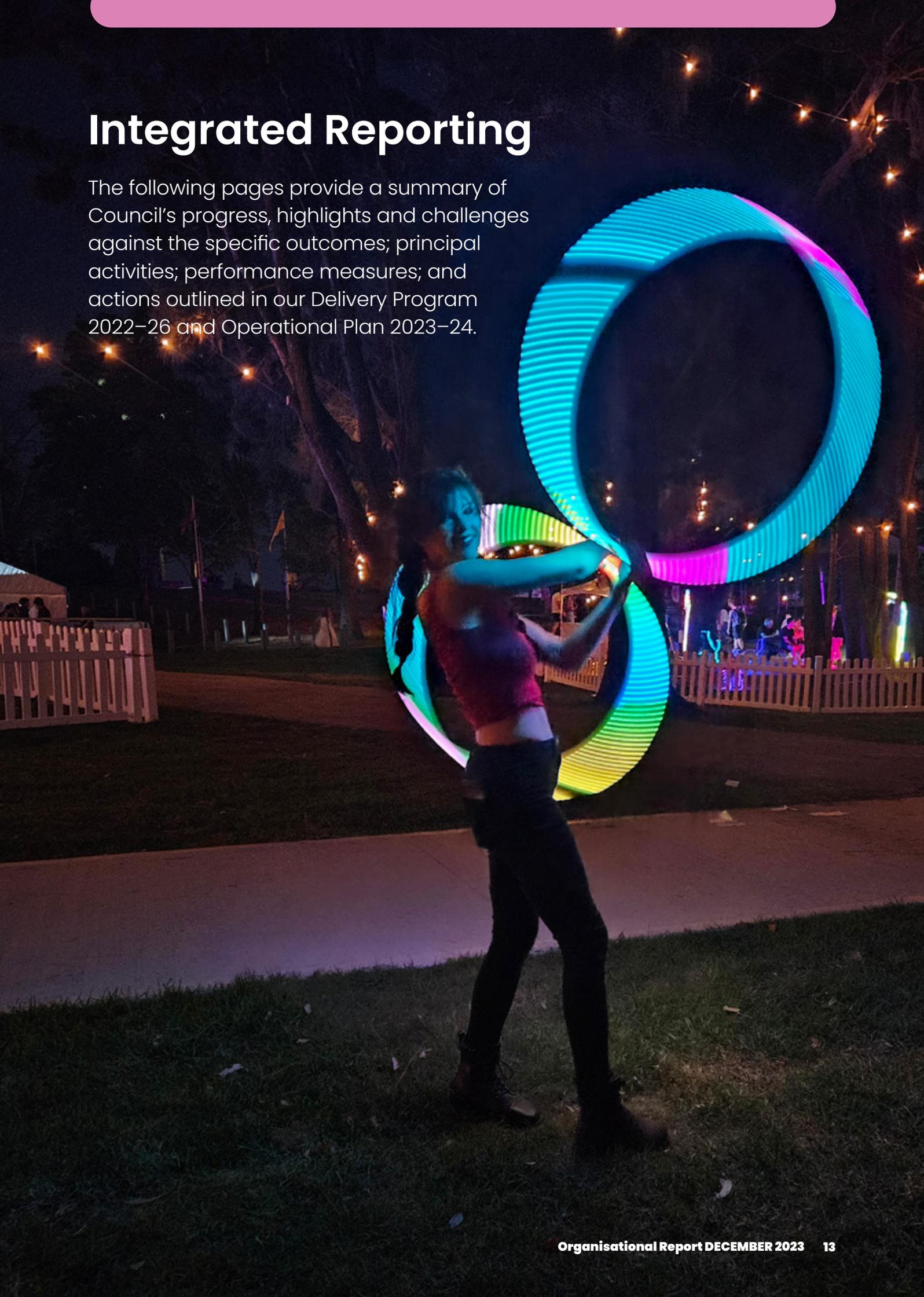
We received an average of **4.8 out of 5 stars** for our Customer Relationship Management after-call surveys (from 60 surveys completed).

We received a mystery shopper score of **90.84%** for front counter interactions (from 25 evaluations).

Tracking these indicators helps us understand our customers' satisfaction with our services.

# Integrated Reporting

The following pages provide a summary of Council's progress, highlights and challenges against the specific outcomes; principal activities; performance measures; and actions outlined in our Delivery Program 2022–26 and Operational Plan 2023–24.



# OUTCOME 1

## We protect and enhance an ecologically sustainable environment



### What have we done?

Table 1 shows the key performance indicators that help to measure the effectiveness of Council's activities in delivering the strategies included in this outcome. Indicators and associated principal activities are reported on a six-monthly basis.

**Table 1: Our progress against Outcome 1 key performance indicators at 31 December 2023**

1.1.1: Deliver programs that help improve our City's natural environment, including significant native roadside vegetation	Number of developed programs that help improve our City's natural environment	6
	Number of programs implemented that help improve our City's natural environment	6
1.1.2: Improve our natural areas, parks and public spaces	Number of on-ground outcomes	1
	Number of on-ground outcomes completed within set timeframes	1
1.2.1: Identify, support, develop and deliver initiatives to respond to a changing climate (including Cooling the City and resilience initiatives)	Number of climate change initiatives developed	11
	Number of climate change initiatives implemented	8
	Total emissions produced (tonnes of carbon dioxide equivalent)	No data available at this time
1.2.2: Help our residents and businesses understand how they can increase resource recovery, reduce waste and reduce carbon footprint	Number of programs developed for residents and businesses (resource recovery; reduce waste; reduce carbon footprint)	8
	Number of programs implemented for residents and businesses (resource recovery; reduce waste; reduce carbon footprint)	6
	Number of program participants for residents and businesses	3,872
	Number of downloads of the Waste Champions app	55,606



1.2.3: Manage the risk to and impact on life and property from the existing and potential future use of the floodplain	Number of flood studies completed	1
	Number of flood risk management plans completed	0
	Percentage of properties on the floodplain covered by an adopted catchment-based risk management plan	100%
1.2.4: Provide advice on floodplain and stormwater management	Percentage of accurate and timely advice provided on floodplain and storm water management requests within agreed service levels	100%
1.3.1: Collaboratively manage illegal dumping across Western Sydney (RID Squad)	Percentage of matters are investigated in the RID Online Case Management Database	100%
	Percentage of adherence to the EPA Service Level Agreement	100%

1.3.2: Manage resource recovery and waste collection services	Number of customer cases received relating to resource recovery and waste collection services	57,420
	Percentage of customer cases received relating to resource recovery and waste collection services responded to within agreed service levels	93.43%
1.3.3: Guide landholders towards sustainable on-site management of sewage and wastewater to protect and enhance the quality of public health and the environment within the City	Number of approval renewals issued prior to expiry	249
	New installation applications are assessed, and determinations issued within 15 working days	57

## STRATEGY 1.1: GREEN THE LANDSCAPE, PROVIDE MORE SHADE AND PROTECT BIODIVERSITY

The principal activities that help deliver this strategy are:

- 1.1.1:** Deliver programs that help improve our City's natural environment, including significant native roadside vegetation.
- 1.1.2:** Improve our natural areas, parks, and public spaces.

### Highlights

Council implemented several programs during the reporting period to help improve our City's natural environment. They were:

- On-site Sewage Management System (OSSM) program
- Environmental Health Development referral assessment
- Vegetation permit applications
- Water Health Program
- Complaint and Incident Investigations
- General natural system programs such as stormwater and biodiversity improvements.

We also continued to:

- Complete programmed bush regeneration projects.
- Deliver a program of externally funded grant projects.
- Manage the propagation and procurement of plants and trees for use in Council's parks and public spaces.

### Challenges

There has been a significant increase in the amount and complexity of court cases, extreme weather events and statutory responsibilities for vegetation permit applications relating to major local and regional developments. We are recruiting an additional employee to help improve assessment time.

## STRATEGY 1.2: STRENGTHEN SUSTAINABILITY AND CLIMATE RESILIENCE

The principal activities that help deliver this strategy are:

- 1.2.1:** Identify, support, develop and deliver initiatives to respond to a changing climate (including Cooling the City and resilience initiatives).
- 1.2.2:** Help our residents and businesses understand how they can increase resource recovery, reduce waste, and reduce carbon footprint.
- 1.2.3:** Manage the risk to and impact on life and property from the existing and potential future use of the floodplain.
- 1.2.4:** Provide advice on floodplain and stormwater management.

### Highlights

As part of the Greening Our City program, Council planted approximately 8,000 trees on Council-owned land across 13 suburbs at 83 locations, including residential nature strips, industrial estates, parklands, and infrastructure corridors.

Council co-hosted the 'Where Shade Hits the Pavement' event which brought together industry representatives to discuss urban heat and propose solutions to mitigate the impacts for our residents.

We approved 165 applications for the 'Supporting Sustainable Choices' rebate program which launched in late October 2023 and provides rebates to residents who purchased reusable consumer products. Over half of the applications were for reusable sanitary items, and 42 applications were for rechargeable batteries with financial savings and environmental benefits being the reported driving factors influencing people's purchase decisions.

### Challenges

In recent months, two community representatives have resigned from the Floodplain Risk Management Committee, and we are in the process of appointing and training new representatives.

We have completed reviews of several planning proposals and major works undertaken by the NSW Government. Council is managing several requests that are keeping our existing resources busy.

## STRATEGY 1.3: MINIMISE THE IMPACTS OF WASTE AND POLLUTION

The principal activities that help deliver this strategy are:

- 1.3.1:** Collaboratively manage illegal dumping across Western Sydney (through the RID Squad).
- 1.3.2:** Manage resource recovery and waste collection services.
- 1.3.3:** Guide landholders towards sustainable on-site management of sewage and wastewater to protect and enhance the quality of public health and the environment within the City.

### Highlights

Council completed Phase 1 of the Food Organics Garden Organics (FOGO) in Multi-unit Developments (MUDs) Program in December 2023, with 158 unit complexes (1,797 individual households) testing four education methods. These education methods, contamination monitoring results and audit results are being evaluated as part of the NSW Government grant-funded project. These unit complexes continue to use the FOGO service and the most effective education method will be used to roll out the FOGO service to the remaining MUDs throughout 2024.

### Challenges

There has been a significant increase in the amount and complexity of court cases, extreme weather events and statutory responsibilities for our On-site Sewage Management (OSSM) service due to major local and regional developments. There has also been a significant increase in the number of customer requests, which first doubled during the COVID-19 pandemic and have remained at this higher rate for the last two years. This trend has continued during this reporting period. We are currently reviewing our service to determine if additional resources are required.

Figure 2: Our progress against Principal Activity 1.3.2

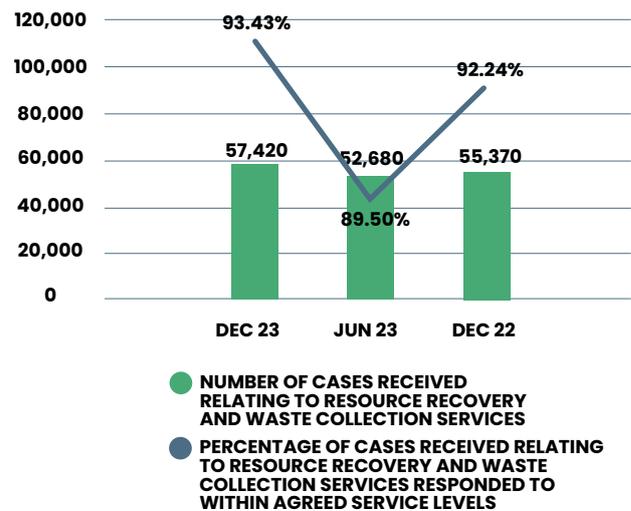
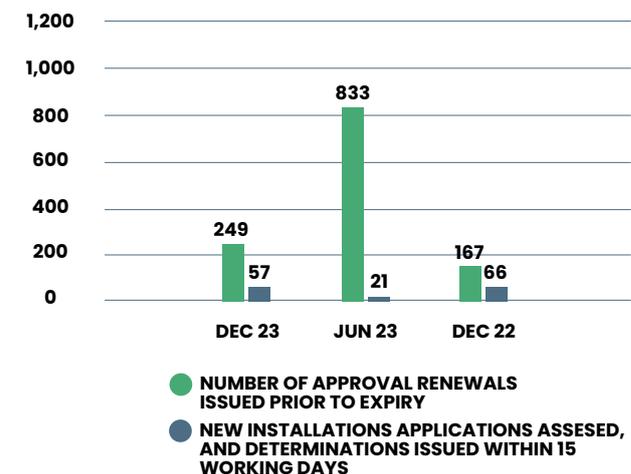


Figure 3: Our progress against Principal Activity 1.3.3



## How are we progressing?

Table 2 is a summary of Council's performance against the specific actions we committed to in 2023–24 for the quarter starting on 1 October 2023 and finishing on 31 December 2023.

**Table 2: Our progress against the Operational Plan Actions for Outcome 1 in Quarter 2 in 2023–24**

OUTCOME 1: WE PROTECT AND ENHANCE AN ECOLOGICALLY SUSTAINABLE ENVIRONMENT		
ACTION	STATUS	PROGRESS
<b>1.1.1a</b> In 2023–24, we will deliver programmed Water Management Projects.	On Track	<p>Council's contractors have continued with corrective maintenance works in 11 priority bioretention systems in Glenmore Park and Caddens. Works have primarily included weeding and planting of 19,000 replacement plants supplied by Council's nursery.</p> <p>Council's consultant has continued developing a Stormwater Management Strategy. The Strategy will inform a program of stormwater improvements. A mix of construction projects and programs will be confirmed, designed, and costed in early 2024.</p> <p>We are developing an on-lot stormwater treatment device audit program to increase property owners' awareness of their responsibilities to maintain their stormwater improvement infrastructure. The audit program will help ensure that stormwater is properly managed on new developments.</p>
<b>1.1.1b</b> In 2023–24, we will assess Tree Vegetation Permit Applications.	At Risk	<p>During the reporting period Council:</p> <ul style="list-style-type: none"> <li>Received 70 vegetation permit applications.</li> <li>Determined 56 vegetation permit applications.</li> <li>Assessed 19 applications within the 28-day timeframe equating to 34% of applications determined.</li> </ul>
<b>1.1.2a</b> In 2023–24, we will complete programmed bush regeneration projects for the year.	On Track	<p>Council continued to maintain more than 400 hectares across 58 bushland sites, which includes remnant bushland, water catchments, the Nepean River Precinct, small urban pocket reserves and road reserves.</p> <p>Council is currently undertaking three threatened species habitat improvement projects through the NSW Government's Saving our Species Program. We have installed 358 augmented persoonia nutans species across three Council reserves.</p> <p>Community volunteers, grant-funded projects and contract works contribute to the delivery of the Bush Regeneration Program.</p> <p>Since July 2023, we have planted 25,300 native species, including 4,186 planted by volunteers. 19,278 of these plants have been installed into bio-filtration systems around Penrith as part of an improvement and restoration project funded by the waterway health levy to reinstate functioning of these systems and aesthetic assets.</p>
<b>1.1.2b</b> In 2023–24, we will deliver programmed externally funded grant projects.	On Track	<p>Council is currently a quarter of the way through seven grant-funded projects coordinated by the Bushland Management Team. Most projects are funded by the NSW Government, with two significant projects funded through biodiversity offset programs related to transport infrastructure development in Penrith. The total amount of these grant-funded projects is \$790,844.50 and works will be completed over one to five-year periods, dependent on grant requirements.</p> <p>We await the outcome of two applications for Habitat Action Grants (\$40,000 each); and an additional \$106,400 through the Crown Reserves Improvement Fund.</p>

## OUTCOME 1: WE PROTECT AND ENHANCE AN ECOLOGICALLY SUSTAINABLE ENVIRONMENT

ACTION	STATUS	PROGRESS
<p><b>1.1.2c</b> In 2023-24, we will manage the propagation and procurement of plants and trees for use in Council's parks and public spaces.</p>	On Track	<p>Council's Nursery continued to propagate and if necessary, procure plants and trees to improve Penrith's natural areas, parks, and public spaces.</p> <p>The Nursery produced plants for giveaways such as citizenship ceremonies, Real Festival, family fun days and pop-up events like Be Cool to School, as well as community events held by the Wallacia Progress Association; Western Sydney University; Greening Australia, Greater Sydney Landcare, and Camden Council.</p>
<p><b>1.2.1a</b> In 2023-24, we will deliver, facilitate and support Cooling the City initiatives programmed for the year.</p>	On Track	<p>Council continued to deliver, facilitate, and support initiatives to mitigate urban heat and achieve the Cooling the City outcomes, including:</p> <ul style="list-style-type: none"> <li>• Giving plants and seeds to the community.</li> <li>• Participating in workshops on tree canopy and green infrastructure and providing access to the NSW Government's canopy data.</li> <li>• Updating Council's tree list to ensure planting of appropriate tree species.</li> <li>• Participating in workshops for the Heatsmart City Plan; Heatwave Management Guide; and Heat Risk Assessment programs through the Greater Sydney Urban Heat Taskforce.</li> <li>• Conducting research and discussions with employees and community organisations on the feasibility of facilitating and supporting cool centres.</li> <li>• Running the social 'Beat the Heat' campaign in November and December 2023.</li> <li>• Partnering with the University of Sydney to promote the HeatWatch app to the Penrith community.</li> <li>• Raising community awareness of the impacts of heat and heatwaves at the Village Café in Kingswood and Llandilo.</li> <li>• Planning for the Penrith Sensor Network that will monitor the microclimate across the Penrith Local Government Area in real time.</li> </ul>
<p><b>1.2.1b</b> In 2023-24, we will implement, monitor, and report on actions in the Resilient Penrith Actions Plan including:</p> <ul style="list-style-type: none"> <li>• emergency preparedness</li> <li>• urban food program</li> <li>• energy efficiency</li> <li>• net zero emissions pathway.</li> </ul>	On Track	<p>Council provided support for sustainability and resilience programs in the Resilient Penrith Action Plan, including:</p> <ul style="list-style-type: none"> <li>• Participating in the Resilient Sydney Program.</li> <li>• Being a mentor and attending the final event for the CSIRO GenSTEM Program.</li> <li>• Promoting the 'FireThrive: How prepared are you for a bushfire?' program in four community languages.</li> <li>• Implementing the Urban Food Program, including initial research on verge garden policies and guidelines.</li> <li>• Implementing the Energy Efficiency Program, including development of a manual for home energy kits.</li> <li>• Installing new smart meters, and monitoring of water leaks at Council facilities.</li> <li>• Implementing the Emergency Preparedness Program, including hosting a 'What-if Wednesday' business breakfast; developing a business flyer and community emergency-ready booklet.</li> <li>• Distributing 'Flood Recovery Go Bags'.</li> <li>• Completing the emergency management end-to-end review.</li> <li>• Supporting flood recovery initiatives, including facilitating the Residents of Wallacia Network, and Wallacia Village Café.</li> <li>• Completing the Fleet and Plant EV Transition Plan.</li> </ul>

## OUTCOME 1: WE PROTECT AND ENHANCE AN ECOLOGICALLY SUSTAINABLE ENVIRONMENT

ACTION	STATUS	PROGRESS
<p><b>1.2.1c</b> In 2023–24, we will implement Circular Economy Roadmap Initiatives.</p>	<p>On Track</p>	<p>Council implemented initiatives in the Circular Economy Roadmap to achieve sustainability and resource efficiency outcomes. These included:</p> <ul style="list-style-type: none"> <li>• Developing content for the Circular Economy web page including case studies.</li> <li>• Providing collection boxes at Council facilities for the 'DV Safe Phone' Program to which the community can donate their spare mobile phones for distribution to those in need. More than 260 phones have been collected so far.</li> <li>• Promoting reuse and recycling facilities to the community, such as the Community Recycling Centre and RecycleSmart Programs.</li> <li>• Developing an e-learning module for Council employees.</li> <li>• Completing investigations for the Environmental Upgrade Agreement Project.</li> <li>• Embedding Council programs with circular economy principles, such as reuse of materials at the City Park and North St Marys Dog Park.</li> </ul>
<p><b>1.2.2a</b> In 2023–24, we will increase waste and recycling stream options available to residents to increase diversion rate from landfill.</p>	<p>On Track</p>	<p>The RecycleSmart Program continued to collect and redirect hard-to-recycle items, such as soft plastics, textiles, batteries, and polystyrene from households across Penrith. RecycleSmart collected:</p> <ul style="list-style-type: none"> <li>• 2,981 bags from 1,424 households in the second quarter of 2023–24.</li> <li>• 4,278 kilograms of materials were recovered with soft plastics, textiles and clothing making up the highest proportion.</li> </ul> <p>Glenmore Park was the suburb with the most households participating in the program.</p>
<p><b>1.2.2b</b> In 2023–24, we will investigate options for residual household waste processing and disposal alternatives to landfill to improve resource recovery.</p>	<p>On Track</p>	<p>Residual waste was recovered through the Advanced Resource Recovery Technology Facility at Kemps Creek during the second quarter of 2023–24. Potential partners for alternate residual waste and food waste processing have been authorised to proceed with trial plant installation. It is possible that this alternate method of processing will enable greater resource recovery with higher value. Initial discussions with OzHarvest and the NSW Government about food waste education were held in December 2023 and there is opportunity to integrate this messaging into the FOGO in MUDs program.</p>
<p><b>1.2.2c</b> In 2023–24, we will review Council's waste disposal practice and all communications to improve consistency within Council managed resource recovery streams.</p>	<p>On Track</p>	<p>We ensure only red-lidded bins are used in parks for general litter waste collection. Further work will be undertaken to install bin enclosures at sports fields as part of Round 1 of the NSW Government's Illegal Dumping Prevention Program grant of \$120,000 to improve amenity and reduce illegal dumping.</p>
<p><b>1.2.2d</b> In 2023–24, we will contribute to and support Council's teams to identify opportunities to help meet corporate sustainability goals.</p>	<p>On Track</p>	<p>Council was proud to win the Circular Economy Award and Overall Sustainable City Award at the Keep Australia Beautiful Sustainable Cities Awards in October 2023.</p> <p>We are investigating coffee cup recycling at the newly opened Penrith Beach, as well as in additional locations at the Civic Centre.</p>

## OUTCOME 1: WE PROTECT AND ENHANCE AN ECOLOGICALLY SUSTAINABLE ENVIRONMENT

ACTION	STATUS	PROGRESS
<p><b>1.2.3a</b> In 2023–24 we will continue to deliver on Council’s floodplain Management Program, by progressing:</p> <ul style="list-style-type: none"> <li>• Emu Plains Flood Risk Management Study and Plan</li> <li>• Peach Tree and Lower Surveyors Creek Catchment Flood Risk Management Study and Plan</li> <li>• Rickabys Creek Catchment Flood Study</li> <li>• Upper Byrnes Creek Catchment Flood Study</li> <li>• Blackwell Creek Catchment Flood Study</li> <li>• St Marys Levee Investigations</li> <li>• Doonmore Street Detention Basin Investigations</li> <li>• Oxley Park Levee Investigations</li> <li>• Chapman Gardens Detention Basin Investigations</li> <li>• Byrnes Creek Catchment Flood Mitigations Investigation.</li> </ul>	On Track	<p>The completion of several flood studies and floodplain risk management studies is on track and we are seeking future grant funding to complete a number of proposed studies.</p> <ul style="list-style-type: none"> <li>• We have now completed and adopted 10 flood studies and five floodplain risk management studies and plans.</li> <li>• The delivery of Council’s Floodplain Management Program is reliant upon NSW Government grant funding.</li> <li>• Three flood studies and three floodplain risk management studies are underway.</li> <li>• We have secured grant funding for our flood related studies and flood mitigation projects.</li> <li>• Under the NSW Government’s 2023–24 funding program, we have secured \$400,000 to undertake the detailed design phase for one more flood study and one more flood mitigation project.</li> <li>• The implementation of Infrastructure NSW Wianamatta South Creek Flood Study is complete.</li> <li>• We have completed the review of the draft 2023 Hawkesbury–Nepean River Flood Study and made a submission to the NSW Government. The release of the flood study is expected in early 2024. The implementation of the Hawkesbury–Nepean River Flood Study will be in early 2024.</li> </ul>
<p><b>1.2.4a</b> In 2023–24 we will administer Council’s Floodplain Management Committee and Floodplain Management Working Party.</p>	On Track	<p>The Floodplain Risk Management Committee provides leadership and authority to Council’s Floodplain Management Program. The committee held regular meetings to present the progress of the program and make recommendations to Council on matters such as flood studies, Floodplain Risk Management Plan and the implementation of flood management recommendations (works and measures to reduce flooding). In recent months, two of the community representatives have resigned, and we are in the process of appointing new community representatives. The Committee’s next meeting will be in March 2024.</p>

## OUTCOME 1: WE PROTECT AND ENHANCE AN ECOLOGICALLY SUSTAINABLE ENVIRONMENT

ACTION	STATUS	PROGRESS
<p><b>1.2.4b</b> In 2023-24, we will provide timely and accurate strategic and technical advice to planning and development related matters.</p>	<p>On Track</p>	<p>We have completed reviews of several planning proposals and major works undertaken by the NSW Government, including:</p> <ul style="list-style-type: none"> <li>• The Draft 2023 Hawkesbury—Nepean Flood Study that consists of 18 reports.</li> <li>• Providing technical advice to Sydney Metro—Western Sydney Airport, including our review of several flood assessment reports and drainage designs to ensure Council's flood management policies and specifications are met.</li> <li>• Planning proposals for Glenmore Park East, Orchard Hills South, and others.</li> <li>• Hawkesbury—Nepean Valley Flood Evacuation Model and potential concept designs by the NSW Government, including several flood assessment reports and designs.</li> </ul>
<p><b>1.3.1a</b> In 2023-24, we will investigate all matters in the RID online Case Management Database.</p>	<p>On Track</p>	<p>We continued to host the operations of the Western Sydney RID Squad on behalf of the other member councils—The Hills, Camden, Fairfield, Blacktown, and Blue Mountains councils. In the last quarter, the RID Squad conducted 620 investigations which resulted in 12 penalty notices issued to the value of \$15,250.00. In addition, two official cautions were issued.</p>
<p><b>1.3.2a</b> In 2023-24, we will offer sustainable resource recovery service options to the community and commercial sector.</p>	<p>On Track</p>	<p>Two-hundred businesses are currently on Council's commercial waste service, a 2.5% increase from the last quarter. Of these, 181 businesses have a recycling service and 151 have a FOGO service.</p> <p>The RecycleSmart collection of soft plastics, textiles, electronic and other waste direct from households continued, with 4,278 kilograms of items collected in the second quarter of 2023–24.</p> <p>Penrith Community Recycling Centre collected 17,590 kilograms of items for resource recovery during the past quarter. The most common items dropped off by residents were paint, gas bottles, fire extinguishers, motor oil and batteries.</p> <p>Council held a two-week recycling drop-off event in December 2023 at The Kingsway Playing Fields, Werrington to help the community deal with excess recycling over the holiday period.</p> <p>We are finalising Phase 1 of the rollout of FOGO to MUDs. We tested the service at 158 unit complexes comprising 1,797 individual households. External audits of MUD bins are being completed before Phase 2 of the project. Rollout of the service across MUDs in Penrith commences in early 2024.</p>
<p><b>1.3.3a</b> In 2023-24, we will assess renewal applications.</p>	<p>At Risk</p>	<p>During the reporting period, 75 renewal applications for On-site Sewerage Management Systems (OSSMs) were assessed and issued.</p>
<p><b>1.3.3b</b> In 2023-24, we will assess new installation applications.</p>	<p>On Track</p>	<p>57 applications or referrals (including re-referrals) were assessed for new OSSMs or alterations to existing systems.</p>



# OUTCOME 2

## We are welcoming, healthy, happy, creative and connected



### What have we done?

Table 3 shows the key performance indicators that help to measure the effectiveness of Council's activities in delivering the strategies included in this outcome. Indicators and associated principal activities are reported on a six-monthly basis.

**Table 3: Our progress against Outcome 2 key performance indicators at 31 December 2023**

2.1.1 Work with local communities to identify priority issues in their area and build local resilience	Percentage of community satisfaction levels with Village Café programs	90%	2.1.3: Engage with our community on resource efficiency and to improve resilience	Number of programs on resource efficiency and resilience delivered	7
	Number of Village Café programs planned	28		Number of participants at programs on resource efficiency and resilience	586
	Number of Village Café programs delivered	28		Number of digital interactions on resource efficiency and resilience	80
	Program participation rates (attendees)	540			
2.1.2: Develop effective strategies that respond to the impacts of growth, redevelopment and change in our community	Number of programs on the impacts of growth, redevelopment and change in our community developed	5	2.2.1: Work in partnership to support the revitalisation of the Penrith, St Marys and Kingswood centres	Number of partnership agreements that support revitalisation of the Penrith, St Marys, and Kingswood centres	3
	Number of participants in programs on the impacts of growth, redevelopment and change in our community	70		Number of revitalisation activities and programs programmed	13
				Number of revitalisation activities and programs completed	13



2.2.2: Work with government and community organisations to address local issues and improve the capacity and social wellbeing of the community	Number of community sector training and development sessions delivered	2
	Numbers of participants at community sector training and development programs	145
	Community satisfaction level with sessions on community sector training and development	80%
2.2.3: Work with partners to develop and integrate strategies that strengthen our community	Number of strategies developed to strengthen our community	2
	Number of unique partners involved in developed strategies to strengthen our community	20
	Community satisfaction levels with strategies developed to strengthen our community	75%

2.2.4: Work with community and partners to foster a safe and welcoming city	Our community satisfaction levels on our City being safe and welcoming	70%
2.2.5: Help promote responsible pet ownership	Number of Companion Animal Act educational initiatives delivered	573
	Number of participants at Animal Act educational initiatives	573
	Number of investigations/ inspections relating to companion animals completed within the agreed service levels	1,570
2.2.6: Provide advice and help protect and improve the health of our community	Percentage of businesses achieving a Scores on Doors rating (Target >90%)	87%

2.2.7: Ensure buildings constructed are safe and healthy	Number of building construction complaints made	5
	Number of building construction complaint responded to within agreed timeframe	4
	Number of building construction audits completed	0
2.2.8: Deliver health, fitness, and aquatic services to support social, health and wellbeing in the community	Member satisfaction level with facilities and services provided	85%
	Number of visitors	223,090
	Number of memberships	4,417
2.3.1: Deliver library services that support a vibrant, connected community	Number of programs delivered	324
	Number of participants at programs	7,206
	Number of Library interactions	233,659
2.3.2: Deliver high quality children's services	Childcare centres occupancy rates	90%
	Percentage of childcare centres that are equal to or exceed the National Quality Standards (NQS)	100%
2.3.3: Provision of cemeteries to assist in meeting community needs	Our community satisfaction levels with Council's cemeteries	100%

2.4.1: Conduct and support events that include all members of our community	Number of community events held	9
	Number of participants at community events held	73,980
2.4.2: Support and implement initiatives which contribute to culture and creativity across our City	Number of initiatives delivered that contribute to culture and creativity	21
	Number of participants at initiatives that contribute to culture and creativity	73,980
	Community satisfaction with initiatives that contribute to culture and creativity	90%
2.5.1: Develop strategic partnerships with Aboriginal communities and community service providers to harness collective resources and respond to community needs	Number of partnerships developed with Aboriginal communities and community service providers	10
	Number of partnerships implemented with Aboriginal communities and community service providers	10

## STRATEGY 2.1: BUILD AND SUPPORT COMMUNITY RESILIENCE TO ADAPT TO CHANGING CIRCUMSTANCES

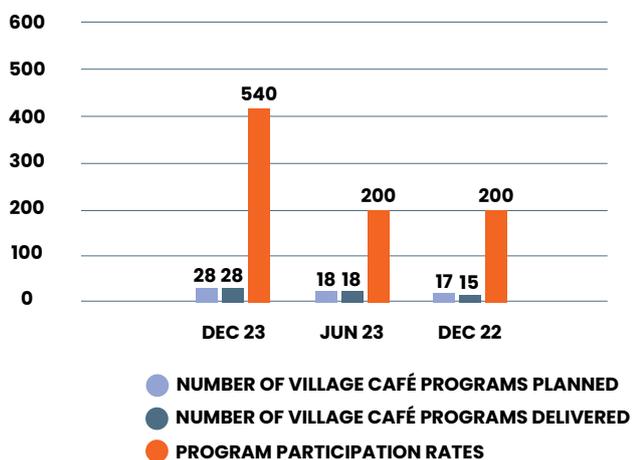
The principal activities that help deliver this strategy are:

- 2.1.1:** Work with local communities to identify priority issues in their area and build local resilience.
- 2.1.2:** Develop effective strategies that respond to the impacts of growth, redevelopment and change in our community.
- 2.1.3:** Engage with our community on resource efficiency and to improve resilience.

### Highlights

Council has engaged with the community to identify priority issues and opportunities in the areas of affordable housing, community safety, nighttime activities, cultural outcomes, and inclusion from the perspective of people who are culturally and linguistically diverse. Feedback has informed the Affordable Housing Strategy (endorsed November 2023); the Community Safety Plan (endorsed December 2023); the draft Cultural Strategy; and the preparation of the draft Nighttime Economy Strategy and draft Multicultural Action Plan.

**Figure 4: Our progress against Principal Activity 2.1.1**



## STRATEGY 2.2: ENHANCE COMMUNITY WELLBEING, SAFETY, AND NEIGHBOURHOOD AMENITY

The principal activities that help deliver this strategy are:

- 2.2.1:** Work in partnership to support the revitalisation of the Penrith, St Marys, and Kingswood centres.
- 2.2.2:** Work with government and community organisations to address local issues and improve the capacity and social wellbeing of the community.
- 2.2.3:** Work with partners to develop and integrate strategies that strengthen our community.
- 2.2.4:** Work with community and partners to foster a safe and welcoming city.
- 2.2.5:** Help promote responsible pet ownership.
- 2.2.6:** Provide advice and help protect and improve the health of our community.
- 2.2.7:** Ensure buildings constructed are safe and healthy.
- 2.2.8:** Deliver health, fitness, and aquatic services to support social, health and wellbeing in the community.

### Highlights

Council continued to develop the St Marys Place Plan and the high-level concept plan for St Marys Central Park. Community engagement occurred on both projects with 540 residents, students, and business owners providing their views.

Fire safety requests were responded to within an average of two days. Construction and occupation certificate applications have been assessed and issued for substantial stages of significant developments.

Ripples facilities have continued to gain increased visitation and participation. Greater program diversity and improved access through new equipment and extended operating hours have been key contributors to this growth.

## Challenges

Local food businesses are still impacted by the COVID-19 pandemic. They have reported difficulty finding and keeping staff which in turn has resulted in some businesses not operating to their normal standard of cleanliness and hygiene.

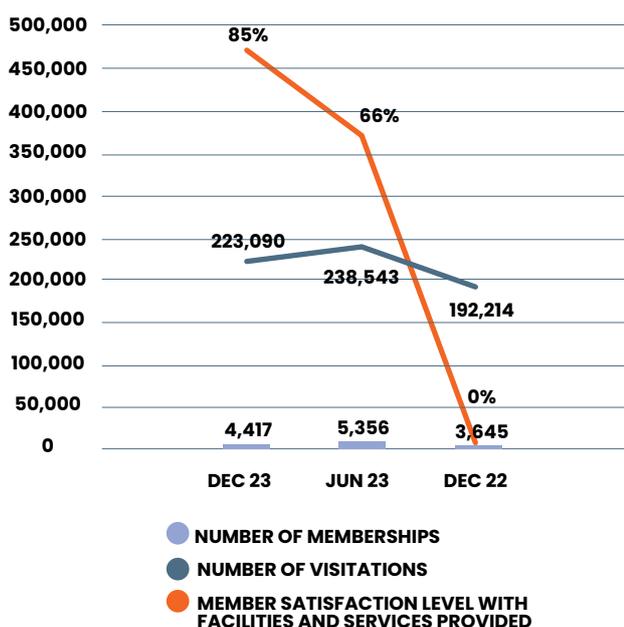
Increasing requests for our Food Safety Program; Skin Penetration Safety Program; and Regulated System Program (Legionella Safety); alongside a high rate of enforcement action has caused delays in completing inspections. We are still tracking to complete all business inspections by the end of the next quarter.

There has been a significant increase in animal services matters, including more animals impounded to the Hawkesbury Companion Animal Shelter. Legislation and changes in shelter practices have extended the timeframes for rehoming animals. This has led to capacity issues at the shelter.

Cost and supply issues with labour and building materials has impacted the construction industry, which in turn affects the number and timing of certification applications, inspections, and certificates. The introduction of more stringent legislation has also increased certification considerations. This ultimately improves building quality and safety for occupants, particularly in residential flat buildings.

Significant venue improvements and renewal works have continued to be prioritised at our Ripples facilities. This has impacted access. Ongoing improvement at St Marys has required rolling closures of parts of the venue.

**Figure 5: Our progress against Principal Activity 2.2.8**



## STRATEGY 2.3: PLAN FOR, DELIVER AND IMPROVE COMMUNITY SERVICES

The principal activities that help deliver this strategy are:

- 2.3.1:** Deliver library services that support a vibrant, connected community.
- 2.3.2:** Deliver high quality children’s services.
- 2.3.3** Provision of cemeteries to assist in meeting community needs.

### Highlights

From 1 July to 31 December 2023, 149,759 people visited our library branches, 233,659 items were borrowed and 7,206 people participated in our programs. We increased our Home Library Service, which now delivers library items to 175 clients and 21 aged care facilities.

Council’s Children’s Services have continued to grow, with three new services commencing since June 2023. These new services include Llandilo OSHC, Orchard Hills OSHC and Werrington County Vacation Care.

Children’s Services received a \$497,000 Before and After School Care Innovation Grant, which will deliver a range of interest-based and recreational programs at 15 of our OSHC services. Programs include sports activities, learning to swim, rock climbing, Sailability, arts and cultural activities.

The Australian and NSW governments have provided support to improve access for children with ongoing high support needs in our services. These programs have built the service capacity to include children with ongoing high support needs in mainstream services. During the past six months, Children’s Services enrolled around 56 children with diagnosed additional needs or disability.

Since 1 July 2023 there have been 59 burials and 17 ashes placements in Council’s three operational cemeteries.

Restoration and general maintenance work on older monuments at Penrith Cemetery has continued, while the new Memorial Garden 4 is complete and facilitating ashes placements. A contractor has been appointed to install a new columbarium wall at Emu Plains Cemetery with work to be completed in early 2024.

## Challenges

It has been a busy period with 10 of our Children's Services assessed under the National Quality Framework. We have received excellent results, with all services assessed meeting the national quality standards with exceeding themes. These services include Braddock OSHC, Blue Emu, Carita, Erskine Park, Platypus, and Glenmore Park CFC. Three services were successful in achieving an exceeding standard, including Samuel Terry OSHC, Stepping Stones CC and Tamara CC.

## STRATEGY 2.4: SUPPORT AND PROVIDE OPPORTUNITIES TO PARTICIPATE IN ACTIVITIES AND EVENTS THAT CELEBRATE OUR DIVERSITY, CULTURE, AND CREATIVITY

The principal activities that help deliver this strategy are:

- 2.4.1:** Conduct and support events that include all members of our community.
- 2.4.2:** Support and implement initiatives which contribute to culture and creativity across our city.

## Highlights

Providing opportunities for everyone to participate in community events has been a significant focus. Council employees attended training in inclusive event practices and the learnings are being applied to our events. We are also developing an Accessible Events Toolkit to assist in future event planning.

Real Festival was delivered in September 2023, with considerations made to maximise the accessibility and inclusiveness of the event. We developed an Event Accessibility Plan and appointed an Access Lead; identified additional accessible car parking on Tench Avenue; held 'quiet hours' at the start of each day's program; and provided a designated 'quiet zone' at the event site free from loud or bright elements.

## STRATEGY 2.5: RESPECT, ENGAGE AND CELEBRATE OUR DIVERSE ABORIGINAL AND TORRES STRAIT ISLANDER COMMUNITY, THEIR RICH HERITAGE AND CONTINUING CULTURE

The principal activity that helps to deliver this strategy is:

- 2.5.1:** Develop strategic partnerships with Aboriginal communities and community service providers to harness collective resources and respond to community needs.

## Highlights

Council continued to nurture partnerships with local First Nations communities and service providers in our planning-related work, including preparation of a Health Action Plan and the Community Safety Plan.

We planned and delivered programs for NAIDOC Week 2023 and connected with more than 80 organisations and individuals. This helped us to build awareness, foster new relationships and consider opportunities for future partnerships.

Council conducted community and stakeholder engagement with more than 200 participants to collect views and perspectives to inform the update of our Statement of Recognition. We collected feedback via an online survey, in-depth interviews, and workshops.

Figure 6: Our progress against Principal Activity 2.5.1



## How are we progressing?

Table 4 is a summary of Council's performance against the specific actions we committed to in 2023–24 for the quarter starting on 1 October 2023 and finishing on 31 December 2023.

**Table 4: Our progress against our Operational Plan Actions for Outcome 2 in Quarter 2 of 2023–24**

OUTCOME 2: WE ARE WELCOMING, HEALTHY, HAPPY AND CONNECTED		
ACTION	STATUS	PROGRESS
<p><b>2.1.1a</b> In 2023–24, we will deliver the annual Village Café program and consider options to expand.</p>	On Track	<p>The Village Café continued normal monthly programming at three locations, totaling nine sessions. Monthly participation averaged 20 participants at North St Marys; 28 at Llandilo; and 30 at Kingswood. Programming included a plant giveaway, heat-smart tips, card making and Christmas food hampers.</p> <p>The temporary Village Café continued at Wallacia Caravan Park as part of Council's disaster preparedness work. Three sessions were held with five participants connected to services for essential support. Residents have provided feedback about local needs, including access to transport, fresh produce and clear information on local projects, such as the airport. On 19 December 2023, Council delivered a community barbecue in the caravan park. Targeted support services attended and resources such as 'Flood Recovery Go Bags' were distributed.</p>
<p><b>2.1.1b</b> In 2023–24, we will deliver identified actions in the Disability Inclusion Action Plan.</p>	On Track	<p>Council has made significant progress on the development of the draft Pedestrian Access and Mobility Plan Technical Study, which is in the final review stage with relevant teams across Council. The Disability Awareness Campaign is also now close to completion.</p>
<p><b>2.1.2a</b> In 2023–24, develop strategy and policy that responds to the impact of growth and new opportunities including:</p> <ul style="list-style-type: none"> <li>• Culture Strategy and Action Plan</li> <li>• Community Services Tenancy Policy</li> <li>• Community Funding Policy</li> <li>• Community and Cultural Facilities Strategy</li> <li>• Reflect Reconciliation Action Plan.</li> </ul>	On Track	<p>Progress continued on the delivery of key strategies that will support the livability and vibrancy of our community now and in future. The Draft Cultural Strategy and Action Plan is on public exhibition until late February 2024 and is expected to be presented to Council for endorsement shortly after. The draft strategy strengthens Penrith's cultural opportunities, including supporting local and emerging artists.</p> <p>The proposed key strategic directions in the draft Community and Cultural Facilities Strategy are currently being reviewed by employees from across Council. It will be finalised in the first half of 2024 and will confirm Council's future direction for our 44 community and cultural facilities, based on robust research, benchmarking and stakeholder feedback.</p> <p>The Community Funding Program review continues to progress with targeted engagement on the proposed framework in the last six months. Engagement included interviews, a 'Your Say Penrith' online survey and a workshop for interested stakeholders. It is expected that the final framework will be presented to Council for consideration in mid-2024.</p>

## OUTCOME 2: WE ARE WELCOMING, HEALTHY, HAPPY AND CONNECTED

ACTION	STATUS	PROGRESS
<p><b>2.1.3a</b> In 2023-24, we will engage with the community on resilience and sustainability through:</p> <ul style="list-style-type: none"> <li>• social media campaigns</li> <li>• workshops</li> <li>• events and community programs.</li> </ul>	On Track	<p>Council engaged with our community on sustainability and resilience through social media campaigns, workshops, and events to build collective knowledge and capacity. These included:</p> <ul style="list-style-type: none"> <li>• Solar power and batteries community workshop, held on 12 October.</li> <li>• Urban food and mindful gardening webinar, held on 18 October.</li> <li>• Children's Week sustainability activity, held on 26 October.</li> <li>• Sustainability stall at the Family Fun Day in Cranebrook on 4 November.</li> <li>• Promoting the Sydney Edible Garden Trail, held on 4 and 5 November, including a free ticket giveaway.</li> <li>• Energy efficiency at home—How to keep cool in summer and save money webinar, held on 22 November.</li> <li>• Energy efficiency online and in-home assessments for Penrith residents.</li> <li>• Social media to promote the 'Switch to GreenPower' campaign and the Sydney Water 'Water Fix' Program.</li> <li>• Sustainability e-Newsletter distributed monthly.</li> <li>• Content in the Our Place newsletter.</li> <li>• Resilient Sydney Strategy Community Resilience Workshop, held in December 2023.</li> </ul>
<p><b>2.2.1a</b> In 2023-24, we will develop and implement strategic place making activations that support the revitalisation of Penrith, St Marys and Kingswood town centres.</p>	On Track	<p>Council has delivered several placemaking activations in this period, and supported activations in partnership with the City Centre Corporations, including:</p> <ul style="list-style-type: none"> <li>• Live site for the NRL Grand Final, attended by 200 people.</li> <li>• Outdoor cinemas in St Marys in October, November and December attended by 200 people per screening.</li> <li>• Talent showcase activation in St Marys in November attended by 150 people.</li> <li>• Outdoor cinema in Kingswood in November attended by 200 people.</li> <li>• A second Penrith Producers event in Penrith City Centre in December, that attracted 3,000 people.</li> </ul> <p>Council also supported Halloween and Christmas activations in Penrith and St Marys run by the City Centre Corporations.</p>
<p><b>2.2.1b</b> In 2023-24, we will develop a City Park Action Plan.</p>	On Track	<p>In the last six-months, Council has been developing the City Park Activation Plan to inform the future use and activation of the park, which opened on 22 December 2023. A community celebration event is being planned for March 2024.</p>
<p><b>2.2.2a</b> In 2023-24, we will develop and deliver an annual Community Sector Training and Development program.</p>	On Track	<p>The following sessions were delivered to local community services and groups to build their capacity in seeking and securing funding for programs and services through grants:</p> <ul style="list-style-type: none"> <li>• Basic grant writing skills delivered face-to-face in St Marys with 30 participants.</li> <li>• Basic grant writing skills, delivered online with 15 participants.</li> </ul>

## OUTCOME 2: WE ARE WELCOMING, HEALTHY, HAPPY AND CONNECTED

ACTION	STATUS	PROGRESS
<p><b>2.2.3a</b> In 2023-24, we will develop and deliver endorsed actions identified in Community Action Planning</p>	<p>On Track</p>	<p>In October 2023, we completed recruitment for the Neighbourhood Renewal team. The team's focus for this period has been to:</p> <ul style="list-style-type: none"> <li>• Build rapport and familiarity between the new team and community.</li> <li>• Identify key relationships with community leaders and services in Cranebrook.</li> <li>• Begin conversations about practice outcomes and approaches in 2024.</li> </ul> <p>Approximately 150 residents and 10 services were engaged across five events including:</p> <ul style="list-style-type: none"> <li>• Cranebrook Café, Kooly Centre, led by Nepean Community &amp; Neighbourhood Services (NCNS)</li> <li>• Council's Community Family Fun Day</li> <li>• Cranebrook Neighbourhood Advisory Board (CNAB) meeting with place-based services in Cranebrook</li> <li>• Cranebrook Christmas Fun Day, led by Barnardos and NCNS and TOMs Christmas Carols.</li> </ul> <p>The team listened to what the community loves about Cranebrook and their experiences living in the neighbourhood. Key themes will inform activities for 2024.</p>
<p><b>2.2.3b</b> In 2023-24, we will work in partnership to deliver actions identified in the Resilient Penrith Action Plan.</p>	<p>On Track</p>	<p>Council continues to work with a wide range of community services and other community stakeholders to support residents in the delivery of resilience programming. The Village Cafe program extended to Wallacia Caravan Park, meeting monthly in this reporting period. Council employees and other stakeholders have collaborated with residents to support existing social networks and build capacity should residents experience further shocks in the future.</p>
<p><b>2.2.4a</b> In 2023-24, we will develop a Community Safety Plan.</p>	<p>Complete</p>	<p>Council's Community Safety Plan 2023-27 was developed in consultation with a wide range of stakeholders. The draft was open for further feedback through a public exhibition in October 2023, with the final plan endorsed by Council in December 2023.</p>
<p><b>2.2.4b</b> In 2023-24, we will provide support to emergency services to prepare for and respond to emergencies.</p>	<p>On Track</p>	<p>No significant emergencies have occurred that required Council support in this reporting period. Council employees provided input into the Cumberland District Bushfire Risk Management Plan.</p>
<p><b>2.2.5a</b> In 2023-24 we will deliver educational programs around responsible pet ownership.</p>	<p>On Track</p>	<p>Council rangers participated in the following responsible pet ownership community engagement events:</p> <ul style="list-style-type: none"> <li>• Tag Wag and Bag extended patrols</li> <li>• Cranebrook Family Fun Day</li> <li>• St Clair Shopping Centre (community engagement).</li> </ul> <p>In total there were 183 interactions with members of the public on a range of companion animal and other regulatory services.</p>

## OUTCOME 2: WE ARE WELCOMING, HEALTHY, HAPPY AND CONNECTED

ACTION	STATUS	PROGRESS
<p><b>2.2.6a</b> In 2023-24, we will deliver the annual water health monitoring and sampling program.</p>	<p>On Track</p>	<p>Council recreational water monitoring included weekly enterococci testing with monthly physical and chemical parameters at five key sites along the Nepean River. Sampling sites were at Tench Reserve, Jamisontown; Regatta Park, Emu Plains; the Rowing Club (Nepean River Weir), Devlin Road, Castlereagh; and Fowler Reserve, Wallacia. 12 sampling weeks of enterococci testing have been completed in the last quarter. Five weeks of sampling at Wallacia were not completed during the period.</p> <p>The results included:</p> <ul style="list-style-type: none"> <li>• 33 samples being category A.</li> <li>• 18 samples being category B.</li> <li>• two samples being category C.</li> <li>• zero samples being category D.</li> </ul> <p>This indicates better water quality than the same time last year, however this year's testing has been completed over a period with significantly less rainfall. Initial results continue to indicate that water quality at these sites is generally good except for immediately after rain. We publish the results of our sampling and other useful recreational water information on Council's website.</p>
<p><b>2.2.6b</b> In 2023-24, we will deliver the annual program of Food Safety investigations.</p>	<p>On Track</p>	<p>There were 966 food businesses registered with Council's Food Safety Program that required inspection and 89 low-risk businesses inspected on an incident-only basis (such as home-based businesses).</p> <p>Approximately 272 primary food business inspections and 87 food business re-inspections were completed. The inspection results indicated:</p> <ul style="list-style-type: none"> <li>• 142 rated 5-star.</li> <li>• 55 rated 4-star.</li> <li>• 32 rated 3-star.</li> </ul> <p>This equates to 85% of local food businesses receiving a rating certificate based on their performance at the time of Council's inspection, 40 businesses (15%) did not qualify and three were not eligible for a rating (such as bar only businesses or those that had ceased to trade). During the reporting period, Council issued:</p> <ul style="list-style-type: none"> <li>• 23 improvement notices.</li> <li>• Two prohibition orders.</li> <li>• Two penalty infringement notices were issued.</li> </ul> <p>We investigated 30 food business-related complaints during the last quarter.</p> <p>Our Temporary Event and Mobile Food Safety Program issued 89 approvals for temporary events and two mobile food vending approvals. We completed 14 food safety inspections at community and public events, including the Penrith CBD Christmas Tree Light Up event.</p>
<p><b>2.2.6c</b> In 2023-24, we will deliver the annual Skin Penetration Safety Program.</p>	<p>On Track</p>	<p>Council's Skin Penetration Safety Program had 122 registered businesses, with approximately 53 primary skin penetration business inspections completed and 8 re-inspections completed. No formal enforcement actions were required.</p>

## OUTCOME 2: WE ARE WELCOMING, HEALTHY, HAPPY AND CONNECTED

ACTION	STATUS	PROGRESS
<p><b>2.2.6d</b> In 2023-24, we will deliver the annual Public Swimming Pool and Splash Park Safety Program.</p>	<p>On Track</p>	<p>In the last quarter, there were 28 registered businesses totaling 39 pools and splash parks. Four primary inspections were completed. No formal enforcement action was required.</p>
<p><b>2.2.6e</b> In 2023-24 we will deliver the annual Regulated System Program (Legionella Safety).</p>	<p>On Track</p>	<p>At the end of December 2023, Council's Regulated System Program (Legionella Safety) had 60 registered businesses with 22 warm water systems and 125 cooling towers registered. The inspection component of this program is scheduled to commence and be completed within the third quarter of the 2023-24 reporting period.</p>
<p><b>2.2.6f</b> In 2023-24, we will participate in the annual NSW Health Arbovirus Surveillance Program.</p>	<p>On Track</p>	<p>Council participates in the NSW Health Arbovirus Surveillance and Mosquito Monitoring Program. Our participation includes a total of four sites at Werrington, Emu Plains, Orchard Hills and Castlereagh. The 2023-24 program started on 4 December 2023 and there have been three weeks' worth of sampling completed from 12 traps by the end of December. The trapping season is determined by the NSW Government and runs to March or April depending on the season and the type and number of mosquitoes being trapped. So far, most mosquitoes have been trapped at Werrington, followed by Emu Plains; Orchard Hills; and Castlereagh. No arboviruses have been detected in any of the mosquitoes trapped in Penrith this season.</p>
<p><b>2.2.7a</b> In 2023-24, we will continue to undertake safety audits and respond to fire safety complaints in a timely manner.</p>	<p>On Track</p>	<p>Council experienced a busy quarter with certification work but has prioritised fire safety requests which were inspected within three working days. The requests have come from the public and Fire and Rescue NSW.</p>
<p><b>2.2.8a</b> In 2023-24, we will develop a Masterplan to ensure Penrith can meet the future demand on leisure and wellness facilities across the LGA.</p>	<p>Not due to start this reporting period.</p>	<p>This is expected to commence in the second half of 2023-24, in line with operational resourcing.</p>

## OUTCOME 2: WE ARE WELCOMING, HEALTHY, HAPPY AND CONNECTED

ACTION	STATUS	PROGRESS
<p><b>2.2.8b</b> In 2023-24, we will deliver programs for the community to increase participation in leisure and wellness activities.</p>	<p>On Track</p>	<p>Our aquatic programming consisted of:</p> <ul style="list-style-type: none"> <li>• 468 squad sessions.</li> <li>• 180 attendees at swim carnivals.</li> <li>• 70% selection to state championships.</li> <li>• 12 programs delivered to schools and preschools.</li> <li>• 4,639 learn-to-swim lessons.</li> </ul> <p>We held:</p> <ul style="list-style-type: none"> <li>• 600 group fitness programs.</li> <li>• 33 Young At Heart programs (for people aged over 55 years).</li> </ul> <p>In health services, we delivered 132 health-funded programs, while accredited allied health practitioners delivered 1,567 services.</p> <p>Our engagement events consisted of:</p> <ul style="list-style-type: none"> <li>• 13 activation programs for members, including walking groups, fitness challenge, local park workouts and a non-perishable food drive.</li> <li>• Four end-of-year member celebration events.</li> </ul> <p>We also held 500 hours of internal employee development programming.</p>
<p><b>2.3.1a</b> In 2023-24, we will focus on further developing and expanding online collections.</p>	<p>On Track</p>	<p>Along with our BorrowBox subscription that commenced in September 2023, Council's Library now has subscriptions to four other sites:</p> <ul style="list-style-type: none"> <li>• U-Library—this allows patrons access to eBooks and eAudiobooks by publishers exclusive to Ulverscroft.</li> <li>• Story Box Library—which includes more than 450 stories for preschoolers, including stories for Auslan and a First Nations Stories collection.</li> <li>• Freegal Music Plus—which is the only eResource in the library industry to offer a premium streaming experience like the consumer platforms. It is an ad-free music service for library patrons.</li> <li>• Infobase Learning Cloud—a database to assist with computer-based programs such as Word, Excel, PowerPoint, and Adobe Photoshop. The site is a self-paced tutorial database and users can get a certificate of completion once the course is complete.</li> </ul> <p>All these new subscriptions are increasing in usage each month.</p>
<p><b>2.3.1b</b> In 2023-24, we will review fees on library resources and equipment usage.</p>	<p>On Track</p>	<p>The fee-free reservation trial, which commenced in September 2023, has been well received by our patrons. The trial has resulted in a 99% increase in reservations being made compared to the same period last year. Changes in how reservations are processed have streamlined the workflow resulting in minimal impact on resourcing despite the increase in reservations.</p> <p>We completed a review of library fees and charges based on customer feedback and current industry trends and made recommendations on future library fees and charges. This report is with management for their review.</p>

## OUTCOME 2: WE ARE WELCOMING, HEALTHY, HAPPY AND CONNECTED

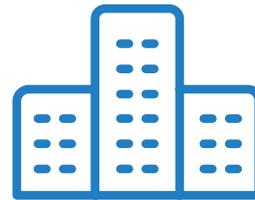
ACTION	STATUS	PROGRESS
<p><b>2.3.1c</b> In 2023-24, we will monitor, maintain, and upgrade library infrastructure, and action areas requiring additional investment.</p>	<p>On Track</p>	<p>The new circulation desk and entry desk were installed at Penrith library. The final design for these desks was informed by feedback received from employees. The Teens Area in the library lower lounge received an upgrade with additional shelving to maintain our growing collection. A Radio Frequency Identification (RFID) secure external return chute was installed at Penrith library allowing patrons to safely return items that are recognised by an RFID tag to open the chute and accept the items.</p>
<p><b>2.3.1d</b> In 2023-24, we will actively pursue opportunities for Penrith City Library to better link with local, regional, state, and national writing and literary event programs.</p>	<p>On Track</p>	<p>Council partnered with Penrith Performing and Visual Arts (PP&amp;VA) to organise an alphabetical drawing and collage workshop in conjunction with their Alphabetical Sydney show. A pop-up library outside The Joan offered various show related activities for families and children.</p> <p>For adult programs, we livestreamed four sessions of the annual Bad Sydney Crime Writers Festival. We worked with leading publishers to secure and host well-known authors including Steve McDonald, Heather Morris, and Richard Glover.</p> <p>The WestLit Libraries group continued to meet and plan joint literary programs in Western Sydney, with events planned for 2024.</p> <p>An inclusive Penrith Writing Group met once a month at Penrith City Library supporting new and emerging writers.</p>
<p><b>2.3.1e</b> In 2023-24, we will increase focus on joint programming with Penrith's major cultural facilities and services.</p>	<p>On Track</p>	<p>Council worked with Speech Pathology Australia to provide sessions for carers on children's language development. Council partnered with the PP&amp;VA to organise an alphabetical drawing and collage workshop in conjunction with their Alphabetical Sydney show. We initiated delivering story time sessions once a month at the Penrith Regional Gallery.</p> <p>For adults, we offered Stepping On, an exercise and fall prevention program in partnership with the NSW Government. Four workshops on the age pension and aged care fees and charges were organised with Services Australia for local seniors.</p> <p>We led the Wellbeing Out West Expo that included non-profit organisations Flourish, Neami National, LikeMind, book seller Harry Hartog, yoga, and tai chi instructors. In partnership with the Digital Literacy Foundation, 33 individual sessions for adults were held providing technical education with their personal smart devices. Council also offered 112 Justice of the Peace service sessions. Three pop-up library sessions were run with Community Junction.</p>
<p><b>2.3.2a</b> In 2023-24, we will deliver programmed building and playground upgrades.</p>	<p>On Track</p>	<p>The building and playground upgrades continued during this period with a Stage 1 playground upgrade completed at Werrington County Children's Centre, including the bike track and deck area, as well new garden beds and planting. Minor works were completed at Blue Emu Children's Centre and Kindana Out of School Hours Care with new flooring, painting, and external works.</p>
<p><b>2.3.3a</b> In 2023-24, we will review, upgrade, and implement the Cemeteries Policy.</p>	<p>On Track</p>	<p>The review, upgrade and implementation of the Cemeteries Policy remains programmed for completion by 30 June 2024. A scope of work has been prepared into a brief and Council will soon seek requests for quotations from suitably qualified consultants.</p>

## OUTCOME 2: WE ARE WELCOMING, HEALTHY, HAPPY AND CONNECTED

ACTION	STATUS	PROGRESS
<b>2.4.1a</b> In 2023-24, we will develop a Nighttime Economy Strategy.	On Track	A Draft Strategy is expected to be on public exhibition in early 2024.
<b>2.4.1b</b> In 2023-24, we will deliver the annual Real Festival in accordance with the Real Festival Strategy and 10-year Action Plan.	On Track	We delivered the 2023 Real Festival from 15-17 September 2023, in accordance with the Real Festival Strategy and 10-Year Action Plan. The event was attended by more than 50,000 people. Production of the 2024 Festival has commenced, for delivery in September 2024.
<b>2.4.1c</b> In 2023-24, we will deliver an annual calendar of civic and ceremonial events.	On Track	Council welcomed 150 new citizens to Penrith at our Citizenship Ceremony in November. Other notable achievements during the last quarter included the official opening of the Pat Yates Oval, Trinity Drive Reserve; new amenities at David Currie Playspace; a new amenity building at Doug Rennie Fields, Kingswood; and Ched Towns Oval, Glenmore Park.
<b>2.4.2a</b> In 2023-24 we will develop a Cultural Strategy and Action Plan.	On Track	At the Ordinary Council meeting on 20 November 2023, the draft Cultural Strategy and Action Plan 2024-28 was endorsed for public exhibition from December 2023 to February 2024. Feedback is being captured through a 'Your Say Penrith' online survey; meetings with individual community organisations and groups; and Council advisory committees and interagencies.
<b>2.5.1a</b> In 2023-24, we will develop a Reflect Reconciliation Action Plan.	On Track	<p>The review of Council's Statement of Recognition continued in the last six months. Feedback from community and stakeholder engagement has been reviewed and considered, with steps taken to further refine cultural mapping. We are now drafting an updated Statement of Recognition.</p> <p>We also collaborated with consultants WSP Australia and Curijo to develop a list of registered Aboriginal parties to support Council in deepening our understanding and ability to appropriately include Aboriginal cultural heritage elements in projects and developments in Penrith.</p>

# OUTCOME 3

## We plan and shape our growing City



### What have we done?

Table 5 shows the key performance indicators that help to measure the effectiveness of Council’s activities in delivering the strategies included in this outcome. Indicators and associated principal activities are reported on a six-monthly basis.

**Table 5: Our progress against Outcome 3 key performance indicators at 31 December 2023**

3.1.1: Enhance and grow Penrith’s economic triangle	Number of actions from the Strategy Implementation Plan successfully delivered	3	3.1.4: Facilitate opportunities to increase visitation to Penrith	Number of programs to increase visitation delivered	3
	Unemployment rates (economic triangle)	3.9%		Number of participants at programs to increase visitation	No data available at this time
	Number of investment leads generated	2	3.1.5: Create opportunities to enable cultural and economic international relationships for our existing and future community	Number of partnerships and programs delivered to enable cultural and economic international relationships	10
3.1.2: Facilitate and pursue investment leads based on industry sector research	Number of marketing campaigns delivered	1	3.2.1: Ensure our strategic framework and vision are contemporary and inform our land use planning and advocacy	Number of strategies in progress	4
	Number of digital marketing interactions	1		Number of strategies that are on track or completed	3
3.1.3: Promote Penrith as a place to live, visit and work in through city marketing and economic development initiatives	Number of visitors	No data available at this time	3.2.2: Facilitate appropriate land use outcomes for our City that are consistent with our local strategic planning statement	Number of planning proposals progressing	6
				Number of planning proposals that are on-track or completed	3

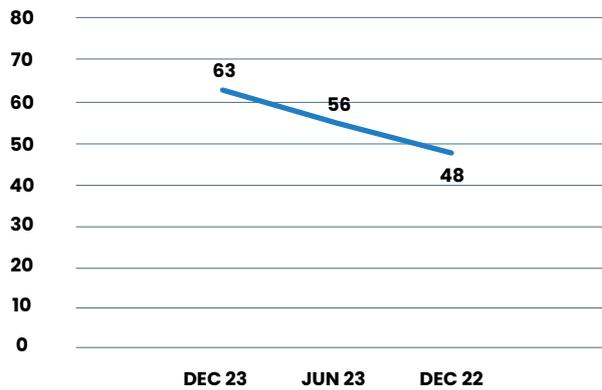


<b>3.2.3: Influence state planning policies and legislation to ensure it responds to our land use vision and the needs of our community</b>	<b>Number of submissions to the Department of Planning and Environment</b>	<b>4</b>
<b>3.2.4: Ensure services, facilities and infrastructure meet the needs of a growing population through the Contributions Framework</b>	<b>Number of Voluntary Planning Agreements (VPAs) progressing within set timelines</b>	<b>15</b>
	<b>Number of VPAs progressing on track or completed</b>	<b>5</b>
	<b>Number of Contribution Plans progressing</b>	<b>5</b>
	<b>Number of Contribution Plans progressing on track or completed</b>	<b>3</b>
<b>3.2.5: Provide advice and maintain a contemporary planning framework of land use and statutory plans</b>	<b>Number of plans reviewed</b>	<b>8</b>
	<b>Number of plans finalised</b>	<b>3</b>
	<b>Number of planning certificates issued</b>	<b>3,200</b>

<b>3.2.6: Facilitate and plan for housing diversity and liveability</b>	<b>Number of plans considered for residential development</b>	<b>3</b>
<b>3.2.7: Guide sustainable quality development outcomes for the community through expert advice, transparent, efficient assessment, policy input and continuous improvement</b>	<b>Number of single dwelling development applications received</b>	<b>47</b>
	<b>Number of dual occupancy and secondary development applications received</b>	<b>21</b>
	<b>Number of multi-unit development applications received</b>	<b>8</b>
	<b>Number of mixed-use development applications received</b>	<b>1</b>
	<b>Average number of days for minor development application processing time</b>	<b>63</b>

<b>3.2.8: Help minimise impacts on the environment from unauthorised activities</b>	<b>Number of complaints responded to within service levels</b>	<b>No data available at this time</b>
	<b>Average number of compliance matters closed per month</b>	<b>96</b>
<b>3.2.9: Ensure privately owned swimming pools are safe and healthy</b>	<b>Number of complaints responded to within service levels</b>	<b>217</b>
	<b>Number of inspections carried out</b>	<b>383</b>
<b>3.3.1: Support and influence tri-government strategic planning in the Western Parkland City by responding to the City Deal commitments</b>	<b>Percentage of activities progressing as on track or completed</b>	<b>100%</b>
<b>3.3.2: Work with government to develop strategic plans for priority precincts within the Greater Penrith to Eastern Creek Growth Area</b>	<b>Stage 1 of Places of Penrith Strategy progress as a percentage</b>	<b>80%</b>
<b>3.3.3: Support the work of the Australian and NSW Governments in delivering Sydney Metro—Western Sydney Airport in time for the opening of the Western Sydney Airport</b>	<b>Percentage of activities progressing as on track or completed</b>	<b>100%</b>
	<b>Percentage of project actions attributed to Council delivered</b>	<b>100%</b>
<b>3.3.4: Certify future public assets being delivered as part of development</b>	<b>Number of public assets inspections carried out</b>	<b>45</b>
	<b>Number of certifications of future public assets carried out as part of a development</b>	<b>20</b>

**Figure 7: Average number of days for minor development application processing time**



## STRATEGY 3.1: GROW AND SUPPORT A THRIVING LOCAL ECONOMY

The principal activities that help deliver this strategy are:

- 3.1.1:** Enhance and grow Penrith's economic triangle.
- 3.1.2:** Facilitate and pursue investment leads based on industry sector research.
- 3.1.3:** Promote Penrith as a place to live, visit and work in through city marketing and economic development initiatives.
- 3.1.4:** Facilitate opportunities to increase visitation to Penrith.
- 3.1.5:** Create opportunities to enable cultural and economic international relationships for our existing and future community.

### Highlights

Council partnered with government and business to deliver industry engagement workshops and programs across multiple industry sectors including health and education, manufacturing, circular economy, and visitor economy. We coordinated a series of workshops with key stakeholders in The Quarter Health and Education Precinct to build a shared vision, charter, and terms of reference.

We facilitated five investment attraction enquiries. These included a European based retail development concept; production portal-referral to the NSW Government for development; and an electric vehicle charging station provider. The 'Invest Penrith' investment prospectus is available online; and print copies were made available at business forums, and to potential investors.

More than 50,000 people attended the Real Festival in September 2023. The event received an excellent Net Promoter Score (NPS) of 64.2 exceeding the target of 50.

The 'Visit Penrith' tourism and visitor website continues to perform strongly as a platform to inform and entice locals and visitors to enjoy the many attractions in Penrith. In 2023, the website recorded its highest annual unique user figure. From July to December 2023, the number of unique visitors to the Visit Penrith website was 146,737—a 1.3 % increase compared to the same time last year.

Three city marketing campaigns were delivered, including the Autumn campaign with Concrete Playground to promote Penrith to a broad Sydney audience.

Council continued to build and sustain relationships with our sister cities. Online meetings were held with Fujieda (Japan), Hakusan (Japan) and the Korean Local and State Government Office. We also:

- Hosted an in-person local government delegation from South Korea.
- Held an online meeting with the Chinese Consulate regarding Council's sister city relationship with the City of Kunshan in China.
- Shared messaging on our social media about International Friendship Day.
- Facilitated a Korean Calligraphy workshop with Penrith City Library.
- Facilitated a virtual school exchange between Fujieda, Hakusan, Penrith Selective High School and Caroline Chisolm School.
- Were represented by Mayor Tricia Hitchen at the Hakusan Student exchange farewell ceremony at Penrith High School.
- Participated in the Hakusan Greeting Card exchange, in which Japanese cards were delivered to a St Marys school.
- Participated in the Fujieda City Kindergarten Association painting exchange.

**Figure 8: Our progress against Principal Activity 3.1.1: Unemployment rates (economic triangle)**



## STRATEGY 3.2: UNDERTAKE STRATEGIC PLANNING THAT WILL ENSURE BALANCED GROWTH AND LIVEABILITY

The principal activities that help deliver this strategy are:

- 3.2.1:** Ensure our strategic framework and vision are contemporary and inform our land use planning and advocacy.
- 3.2.2:** Facilitate appropriate land use outcomes for our City that are consistent with our local strategic planning statement.
- 3.2.3:** Influence state planning policies and legislation to ensure it responds to our land use vision and the needs of our community.
- 3.2.4:** Ensure services, facilities and infrastructure meet the needs of a growing population through the Contributions Framework.
- 3.2.5:** Provide advice and maintain a contemporary planning framework of land use and statutory plans.
- 3.2.6:** Facilitate and plan for housing diversity and liveability.
- 3.2.7:** Guide sustainable quality development outcomes for the community through expert advice, transparent, efficient assessment, policy input and continuous improvement.
- 3.2.8:** Help minimise impacts on the environment from unauthorised activities.
- 3.2.9:** Ensure privately owned swimming pools are safe and healthy.

### Highlights

In the last six months, work has continued to develop the draft St Marys Master Plan. In May 2023, Council endorsed a new Advocacy Strategy and Advocacy Priorities List.

Council has been influencing NSW Government planning policies and legislation to ensure it responds to our land use vision and the needs of our community. We made the following submissions:

- Explanation of Intended Effect: Special Flood Considerations Clause and Draft Shelter-in-Place Guideline.
- Housing Productivity Contribution—Ministerial Order and Implementation Guideline.
- Draft Housing SEPP Amendment.
- Proposed reforms to outdoor dining on private land and live music venues
- Proposed exempt and complying development framework for minor works and maintenance within existing cemeteries.

- Draft plans for manufactured home estates.
- Correspondence on flood and flood evacuation matters related to our centres.

We are also working with the NSW Government on the planning of Glenmore Park East and Orchard Hills South.

We received 379 Development Applications (DAs) and determined almost 300 of these in the last six-months. The total cost of works was \$836 million—more than that received at just over \$500 million. Most dwellings were proposed through large-scale, mixed-use developments. The average DA determination timeframe was 99.86 (gross) days, with a median of 58 days. Pre-lodgement, heritage advisory, heritage assistance funding and urban design review services continue to provide improved quality of development outcomes.

From July to December 2023, Council received 1,393 complaints (an average of 233 per month). The key themes were:

- Building and development sites.
- Compliance with conditions of consent.
- Pollution controls.
- Unlawful land use activities—depots, excessive storage, home businesses.
- Unauthorised building and renovation work, such as building additions, sheds, and carports.

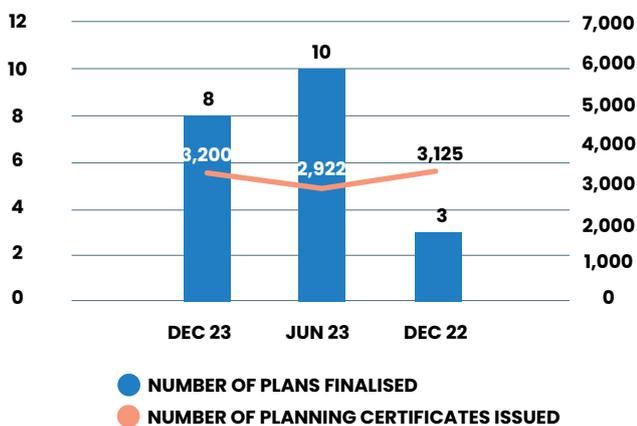
We completed investigations and resolved 596 matters at an average of 99 matters per month.

In the last six months, Council:

- Completed 383 swimming pool inspections.
- Received 42 referrals from accredited certifiers of non-complaint swimming pools.
- Received 202 applications for certificates of compliance or non-compliance.
- Issued 148 certificates of compliance.

We have reduced on-hand swimming pool matters to 1,127 from the previous reporting period of 1,434.

**Figure 9: Our progress against Principal Activity 3.2.5**



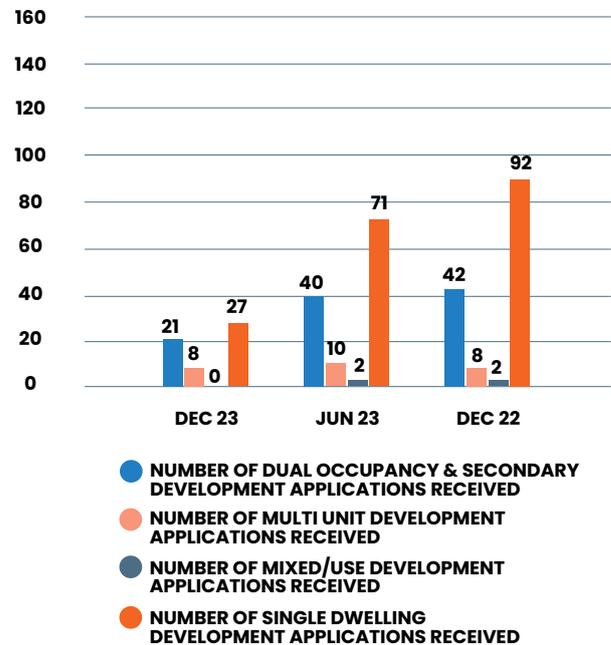
## Challenges

Flooding and water impacts from unlawful works and inclement weather patterns continued to result in complaints. Recruitment for additional positions during August 2023 has been effective in addressing the large backlog of matters as well as responding to the steady influx of new complaints received.

Privately certified developments continued to provide challenges for Council. Although the engaged private certifying authority and principal builder are ultimately responsible for ensuring work adheres to the approval, the community relies on Council to attend to their concerns and limit the impacts from these developments. Council continued to receive large numbers of complaints around noise, hours of operation, damage to adjoining premises, parking issues and pollution to neighbouring premises, footpaths, and roadways. In response, Council relays complaint information to the certifying authority; undertakes inspections of developments and in cases where the activity was in breach of planning law; we may report the certifier to the NSW Government or instigate legal proceedings against the certifier.

Non-compliant swimming pools referred to Council from external private certifiers continue to challenge our resourcing. We focused on attending to the backlog of matters in the last quarter.

**Figure 10: Our progress against Principal Activity 3.2.7**



## STRATEGY 3.3: WORK WITH PARTNERS TO DEVELOP PLANS THAT SUPPORT THE NEEDS AND INTERESTS OF OUR COMMUNITY

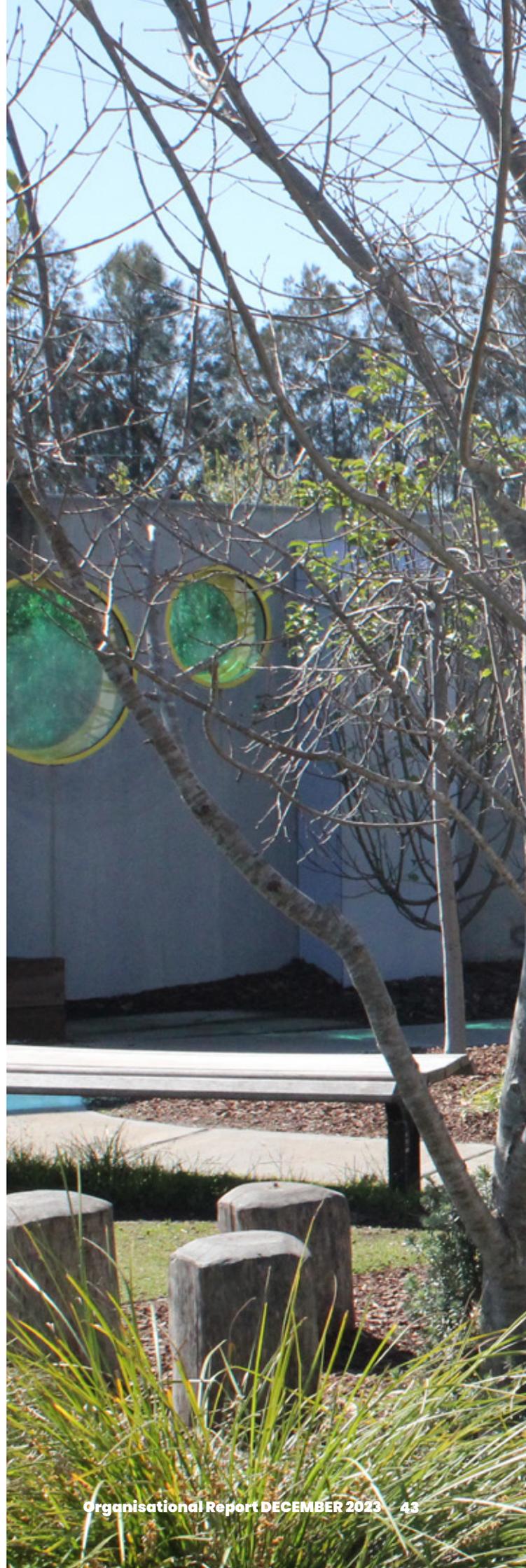
The principal activities that help deliver this strategy are:

- 3.3.1:** Support and influence tri-government strategic planning in the Western Parkland City by responding to the City Deal commitments.
- 3.3.2:** Work with government to develop strategic plans for priority precincts within the Greater Penrith to Eastern Creek Growth Area.
- 3.3.3:** Support the work of the Australian and NSW Governments in delivering Sydney Metro—Western Sydney Airport in time for the opening of the Western Sydney Airport.
- 3.3.4:** Certify future public assets being delivered as part of development.

### Highlights

Council continued to collaborate with government to develop strategic plans and to respond to City Deal commitments.

Council's Project Interface Officer and other Council employees met regularly with representatives from Sydney Metro and other NSW Government agencies on the delivery of the Sydney Metro—Western Sydney Airport project.



## How are we progressing?

Table 6 is a summary of Council's performance against the specific actions we committed to in 2023–24 for the quarter starting on 1 October 2023 and finishing on 31 December 2023.

**Table 6: Our progress against the Operational Plan Actions for Outcome 3 in Quarter 2 in 2023–24**

OUTCOME 3: WE PLAN AND SHAPE OUR GROWING CITY			
ACTION	STATUS	PROGRESS	
<b>3.1.1a</b>	In 2023–24, we will deliver identified actions in the Economic Development Strategy 2023–31.	On Track	The Economic Development Strategy 2023–31 was presented at a Councilor Briefing on 21 August 2023 and endorsed for public exhibition at the Policy Review Committee on 9 October 2023. A detailed communications and engagement strategy was developed to ensure wide distribution in key business sectors and identified stakeholder groups. The strategy, including a community engagement report, was endorsed by Council at the Policy Review Committee Meeting on 4 December 2023.
<b>3.1.1b</b>	In 2023–24, we will deliver identified actions in the City Marketing Plan.	On Track	Council leveraged sponsorship of the Urban Development Institute of Australia (UDIA) NSW State Conference in October 2023 to present Penrith's credentials as a destination for investment to the development industry. The conference was promoted to more than 7,000 industry contacts, and 200 industry leaders attended.  The Love Summer, Love Penrith visitor marketing campaign started in December 2023. The campaign attracts residents and visitors to enjoy restaurants, activities, and open space in Penrith over the summer holiday period.
<b>3.1.2a</b>	In 2023–24, we will update the City Investment Prospectus and the tools associated with it.	On Track	Invest Penrith provides a digital platform for potential investors to engage with Council. In the last six months, Council developed a suite of resources and tools to strengthen Penrith's attractiveness as a place to invest. These included: <ul style="list-style-type: none"> <li>• Circular Economy toolkit hub.</li> <li>• Investment attraction video and collateral displayed at the UDIA NSW State Conference in October 2023.</li> <li>• Bespoke Economic Indicators Dashboard and reporting for Small Area Labour Force Data for regular economic reporting.</li> </ul> Following research into digital marketing best practice, and consultation with subscribers, the Invest Penrith Newsletter was refreshed to include a quarterly economic overview, and more articles responding subscriber requests.
<b>3.1.2b</b>	In 2023–24, we will participate in the CSIRO GenSTEM Partnership.	On Track	The end-of-year showcase event took place on 28 November 2023 at TAFE NSW. Five schools participated with students demonstrating their inquiry-based projects. The projects addressed local challenges, including transport connections, managing fire risk by design, air pollution, erosion and heat stress.  First Nations perspectives learning sessions, scheduled for September 2023, were postponed until early 2024, due to the availability of the school.
<b>3.1.3a</b>	In 2023–24, we will implement the 2022–32 Brand Marketing Strategy.	On Track	We delivered the Penrith City Council Brand Health Check (Stage 2) research report. We continued to roll out new uniforms, online templates, and signage.

## OUTCOME 3: WE PLAN AND SHAPE OUR GROWING CITY

ACTION	STATUS	PROGRESS
<p><b>3.1.3b</b> In 2023-24, we will implement the Thrive Penrith Strategic Framework.</p>	<p>On Track</p>	<p>The Thrive Penrith Strategic Framework is an overarching vision for the key strategies that support Council's economic, social, and cultural development for a prosperous and vibrant community. Four strategies underpin the framework, consisting of economic development; visitor economy; 24-hour economy; and cultural strategies.</p> <p>The Penrith Economic Development Strategy 2023-31 and the Penrith Visitor Economy Strategy 2023-30 were both endorsed by Council at the Policy Review Committee Meeting on 4 December 2023. The Penrith and St Marys 24-hour Economy Strategy and the Penrith Cultural Strategy are being drafted and will be presented to Council in early 2024.</p>
<p><b>3.1.4a</b> In 2023-24, we will deliver identified action of the Visitor Economy Strategy 2023-30.</p>	<p>On Track</p>	<p>The draft Visitor Economy Strategy 2023-30 was endorsed for public exhibition by Council at the Policy Review Committee meeting on 9 October 2023. During the public exhibition period, Council consulted with residents, local tourism operators, Australian and NSW Government agencies, and Western Parkland City Councils. In November, we hosted the 'Check in to Destination Penrith' industry event to share our vision for the visitor economy and seek feedback from industry leaders. The Visitor Economy Strategy 2023-30 was endorsed by Council at the Policy Review Committee on 4 December 2023.</p>
<p><b>3.1.4b</b> In 2023-24, we will update and distribute the Visitor Guide.</p>	<p>On Track</p>	<p>We completed a review of the current guide and businesses represented during this reporting period. The updated Visitor Guide is expected to be produced and distributed in early 2024.</p>
<p><b>3.1.5a</b> In 2023-24, we will deliver identified annual actions of Council's International Partnerships Program.</p>	<p>On Track</p>	<p>In December 2023, Council delivered an exhibition to commemorate the 70th Anniversary of the Korean War Armistice. We held a civic reception at the Penrith Library to open the exhibition, which was attended by our Korean partners and local Korean War veterans.</p>
<p><b>3.2.1a</b> In 2023-24, we will review and refine the Advocacy Strategy</p>	<p>On Track</p>	<p>We have completed a review of the previous Advocacy Strategy to inform the development of new Advocacy Strategy and Advocacy Priorities.</p>
<p><b>3.2.1b</b> In 2023-24, we will develop a Master Plan for St Marys.</p>	<p>On Track</p>	<p>Preparation of the draft St Marys Master Plan and supporting technical studies is underway and will inform place-based outcomes for the St Marys Town Centre.</p>
<p><b>3.2.1c</b> In 2023-24, we will develop a planning analysis report for Penrith City Centre.</p>	<p>On Track</p>	<p>Preparation of a planning analysis report for Penrith City Centre is underway and on track.</p>

## OUTCOME 3: WE PLAN AND SHAPE OUR GROWING CITY

ACTION	STATUS	PROGRESS
<p><b>3.2.2a</b> In 2023-24, we will assess and progress planning proposals.</p>	<p>On Track</p>	<ul style="list-style-type: none"> <li>The Planning Proposal for 61-79 Henry Street was made as Amendment 37 to the Penrith LEP 2010 on 15 December 2023.</li> <li>The Planning Proposal for Luddenham Road was endorsed by Council at the Ordinary Meeting on 20 November 2023.</li> <li>A Planning Proposal for Westfield Penrith was endorsed for Gateway on 29 May 2023 subject to a Letter of Offer being received. A Letter of Offer is under consideration.</li> <li>On 15 June 2023, the NSW Government issued a 'do not proceed' for the Planning Proposal for 170 Russell Street, Emu Plains (1-4 Old Bathurst Road). The Government will issue an updated Gateway determination in January 2024 for Council to proceed with the planning proposal.</li> <li>Work has commenced on a Planning Proposal to review the LEP clauses relating to overshadowing of public spaces, and the Community Infrastructure Clause (clauses 8.2 and 8.7 of the Penrith LEP) in the Penrith CBD.</li> <li>The Planning Proposal for Mamre West Stage 2 is currently on hold.</li> </ul>
<p><b>3.2.3a</b> In 2023-24, we will contribute to the Development Control Plan (DCP) and the precinct plans for Aerotropolis.</p>	<p>On Track</p>	<p>Council continued to work with the NSW Government on future Development Control Plan or Precinct Plan amendments.</p>
<p><b>3.2.4a</b> In 2023-24, we will develop contribution plans for provision of local infrastructure.</p>	<p>On Track</p>	<p>The s7.12 Plan for Western Sydney Aerotropolis was endorsed by Council at the Ordinary Meeting on 23 October 2023. It was submitted to the Minister for Planning and Public Spaces for approval on 11 December 2023.</p> <p>The following development contribution plans have been submitted to the Independent Pricing and Regulatory Tribunal NSW (IPART) for review:</p> <ul style="list-style-type: none"> <li>s7.11 Plan for Orchard Hills North</li> <li>s7.11 Plan for Glenmore Park Stage 3.</li> </ul> <p>We are assisting IPART in their assessment of the contribution plans.</p> <p>Thee following development contribution plans are underway.</p> <ul style="list-style-type: none"> <li>Review and update of local and district open space and community facilities contributions plans.</li> <li>Preparation of an amendment to Mamre Precinct Development Contributions Plan.</li> </ul>

## OUTCOME 3: WE PLAN AND SHAPE OUR GROWING CITY

ACTION	STATUS	PROGRESS
<p><b>3.2.4b</b> In 2023-24, we will develop and finalise Voluntary Planning Agreements (VPA) to deliver local infrastructure.</p>	On Track	<p>The following VPA and Works in Kind are under consideration:</p> <ul style="list-style-type: none"> <li>• Mirvac Mamre Road, Kemps Creek</li> <li>• Orchard Hills North</li> <li>• Aldington Road (LOG E), Kemps Creek</li> <li>• Glenmore Park Stage 3 (Mirvac), Mulgoa</li> <li>• Glenmore Park Stage 3 (Vianello), Mulgoa</li> <li>• Stockland Fife (200 Aldington Road, Kemps Creek)</li> <li>• Luddenham Planning Proposal, Luddenham</li> <li>• GPT Mamre Road, Kemps Creek</li> <li>• 884 Mamre Road, Kemps Creek</li> <li>• Burra Park, Badgerys Creek</li> <li>• Wilshire Road, Agnes Banks</li> <li>• Settlers Estate, Werrington</li> <li>• 164 Station Street, Penrith</li> <li>• Westfield Penrith</li> <li>• Glenmore Park East (State-assessed Planning Proposal).</li> </ul>
<p><b>3.2.5a</b> In 2023-24, we will review Penrith LEP 2010.</p>	On Track	<p>Council is amending our LEP in three stages due to the other parallel work being undertaken by the NSW Government and Council's Strategy Program. LEP Review Phase 1 was completed in March 2021. Work has commenced on LEP Phase 2. This phase includes:</p> <ul style="list-style-type: none"> <li>• Architectural excellence.</li> <li>• Scenic and cultural landscapes—Mulgoa and Wallacia; and The Northern Road.</li> <li>• Minimum lot size and floor space ratios (FSR) for residential flat buildings.</li> <li>• Minimum lot size for boarding houses.</li> <li>• FSR for multi-dwelling housing.</li> <li>• Minimum lot size for manor homes.</li> <li>• LEP maps—clause references.</li> <li>• Rectifying anomalies.</li> <li>• Review of clauses 8.2 and 8.7 relating to key sites and community infrastructure.</li> </ul> <p>The Local Strategic Planning Statement highlighted the need for additional strategy work by our City Planning and City Strategy departments. This will inform the future LEP Phase 3.</p>

## OUTCOME 3: WE PLAN AND SHAPE OUR GROWING CITY

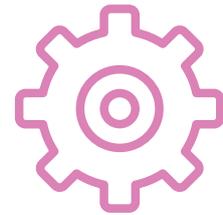
ACTION	STATUS	PROGRESS
<p><b>3.2.5b</b> In 2023-24, we will review the Penrith DCP 2014.</p>	<p>On Track</p>	<p>This work is being completed in three phases, with Phase 1 currently underway. Phase 1 includes a comprehensive review of several sections of the DCP, including controls for residential and employment zones, and industrial development. This stage also includes a review of the overall DCP structure.</p> <p>In August 2023, we conducted community engagement through a survey and targeted industry engagement to obtain feedback on our current LEP and DCP controls. This engagement was facilitated by GYDE Consulting on behalf of Council. Feedback was reviewed and considered into the draft controls. We are now consulting with industry stakeholders for feedback on the proposed LEP and DCP controls.</p> <p>In November 2023, we introduced Phase 2 of industry engagement at the Developer Forum. This feedback will further inform the LEP and DCP Review prior to reporting to Council.</p> <p>A report on the draft DCP is expected to be brought to Council in early 2024, with public exhibition to commence shortly after.</p>
<p><b>3.2.6a</b> In 2023-24, we will assist with the implementation of the Western Sydney Planning Partnership (WSPP) District Affordable Housing Strategy.</p>	<p>On Track</p>	<p>Council is working with WSPP on the implementation of the District Affordable Housing Strategy. Council officers have attended several Project Working Group meetings throughout 2023 and provided feedback.</p> <p>The draft Regional Affordable Housing Contribution Scheme was presented to the Project Control Group Meeting on 12 October 2023. We have reviewed the economic feasibility analysis work that supports the scheme and the proposed Distribution Plan. This matter is expected to be brought to Council early in 2024 for further consideration.</p>
<p><b>3.2.7a</b> In 2023-24, we will provide timely assessment of Development Applications (DAs).</p>	<p>On Track</p>	<p>Assessment times are currently averaging 100 gross days for all DAs which is consistent with the 2022-23 full financial year result.</p>
<p><b>3.2.8a</b> In 2023-24, we will conduct inspections of construction sites and developments.</p>	<p>On Track</p>	<p>In this quarter, Council responded to:</p> <ul style="list-style-type: none"> <li>• 35 complaints relating sediment erosion and pollution issues.</li> <li>• 33 complaints alleging non-compliance with conditions of consent.</li> </ul> <p>Employing more staff has enabled Council to start a proactive inspection program focusing on building and development sites to ensure impacts on residents and surrounding environment are minimised. The program fosters greater relationship between Council and building industry stakeholders.</p>
<p><b>3.2.9a</b> In 2023-24, we will develop and implement a program to educate and inform the public about private swimming pools.</p>	<p>On Track</p>	<p>Council delivered the Swimming Pool Education Program to raise safety awareness amongst private swimming pool owners. The program delivers safety messaging across print media, the Mayoral Column in local newspapers, Council's social media and website, display of banners and signage across the LGA, and brochures at Council offices, libraries, Ripples, and our childcare centres. The swimming pool education program runs annually between November and February, encompassing the peak summer swimming season.</p>

## OUTCOME 3: WE PLAN AND SHAPE OUR GROWING CITY

ACTION	STATUS	PROGRESS
<p><b>3.3.2b</b> In 2023-24, we will carry out proactive inspections of residential premises containing swimming pools.</p>	On Track	<p>In the last quarter, Council has:</p> <ul style="list-style-type: none"> <li>Completed 219 swimming pool inspections.</li> <li>Issued 90 certificates of compliance to swimming pool owners.</li> </ul>
<p><b>3.3.1a</b> In 2023-24, we will continue to work with government stakeholders through collaborative partnership arrangements.</p>	On Track	<p>Council continued to collaborate with other local councils and the NSW Government in the delivery of plans and policies that guide strategic planning in the Western Parkland City, including city-shaping initiatives like the Sydney Metro–Western Sydney Airport; Western Sydney International Airport and Aerotropolis; and the St Marys Master Plan.</p>
<p><b>3.3.1b</b> In 2023-24, we will contribute to the development of planning strategies for the Western Parkland City.</p>	On Track	<p>Council continued to provide input into the development of joint regional priorities through participation in the Western Parkland Councils Alliance, known as The Parks, established to formalise the existing collaboration between Western Sydney City Deal councils.</p>
<p><b>3.3.2a</b> In 2023-24, we will finalise the draft Places of Penrith Strategy Stage 1:</p> <ul style="list-style-type: none"> <li>Employment Lands</li> <li>Green Grid</li> <li>Revised Local Housing and Corridors.</li> </ul>	On Track	<p>Key components of the Places of Penrith Strategic Planning Framework are complete, including Employment Lands, Green Grid, Rural Lands, Advocacy and Local Housing Strategies. The St Marys Town Centre Structure Plan, finalised in 2022, is being tested and progressed through a master plan process for St Marys Town Centre.</p>
<p><b>3.3.3a</b> In 2023-24, we will facilitate implementation of Interface Agreement with Sydney Metro.</p>	On Track	<p>Council continued to collaborate with the Australian and NSW Governments in the planning, design, and delivery of the Sydney Metro–Western Sydney Airport.</p>
<p><b>3.3.4a</b> In 2023-24, we will continue to work with developers to ensure the approval and certification of public civil assets.</p>	On Track	<p>Council continued to advocate to the development industry for nomination as Principal Certifier (PC) and Certifier for engineering works and subdivisions. This task is on track, being cumulatively 50% complete halfway through the financial year as Council is acting as PC for developments in Glenmore Park, Caddens, Jordan Springs, Werrington, Mamre Road and Kemps Creek. In this quarter, several stages of developments have been completed with extensive civil assets (roads and drainage) dedicated to Council.</p>

# OUTCOME 4

## We manage and improve our built environment



### What have we done?

Table 7 shows the key performance indicators that help to measure the effectiveness of Council's activities in delivering the strategies included in this outcome. Indicators and associated principal activities are reported on a six-monthly basis.

**Table 7: Our progress against Outcome 4 key performance indicators at 31 December 2023**

4.1.1: Work with relevant authorities to ensure adequate arterial road infrastructure and public transport services	Number of submissions made to Transport for NSW on state-based projects	2
	Number of requests made to Transport for NSW for improved services and infrastructure	5
4.1.2: Improve the amenity of Council-owned public transport assets	Number of Council owned public transport assets renewed	No data available at this time
4.1.3: Help ensure efficient and fair use of parking spaces across the City	Number of overstay parking offences processed	18,640
	Percentage of parking compliant vehicles	79%
	Percentage of parking overstayed	20.31%
	Average length of time cars overstayed parking time limit	1–15 minutes
4.1.4: Provide technical advice on parking issues and plan for the delivery of parking infrastructure	Percentage of requests for advice on parking issues or infrastructure responded to within agreed timeframes	100%
4.2.1: Provide technical advice and work collaboratively with stakeholders to development and implement road safety programs	Number of road safety programs developed and implemented	6
	Number of participants in road safety programs	1,500
	Percentage of road safety programs successfully completed within timeframes	100%
4.2.2: Improve the amenity of the City's roads, pathways, and drainage network	Kilometres of new pathways constructed	0.84
	Square metres of roads resurfaced	91,516
	Square metres of roads reconstructed	15,654
	Number of pothole complaints received	418

4.2.3: Design and deliver Council's major capital projects	Number of capital projects	1
	Number of major capital projects completed	1
	Number of major capital projects progressing as on track	7
4.3.1: Manage and facilitate the use of community, sport, recreation, and open space facilities	Number of bookings of community facilities	8,310
	Number of participants at bookings of community facilities	218,291
4.3.2: Plan for community facility, sport, recreation, play, open space infrastructure provision and support project delivery	Number of community facility, sport, recreation, play, open space infrastructure projects developed	4
	Number of community facility, sport, recreation, play, open space infrastructure projects delivered	16
	Number of community facility, sport, recreation, play, open space infrastructure actions developed	No data available at this time
	Number of community facility, sport, recreation, play, open space infrastructure actions delivered	5

4.3.3: Improve the amenity of the City's sportsgrounds, parks, and open spaces	Percentage of sportsground, parks and open space maintenance delivered as programmed	50%
4.4.1: Improve the amenity of the City's public spaces	Number of complaints received about the City's public spaces	1
	Average time (days) to respond to offensive graffiti	3
	Average time (days) to respond to non-offensive graffiti	3
	Average time (days) to respond to open space safety issues	3
	Average time (days) to respond to open space non-safety issues	24
4.4.2 Help make our public spaces and community facilities safe and pleasant places to be	Average time (hours) to respond to public toilets complaints	1
	Number of complaints responded to within service levels under Compliance and Enforcement Policy	5,131

## STRATEGY 4.1: PLAN AND MANAGE SUSTAINABLE TRANSPORT INFRASTRUCTURE AND NETWORKS TO MEET CURRENT AND FUTURE COMMUNITY NEEDS

The principal activities that help deliver this strategy are:

- 4.1.1:** Work with relevant authorities to ensure adequate arterial road infrastructure and public transport services.
- 4.1.2:** Improve the amenity of Council-owned public transport assets.
- 4.1.3:** Help ensure efficient and fair use of parking spaces across the City.
- 4.1.4:** Provide technical advice on parking issues and plan for the delivery of parking infrastructure.

### Highlights

Council continued to advocate to the NSW Government on several arterial road projects, including Mulgoa Road, The Northern Road, Mamre Road, Werrington Arterial, and Castlereagh Freeway.

Council has 1,683 electronic parking sensors installed to monitor street and Council car park compliance in the Penrith CBD. Our employees patrol the CBD daily to encourage parking compliance. In the last six months, sensors recorded 298,413 occupied hours with an average monthly occupancy rate of 21.62%.

We continued to plan for additional parking within the Penrith CBD. In-ground sensors are providing valuable data of the usage rates, demand, and compliance.

## STRATEGY 4.2: PLAN FOR AND MAINTAIN ACCESSIBLE, SAFE AND HIGH-QUALITY INFRASTRUCTURE

The principal activities that help deliver this strategy are:

- 4.2.1:** Provide technical advice and work collaboratively with stakeholders to development and implement road safety programs.
- 4.2.2:** Improve the amenity of the City's roads, pathways, and drainage network.
- 4.2.3:** Design and deliver Council's major capital projects.

### Highlights

New River Road and the western adventure play areas are now open to the community. Utility clashes and construction works near live traffic had to be effectively managed.

Several road safety education programs have been developed and implemented. These included child restraint check days, learner driver workshops, the CARES Program and road safety presentations to vulnerable user groups. Pedestrian and driving behaviour around schools continued to be a concern in terms of road safety.

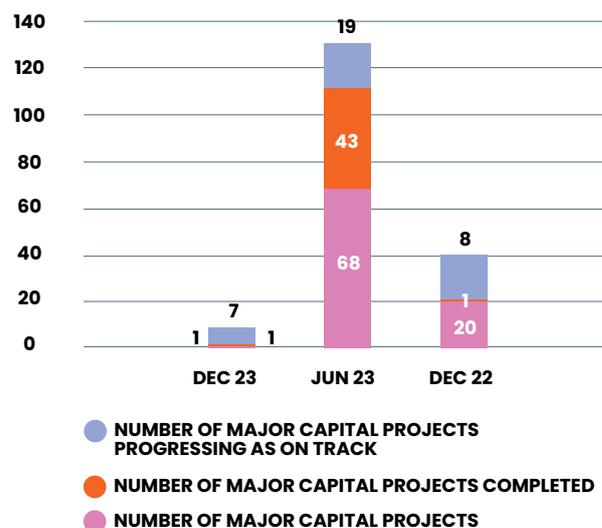
### Challenges

Progress is continuing across the Gipps Street Recreation Precinct. The site has required remediation and ground improvement works but is on schedule to be complete by mid-2024.

The Coreen Avenue Upgrade project was slightly delayed due to a project review. Weather conditions have the potential to impact project programming and timelines.

Overall material cost increases across industries have presented budget challenges for our major capital projects.

Figure 11: Our progress against Principal Activity 4.2.3



## STRATEGY 4.3: PLAN FOR, MAINTAIN AND PROVIDE SPACES AND FACILITIES THAT SUPPORT OPPORTUNITIES FOR PEOPLE TO PARTICIPATE IN RECREATIONAL ACTIVITIES

The principal activities that help deliver this strategy are:

- 4.3.1:** Manage and facilitate the use of community, sport, recreation, and open space facilities.
- 4.3.2:** Plan for community facility, sport, recreation, play, open space infrastructure provision and support project delivery.
- 4.3.3:** Improve the amenity of the City's sportsgrounds, parks, and open spaces.

### Highlights

Council has progressed the introduction of a Venue Management Booking System for our community facilities and sportsgrounds, with a contractor appointed and project implementation to commence in early 2024.

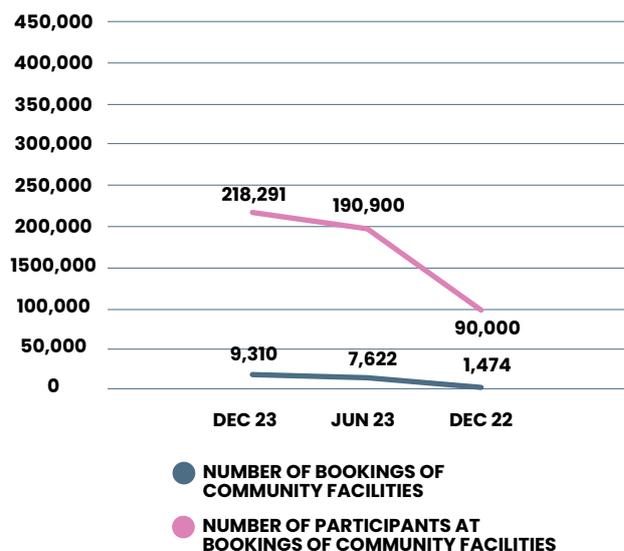
The synthetic athletics track at Harold Corr Oval opened and we have started engaging with user groups about the long-term operation of the site.

We facilitated the hire of community facilities, including 687 function bookings, 345 'one-off' casual bookings, and 7,278 regular bookings.

As part of the Sport and Recreation Strategy delivery plan, Council:

- Progressed Western Sydney Infrastructure Program projects at Cook Park; Andromeda Reserve; Bennett Park; and 21 playspaces across the City, including establishing project management processes; site investigations and designs; and finalising funding agreements with the Australian and NSW governments.
- Started the upgrade and landscaping at Capella Reserve, Erskine Park. Playspace projects at Jim Anderson Reserve, Werrington Downs; and Willoring Crescent, Jamisontown have progressed to construction, with works to commence in the first quarter of 2024.
- Started design work for health and fitness equipment and an upgrade to the basketball court at Jim Anderson Reserve.
- Progressed design work for Monfarville Reserve amenity building upgrades, which is almost finalised. The project is expected to go to tender early in 2024.

Figure 12: Our progress against Principal Activity 4.3.1



## STRATEGY 4.4 ENSURE OUR PUBLIC PLACES ARE CLEAN, SAFE, SHADED, SECURE AND ACCESSIBLE

The principal activities that help deliver this strategy are:

- 4.4.1:** Improve the amenity of the City's public spaces.
- 4.4.2:** Help make our public spaces and community facilities safe and pleasant places to be.

### Highlights

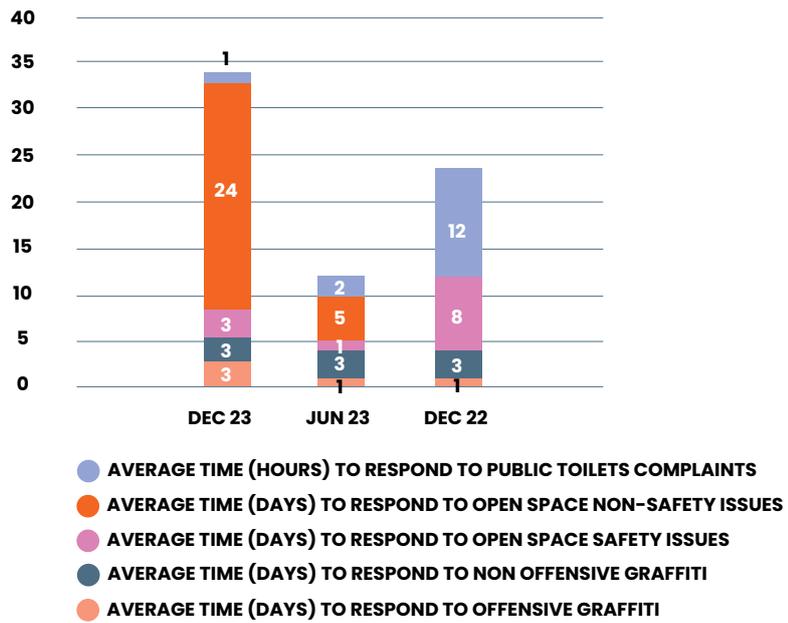
Council continued to provide reactive and scheduled maintenance services that improve the amenity of public spaces.

Council continued to respond to allegations of unlawful activities, including investigating overgrown properties; illegal dumping; abandoned property; illegal burning; illegal advertising; street vending; and illegal parking (including school zone enforcement).

### Challenges

There has been an increased demand on our resources over the last year, with this trend expected to continue. There are several key construction projects underway which will provide additional public recreational open space facilities, and our employees continued to play a key role in the provision of regulatory education and customer service.

Figure 13: Our progress against Principal Activity 4.4.1



## How are we progressing?

Table 8 is a summary of Council's performance against the specific actions we committed to in 2023–24 for the quarter starting on 1 October 2023 and finishing on 31 December 2023.

**Table 8: Our progress against the Operational Plan Actions for Outcome 4 in Quarter 2 in 2023–24**

OUTCOME 4: WE MANAGE AND IMPROVE OUR BUILT ENVIRONMENT			
ACTION	STATUS	PROGRESS	
<b>4.1.1a</b>	In 2023–24, we will continue to seek and secure appropriate grant funding to address road safety and accident black spots across our local road network.	On Track	Council is progressing with detailed design work for five Black Spot projects for 2023–24. The plans will be reported to the Local Traffic Committee and consultation undertaken with the community prior to construction in 2024. We continued to work with the NSW Government to ensure the delivery of large-scale arterial infrastructure such as Mulgoa Road.
<b>4.1.1b</b>	In 2023–24, we will advocate for improved active and public transport.	On Track	Council progressed detailed design plans for two Get NSW Active projects for 2023–24. The plans for Bringelly Road, Kingswood were endorsed by the Local Traffic Committee in November 2023 and will progress to construction in early 2024. The plans for Trinity Drive, Cambridge Gardens were endorsed by the Local Traffic Committee in December 2023 and will progress to construction in April 2024. Council also continued to advocate to the NSW Government for improved public transport infrastructure across the Penrith LGA, including projects such as the Mulgoa Road upgrade, Mamre Road upgrade, Elizabeth Drive upgrade, the Aerotropolis, Sydney Metro–Western Sydney Airport and release area planning.
<b>4.1.2a</b>	In 2023–24, we will implement the rolling Bus Shelter Renewal Program by installing four bus shelters.	On Track	Council identified four locations to install new bus shelters and they are currently in the public consultation stage.
<b>4.1.3a</b>	In 2023–24, we will continue to monitor the number of vehicles that have overstayed.	On Track	In the last quarter, our electronic parking sensors registered 641,305 individual parking maneuvers. Of those, 78% were compliant with the applicable parking restrictions.
<b>4.1.4a</b>	In 2023–24, we will provide timely and accurate advice on the future parking needs across the City.	On Track	Council continued to provide timely and accurate advice on a range of parking matters across Penrith to ensure adequate and accessible parking is available for shoppers, visitors, workers, and commuters. We are reviewing parking principles and the strategy for the Penrith CBD to determine existing demand and requirements to support future growth. We also progressed a parking study to inform the St Marys Master Plan and future parking needs for this strategic centre.
<b>4.2.1a</b>	In 2023–24, we will advocate for improved road safety across the LGA (with a particular focus on local schools).	On Track	As part of our Road Safety Program—with a particular focus on local schools— we shared road safety resources with local schools, assisted the NSW Police Force with the St Marys CARES facility, and distributed resources at Family Fun Day events.  We continued to review existing infrastructure around schools and have progressed six reports through the Local Traffic Committee to improve signage, line marking and pedestrian and cyclist facilities at schools.

## OUTCOME 4: WE MANAGE AND IMPROVE OUR BUILT ENVIRONMENT

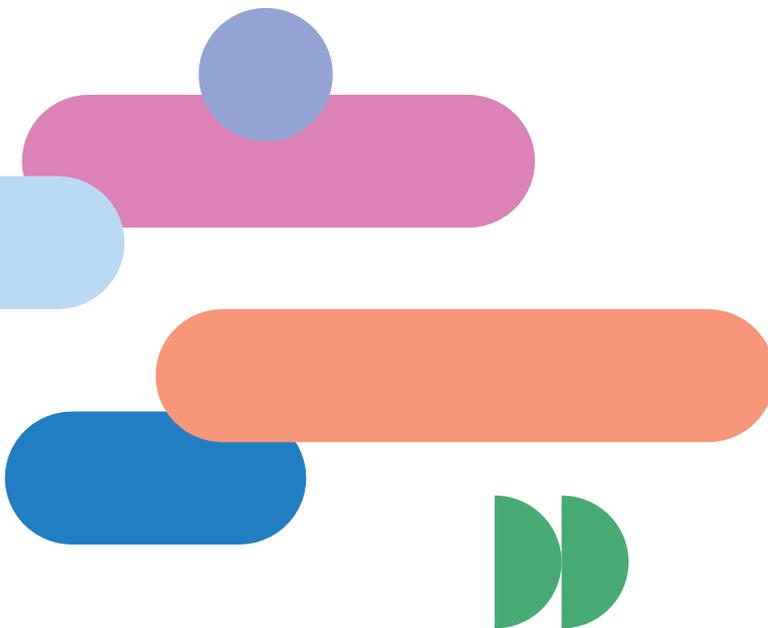
ACTION	STATUS	PROGRESS
<b>4.2.2a</b> In 2023–24, we will deliver an annual program of scheduled and reactive maintenance on the City's roads and pathways.	On Track	Council carried out 52,263 square metres of road pavement repairs and responded to 193 pothole requests in the second quarter of 2023–24.
<b>4.2.2b</b> In 2023–24, we will implement the rolling Road Asset Renewal Program.	On Track	A total of 36,736 square metres of road pavement were resurfaced and 11,610 square metres of road pavement reconstructed in the second quarter of 2023–24.
<b>4.2.2c</b> In 2023–24, we will implement the rolling Footpath and Shared Pathway Program.	On Track	A total of 130 metres of footpath was constructed in Leonay Parade, Leonay; and 128 metres of shared path constructed in Forrester Road, St Marys in the second quarter of 2023–24.
<b>4.2.2d</b> In 2023–24, we will deliver annual program of maintenance on Council's drainage infrastructure.	On Track	The annual maintenance program of stormwater gross pollutant traps (GPTs) and open drain clearing are on target. A total of 172 tonnes of waste was removed from GPTs in the second quarter of 2023–24.
<b>4.2.3a</b> In 2023–24, we will progress the construction of the Gipps Street Recreation Precinct project.	On Track	Progress is continuing with the sports fields, youth precinct and accessible play areas approaching completion. Construction of the amenities building, pavements and other recreation zones are all underway. The park is scheduled for completion in mid-2024, subject to weather.
<b>4.2.3b</b> In 2023–24, we will complete the construction of the Regatta Park Precinct project.	On Track	New River Road and the western adventure play areas are open. The Old River Road entry is now permanently closed, and construction has commenced on the new carpark. This project (excluding the Pavilion) is programmed to achieve practical completion in March 2024, weather permitting.
<b>4.2.3c</b> In 2023–24 we will progress the construction of the Dunheved Road Upgrade project	On Track	Council has achieved the following progress in the last quarter: <ul style="list-style-type: none"> <li>• Design development completed.</li> <li>• The utilities design approval process is nearing completion.</li> <li>• The construction contractor procurement strategy finalised.</li> <li>• The construct and design tender in progress.</li> <li>• The tender for project verifier/superintendent representative was advertised in December 2023.</li> <li>• Council land acquisition was completed.</li> <li>• Private and NSW Government land acquisition in progress.</li> </ul>
<b>4.2.3d</b> In 2023–24, we will complete the construction of the City Park project.	Complete	City Park is complete and was opened to the public on 22 December 2023.
<b>4.2.3e</b> In 2023–24, we will progress the Coreen Avenue Upgrade project.	At Risk	Community consultation and feedback has resulted in a design review of options, including the impacts on utility services and traffic flows. The NSW Government has provided the go-ahead to proceed with project activities as funding has been approved.

## OUTCOME 4: WE MANAGE AND IMPROVE OUR BUILT ENVIRONMENT

ACTION	STATUS	PROGRESS
<p><b>4.3.1a</b> In 2023-24, we will introduce an online booking platform and implement online facility bookings.</p>	<p>On Track</p>	<p>This project is on schedule for implementation in 2023–24. Contracts between Penrith City Council and Optimo, the appointed contractor, are being finalised. Internal planning with the project team is continuing in relation to project delivery.</p>
<p><b>4.3.2a</b> In 2023-24, we will progress, and complete actions identified in the Sport and Recreation Strategy five-year program.</p>	<p>On Track</p>	<p>Council implemented further actions from the Sport and Recreation Strategy Delivery Plan, including:</p> <ul style="list-style-type: none"> <li>• Completing four playspace upgrades at Goldmark Crescent, Cranebrook; Illawong Reserve, Kingswood Park; Explorers Way, St Clair; and Wilson Park, Llandilo.</li> <li>• Upgrading the existing amenities building and floodlighting which services netball and rugby league, as well as the installation of new field irrigation, at Boronia Park, North St Marys.</li> <li>• Constructing new amenities buildings with universal change facilities and landscape improvements at Doug Rennie Fields, Kingswood; and Ched Towns Reserve, Glenmore Park.</li> <li>• Installing a new irrigation system and playing surface upgrades to the Northern Fields at The Kingsway Playing Fields, Werrington.</li> <li>• Constructing a new car park at Bill Ball Oval and Cook Park, St Marys to service the oval and adjacent district playspace.</li> </ul>
<p><b>4.3.2b</b> In 2023-24, we will undertake community engagement to establish future use and facility infrastructure needs at Ron Mulock Oval, Thornton.</p>	<p>On Track</p>	<p>Site investigations, facility benchmarking, and a project and communications plan has been progressed in preparation for community engagement to establish future use and facility infrastructure needs at Ron Mulock Oval, Thornton.</p>
<p><b>4.3.3a</b> In 2023-24, we will deliver an annual program of maintenance on Council's sportsgrounds and parks.</p>	<p>On Track</p>	<p>The Spring renovation program continued as per the schedule. Gypsum was applied to Shaw Park, Caddens Oval and Bradley Street Grounds to improve the soil structure and break down heavy clay. Gypsum also improves the ability of soil to drain and not become waterlogged.</p> <p>With funds from the NSW Government's Flood Recovery Fund, Council was able to top-dress the grounds worst affected by recent floods. This work started in November 2023 and is expected to continue until February 2024. In total 50 fields and 33 sports grounds will be top-dressed with fresh or recycled material. This will repair damage and compaction from the floods. Parks and open spaces were mowed leading into Christmas.</p>
<p><b>4.3.3b</b> In 2023-24, we will contribute to the delivery of rolling Parks Asset Renewal Program.</p>	<p>On Track</p>	<p>Council continued to identify and prioritise items for the Parks Asset Renewal Program, including assets that need to be replaced, the best products for each situation, and products that are durable and have good local suppliers so repairs can be completed quickly.</p>

## OUTCOME 4: WE MANAGE AND IMPROVE OUR BUILT ENVIRONMENT

ACTION	STATUS	PROGRESS
<p><b>4.4.1a</b> In 2023-24, we will deliver the annual program of maintenance on Council's public spaces.</p>	<p>On Track</p>	<p>Crews continued to raise tree canopies to above 2.4 metres to allow greater pedestrian access through parks and along footpaths. We have also focused on mowing parks and reserves.</p> <p>We have worked hard to ensure Tench Reserve, Regatta Park, Victoria Park St Marys, Livvi's Place in Jordan Springs, and skate parks at Jamison Park, Cranebrook, and St Clair are clean and tidy for weekend use.</p> <p>We have been working on roundabouts and traffic islands to remove weeds and dirt build up. This work is now part of a quarterly program that allows us to identify traffic islands and roundabouts for repainting.</p>
<p>4.4.1b In 2023-24, we will deliver annual program of maintenance on public trees.</p>	<p>On Track</p>	<p>Council continued the annual Tree Maintenance Program. All tree requests are allocated to maintenance crews or contractors and completed on a priority basis according to the needs and expectations of the community.</p>
<p>4.4.1c In 2023-24, we will deliver annual program of maintenance on Council's public buildings.</p>	<p>On Track</p>	<p>Council remains on track to deliver all scheduled and reactive maintenance requests for Council buildings in a timely manner and in accordance with legislation.</p>
<p>4.4.2a In 2023-24, we will conduct regular illegal signage and abandoned shopping trolley compliance campaigns.</p>	<p>On Track</p>	<p>In this quarter, our rangers processed or investigated 57 abandoned shopping trolleys and 47 illegal advertising matters. Approximately 250 individual illegal signs were detected and subsequently removed from the public domain.</p>





# OUTCOME 5

## We have open and collaborative leadership



### What have we done?

Table 9 shows the key performance indicators that help to measure the effectiveness of Council's activities in delivering the strategies included in this outcome. Indicators and associated principal activities are reported on a six-monthly basis.

**Table 9: Our progress against Outcome 5 key performance indicators at 31 December 2023**

5.1.1: Ensure our community is actively informed about Council's news and activities	Number of digital interactions with community	3,852,545	5.3.2: Ensure Council's information technology is contemporary and meets the needs of the organisation and the community	Number of ICT enabled projects with a measure of benefits realised	14
	Number of non-digital interactions with the community sharing Council news and activities	2		Number of Service Desk requests	5,123
5.1.2: Provide a quality customer experience through the contact centre and front counter in line with the Customer Promise	Number of calls received	72,207		Average time (days) to close Service Desk requests	2
	Percentage of calls answered within two minutes	90.16%	5.3.3: Support financial sustainability through financial planning and budget management and provide accurate reporting to the community	Financial Performance vs Budget—variation as a percentage	106%
5.2.1: Manage Council's Community Engagement Framework	Number of community engagement activities delivered	11		5.3.4: Ensure our Integrated Planning and Reporting (IP&R) responsibilities are met	Number of Operational Plan Actions
5.3.1: Provide property services and manage community and commercial requests for the use of Council-controlled land	Number of requests for property services received	No data available at this time	Number of Operational Plan Actions progressing as on track or completed		125
	Percentage of requests for property services completed within agreed service levels	No data available at this time			



5.3.5: Support and drive the organisation in identifying business improvement opportunities and service reviews	Number of service reviews completed	0
	Number of business improvement initiatives delivered	2
5.4.1: Reduce Council's reliance on rateable income, by delivering property projects to achieve financial returns or significant value to Council and the community	Number of property projects	No data available at this time
	Return on investment (ROI) of projects	No data available at this time
5.4.2: Realise the potential of land and property assets by focusing on operational and commercial sustainability of Council's property portfolio	Percentage of property at or above return on investment (ROI)	No data available at this time
5.4.3: Manage Council's assets to minimise risk, reflect lifecycle costs and meet community needs.	Percentage of asset management plans that are current	0

5.4.4: Enhance the engagement and performance of our employees so that our organisation can thrive and deliver high-quality outcomes for the community	Percentage of staff turnover	6%
	Average number of days where unplanned leave was taken per employee	4
	Percentage of employee satisfaction	No data available at this time
	WHS—number of near misses	20
	WHS—number of lost time injuries (LTI)	23
	WHS—number of First Aid treatable incidents	163
	WHS—number of medically treatable incidents	24
	WHS—number of equipment or property damage incidents	12
	WHS—number of workers compensation with LTI incidents	4
	WHS—number of hazards reported	28
WHS—number of workers compensation claims	27	

## STRATEGY 5.1: COMMUNICATE EFFECTIVELY WITH THE COMMUNITY ABOUT THE PROGRAMS AND SERVICES PROVIDED BY COUNCIL

The principal activities that help deliver this strategy are:

- 5.1.1:** Ensure our community is actively informed about Council's news and activities.
- 5.1.2:** Provide a quality customer experience through the contact centre and front counter in line with the Customer Promise.

### Highlights

Council uses multiple digital and non-digital channels to connect and engage with the community on our news and activities. These included:

- 45 media releases.
- 40 speeches.
- Advertising, promotional collateral (flyers, posters, street decals).
- Billboard advertising.
- Our quarterly community newsletter publication, Our Place.
- Corporate News Page in the Western Weekender newspaper.
- Council's website received 983,194 views, with an engagement rate of 61.24%. The top five web pages viewed were bulky waste, careers, waste collection schedules, search, and rates.
- Council's Your Say Penrith website received 39,454 visits, with 1,665 community contributions received.
- Our social media activities reached 4,904,026 users, with 20,882 link clicks, 30,881 reactions, 5,504 comments and 4,722 shares.

### Challenges

While the number of calls to our Customer Service Centre has decreased due to a shift to online services, there are still peaks in calls due to external factors which can push call numbers outside estimated call trends. This requires constant re-evaluation and rostering of employees to meet our service level to our customers.

## STRATEGY 5.2: ENCOURAGE COMMUNITY PARTICIPATION IN COLLECTIVE DECISIONS AND INITIATIVES

The principal activity that helps deliver this strategy is:

- 5.2.1:** Manage Council's Community Engagement Framework.

### Highlights

Council's Community Engagement Policy was adopted in December 2022. The toolkit that translates the policy into operation is currently being developed.

## STRATEGY 5.3: DELIVER AN EFFICIENT, TRANSPARENT, AND ACCOUNTABLE SERVICE TO THE COMMUNITY

The principal activities that help deliver this strategy are:

- 5.3.1:** Provide property services and manage community and commercial requests for the use of Council-controlled land.
- 5.3.2:** Ensure Council's information technology is contemporary and meets the needs of the organisation and the community.
- 5.3.3:** Support financial sustainability through financial planning and budget management and provide accurate reporting to the community.
- 5.3.4:** Ensure our Integrated Planning and Reporting (IP&R) responsibilities are met.
- 5.3.5:** Support and drive the organisation in identifying business improvement opportunities and service reviews.

### Highlights

Penrith City Council provides technology capability for more than 1,500 employees. Our customer satisfaction score for ICT support was 97.2%.

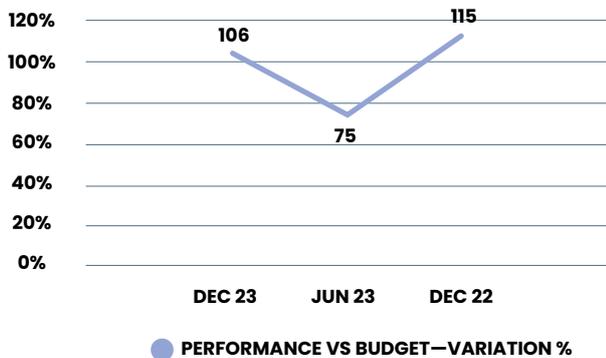
Council implemented the centralised Customer Connect platform for Children Services to manage requests, which integrated with Hub Hello, our childcare system, to ensure a natural flow of information into core council systems.

We continued the Customer Experience Transformation Program, including:

- Keeping the Customer Informed Project, providing functions with system reminders, dashboards, and the status of open cases to ensure our customers are kept up to date in a timely manner.
- Customer Feedback and Complaint Management Project, providing channels and processes for our customers to give feedback on our services.

Work has continued to progress on many business improvement projects, including the LEAP (Leading Excellence and Performance) Program, which is a four-year program of cross-functional service improvements, including project management, grants and electoral commitments, internal referrals, corporate functions, sustainable initiatives, community compliance, asset handover and holding space for emerging priorities.

**Figure 14: Our progress against Principal Activity 5.3.3**



## STRATEGY 5.4: PLAN FOR AND MANAGE CITY RESOURCES FOR CURRENT AND FUTURE GENERATIONS

The principal activities that help deliver this strategy are:

- 5.4.1:** Reduce Council’s reliance on rateable income, by delivering property projects to achieve financial returns or significant value to Council and the community.
- 5.4.2:** Realise the potential of land and property assets by focusing on operational and commercial sustainability of Council’s property portfolio.
- 5.4.3:** Manage Council’s assets to minimise risk, reflect lifecycle costs and meet community needs.
- 5.4.4:** Enhance the engagement and performance of our employees so that our organisation can thrive and deliver high-quality outcomes for the community.

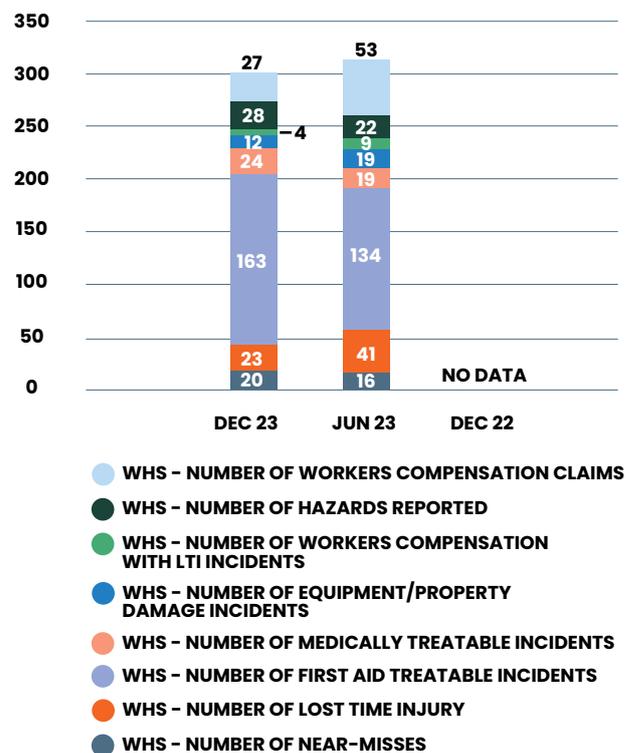
## Highlights

The proceeds of the sale of 158-164 Old Bathurst Road will be allocated to Council’s property reserve, and included in our Property Strategy which is to be considered by Council before 30 June 2024. Our objective is to reduce reliance on income from rates, and the proceeds assist us to achieve that objective.

## Challenges

Subdivision development approvals were obtained in 2022-23 for six sites to enable the delivery of 14 residential lots as part of the Erskine Park Urban Reinvestment Project. However, we experienced challenges in procuring a civil contractor to deliver the subdivisions. The funds from the sales of residential lots as part of this project will be reinvested into improving the quality of local open space in Erskine Park.

**Figure 15: Our progress against Principal Activity 5.4.4 over time**



## STRATEGY 5.5: CORPORATE ENABLERS

The principal activities that help deliver this strategy are:

- 5.5.1:** Maintain and support Council's corporate business information management systems.
- 5.5.2:** Promote ethical behaviour through awareness and advice, and manage investigations of alleged corruption, maladministration, or breaches of the Code of Conduct.
- 5.5.3:** Participate in reviews and forums and make submissions that affect the community in respect to local government governance.
- 5.5.4:** Manage Council's meeting calendar, meeting process and business papers to ensure open and fair decision making.
- 5.5.5:** Manage our mapping, data, and geographical information systems to meet the organisation and community needs.
- 5.5.6:** Undertake activities associated with the management of asbestos, other environmental management activities and risk and compliance reviews across the City Service Division.
- 5.5.7:** Provide support to the mayor, councillors, and the leadership team.
- 5.5.8:** Optimise the use of Council's fleet, plant, and equipment to minimise risk and reflect lifecycle cost.
- 5.5.9:** Ensure information management systems (people, processes, and technology) comply with statutory requirements.
- 5.5.10:** Administer and promote a consistent approach to risk through the Risk Management Strategy.
- 5.5.11:** Undertake the audit program as agreed with the Audit Risk and Improvement Committee (ARIC) to ensure Council's operations are ethical and efficient.
- 5.5.12:** Provide legal advice and litigation services to Council.
- 5.5.13:** Manage access to information requests.
- 5.5.14:** Support and drive the organisation in the effective management, governance and reporting of projects and initiatives.

## Highlights

Council implemented a tailored Project Management Framework and rolled it out to our Major Capital Projects Teams. The rollout will continue through the rest of the organisation, with an ongoing cycle of review and improvement to build on the tools and project management culture of the organisation.

We completed 37 formal GIPA applications and 822 Informal GIPA applications.

We managed 60 litigated matters (excluding debt recovery for unpaid rates) and responded to 259 requests for legal advice.

Council completed the year-end Operational Risk and Legislative Compliance Review, which identified 13 operational risks outside risk appetite or tolerance, (down from 14) and two legislative compliance breaches. Risks have been prioritised and treatment plans put in place.

The 2023–24 Internal Audit Annual Plan (IAAP) is 22% completed. There are five audits in progress. Timings for the remaining audits have been agreed with stakeholders and it is anticipated that all audits will be finalised by June 2024. One audit which is outstanding for the 2022–23 IAAP is 85% complete and will be finalised and reported before the next ARIC meeting in March 2024.

We managed 82 asbestos matters comprising 57 asbestos incidents and two environmental investigations. We prepared 16 Asbestos Management Plans and Hazardous Materials Reports and seven Asbestos Summaries. 96% of asbestos incidents were responded to within four hours and 100% responded to within 24 hours (during normal business hours). We completed 74 environmental management inspections of contaminated sites.

## How are we progressing?

Table 10 is a summary of Council's performance against the specific actions we committed to in 2023–24 for the quarter starting on 1 October 2023 and finishing on 31 December 2023.

**Table 10: Our progress against the Operational Plan Actions for Outcome 5 in Quarter 2 in 2023–24**

OUTCOME 5: WE HAVE AN OPEN AND COLLABORATIVE LEADERSHIP			
ACTION			PROGRESS
<b>5.1.1a</b>	In 2023–24, we will produce four quarterly 'Our Place' community news brochures.	On Track	Our Place, Council's quarterly community newsletter, continued to be a flagship piece of content for our community. It is produced as a high-quality magazine and is delivered to every household within the Penrith LGA. Our Place shows a true community connection with curated content designed to showcase and celebrate Penrith's lifestyle. The publication aims to have something for everyone with a broad range of topics in a user-friendly format, written style, and design. In addition to the print edition, Our Place is delivered as a fortnightly e-newsletter, which communicates time-sensitive events and news stories from Council and Penrith to a growing number of digital subscribers.
<b>5.1.1b</b>	In 2023–24, we will undertake communication campaigns for Council's major projects and programs.	On Track	Council delivered a wide range of communications and engagement campaigns to support the achievement of our outcomes. Campaigns varied in size, reach and complexity and were appropriately tailored to meet budget and timing constraints, and reach the target audience.
<b>5.1.1c</b>	In 2023–24, we will investigate opportunities for new ways to communicate with the community.	On Track	Council continued to explore new ways of communicating with our community by incorporating traditional methods with emerging technologies and artificial intelligence.
<b>5.1.2a</b>	In 2023–24 we will continue to analyse and interpret data to identify areas of improvement and implement changes as required to improve customer experience.	On Track	<p>We have continued to use the scheduling assistant, data prediction and analysis and the agent dashboard. We also developed a comprehensive dashboard to look at CRM case feedback surveys across the business. We are continuing to achieve high quality results including:</p> <ul style="list-style-type: none"> <li>• Customer Satisfaction score for after call survey was 95.47%.</li> <li>• Quality Management score of 93%.</li> <li>• Service Level score of 90.33%.</li> <li>• Average speed of answer for customer calls was 32 seconds.</li> </ul> <p>After case feedback survey results from 41 surveys showed:</p> <ul style="list-style-type: none"> <li>• Request outcome: 4.8/5</li> <li>• Customer service: 4.8/5</li> <li>• Customer effort: 4.7/5</li> </ul>
<b>5.2.1a</b>	In 2023–24, we will continue to develop and implement Council's engagement guidelines and toolkit to ensure best practice when engaging the community.	On Track	Council aims to provide accessible and meaningful opportunities for the community to have input into Council decision-making. Our engagement guidelines and toolkit will enable us to choose the most appropriate methods and techniques of engagement for each consultation need. We have begun work on the guidelines and toolkit by examining previous engagement and reviewing the recommendations of the International Association of Public Participation. We expect to complete the guidelines and toolkit by the end of 2023–24.

## OUTCOME 5: WE HAVE AN OPEN AND COLLABORATIVE LEADERSHIP

ACTION		PROGRESS
<b>5.3.1a</b> In 2023-24, we will continue to assess street closure and outdoor dining applications in a timely manner.	On Track	Street closure and outdoor dining applications continued to be progressed in a timely manner.
<b>5.3.2a</b> In 2023-24, Implement Customer Experience Transformation technology project—Community Facilities and Recreation online booking, payments, facilities management, and access.	On Track	Optimo was the successful vendor following the tender evaluation and selection process. The RFT 23/24-005 Booking and Venue Management report was formally presented to Council at the Ordinary Meeting on 20 November 2023. Procurement processes have been completed.
<b>5.3.2b</b> In 2023-24 we will implement Customer Experience Transformation technology project—Customer Feedback, Satisfaction and Complaints.	On Track	The project went live on 11 September 2023, covering all scheduled activities including user acceptance testing; training; and the creation of knowledge articles. A comprehensive project completion report has been finalised and approved by all project sponsors. Post-project technical support has now been transitioned to the ICT Systems and Service Desk. A post-implementation survey is being prepared for distribution to stakeholders.
<b>5.3.2c</b> In 2023-24, we will implement Customer Experience Transformation Program—Corporate Website—new platform and redevelopment.	Off Track	This project is on hold due to operational resourcing. The project will be rescheduled and aligned with Council's business plans.
<b>5.3.2d</b> In 2023-24, we will implement Customer Experience Transformation Program—Childrens Services Enquiry and Request Management.	Complete	Information sessions were conducted in September with a positive response from stakeholders. The project team have been supporting the operational transition to the Customer Relationship Management system. Our customers are being moved towards Council's Customer Portal for a more centralised and user-friendly experience. Technical handover to ICT systems has been completed, with the Project Closure Report being prepared.
<b>5.3.3a</b> In 2023-24, we will provide accurate information on Council's financial position and activities to Council and the community.	On Track	Accurate information on Council's financial position and activities is provided through our Quarterly Review, including the September 2023 Quarterly Results reported to Council's Ordinary Meeting held on 20 November 2023. Year-to-date December 2023 Quarterly Results will be reported to the February 2024 Ordinary Meeting. The first quarter results included a budget surplus of \$1.1 million, which was transferred to reserve and provides capacity to respond to current and emerging priorities, including challenges identified in the Long-Term Financial Plan.
<b>5.3.3b</b> In 2023-24, we will ensure compliance with all regulatory financial requirements, including the completion of annual financial statements.	On Track	All regulatory financial requirements have been completed, including GST, FBT, and reporting. Previous years financial statements were completed, audited, presented to the Audit Risk and Improvement Committee, and lodged with the Office of Local Government on time. Preliminary work has commenced for the 2023-24 Financial Statements.

## OUTCOME 5: WE HAVE AN OPEN AND COLLABORATIVE LEADERSHIP

ACTION		PROGRESS
<b>5.3.4a</b>	In 2023-24, we will conduct an audit of Council's strategy register and undertake ongoing management of the digital platform to inform the Delivery Program and Operational Plan.	On Track An accurate Strategy Register ensures that all of Council's Strategic Plans and associated action plans are monitored and tracked so that they remain relevant and current. We continued to standardise the structure of the documents in preparation for importing into the anticipated digital platform. The project has gained traction since the digital platform was approved. The associated technical work required to populate the platform and link strategy actions to the annual Operational Plan is now underway, alongside a strategy framework to ensure consistency in all strategies moving forward. The strategy register and associated framework are on track for completion by the end of 2023-24.
<b>5.3.4b</b>	In 2023-24, we will ensure compliance with all IP&R reporting requirements.	On Track Council continued to meet our IP&R requirements. Achievements in the last quarter were: <ul style="list-style-type: none"> <li>• Completion of the September quarterly reporting on Operational Plan Actions.</li> <li>• Finalisation of the 2022-23 Annual Report, which was adopted by Council at the Ordinary Meeting on 20 November 2023. It was submitted to the NSW Office of Local Government by the statutory due date (30 November), as well as the Australasian Reporting Awards (ARA).</li> <li>• Work commenced on the State of the City Report.</li> </ul>
<b>5.3.4c</b>	In 2023-24, we will ensure compliance with all IP&R planning requirements.	On Track We have made significant progress on the business planning module in Pulse (our reporting platform), with the module expected to go live in January 2024. The module will enable business units to plan their next 12 months and beyond, which will inform the development of the 2024-25 Operational Plan.
<b>5.3.4d</b>	In 2023-24, we will introduce the strategy development framework across Council and provide ongoing support in its implementation.	On Track The strategy development framework was adjusted to focus on a broader approach and criteria for strategies within Council. We completed a draft Strategy Policy Statement, with the accompanying overview of the framework being developed to include purpose, strategy hierarchies and strategy management. The framework will be rolled out to employees alongside the digital platform which will house the strategies library. We also developed a strategy monitoring process map to allow the smooth transitioning of strategic plans with relevant stakeholders.
<b>5.3.5a</b>	In 2023-24, we will deliver the LEAP (Leading Excellence and Performance) review program: Recruitment.	Not due to start this reporting period Scoping for this review is in preliminary stage and is still planned to commence in the third quarter of 2023-24.
<b>5.3.5b</b>	In 2023-24, we will deliver the LEAP (Leading Excellence and Performance) review program: Development Referrals.	On Track Council has undertaken scoping and the agreed direction is being considered by the project owner and project sponsor.

## OUTCOME 5: WE HAVE AN OPEN AND COLLABORATIVE LEADERSHIP

ACTION		PROGRESS
<b>5.3.5c</b>	In 2023-24, we will deliver the LEAP (Leading Excellence and Performance) review program: Project Management.	On Track <ul style="list-style-type: none"> <li>Progress on the Project Management Review has been successful, with work on three of the five key sub-projects underway. Employees have been enthusiastic in their participation and welcome the benefits in the implementation.</li> </ul>
<b>5.3.5d</b>	In 2023-24, we will deliver the LEAP (Leading Excellence and Performance) review program: Grants and Commitments.	On Track <ul style="list-style-type: none"> <li>Scoping for this review has progressed, and further activities for this review will commence in the next quarter.</li> </ul>
<b>5.3.5e</b>	In 2023-24, we will continue procurement and commence implementation for Enterprise Resource Planning (ERP).	On Track <p>This project will transform the way that Council manages many of our internal processes. We completed an expressions of interest process in 2023, with all key stakeholders within the organisation engaged in this business-driven process. A formal approach to market for software providers for the solution will take place in 2024.</p>
<b>5.4.1a</b>	In 2023-24, we will progress the Erskine Park Urban Reinvestment Project to subdivision construction stage.	Off Track <p>Subdivision development approvals were obtained in 2022-23 for the six sites to enable the delivery of 14 residential lots. Council's Design and Projects team has been appointed as the Delivery Project Manager (DPM), and the Property Development team as the Business Project Manager (owner). The project has experienced significant delays this year due to difficulties in procuring a civil contractor to deliver the subdivisions. The DPM has been delegated approval to directly negotiate with four civil contractors in early 2024 to facilitate the works which are anticipated to be completed in the next financial year.</p>
<b>5.4.1b</b>	In 2023-24, we will continue to progress on 131 Henry Street.	At Risk <p>The 131 Henry Street, Penrith project is on hold. It is anticipated that next steps for the project will be decided by early 2024.</p>
<b>5.4.1c</b>	In 2023-24, we will progress the 158-164 Old Bathurst Road, Emu Plains project.	On Track <p>A determination by the Sydney Western City Planning Panel regarding the subdivision development application on the site is planned to occur in February 2024. Following Council's endorsement in May 2023 to return the site to the market, an expression of interest campaign was launched at the end of August 2023.</p>
<b>5.4.1d</b>	In 2023-24, we will develop property investment options and solutions.	On Track <p>We are developing the Property Strategy to guide future property investments.</p>
<b>5.4.2a</b>	In 2023-24, we will progress the Kingswood and St Marys commuter car park projects.	Not Proceeding <p>The Kingswood and St Marys Commuter Car Park Projects have been on hold since the announcement of the Australian Government's infrastructure review in May 2023. The review concluded on 16 November 2023 with the Australian Government advising that neither car commuter park projects will receive funding, which was essential for the continuation of the projects.</p>

## OUTCOME 5: WE HAVE AN OPEN AND COLLABORATIVE LEADERSHIP

ACTION		PROGRESS
<b>5.4.3a</b>	In 2023-24, we will improve systems and processes around asset management.	On Track Council is continuing to work towards better asset management processes through improvements to the asset register and improved long-term planning and reporting capabilities from the asset and customer relationship management systems.
<b>5.4.4a</b>	In 2023-24, we will continue implementation of our Capability Framework.	On Track In the last quarter we: <ul style="list-style-type: none"> <li>• Released the Capability Framework Training Calendar to all people leaders.</li> <li>• Completed the design of the e-learning module for all people leaders and employees across Council.</li> <li>• Scheduled the first Self-Assessment Masterclass for People Leaders (for January 2024).</li> </ul> Continued back-end capability mapping for non-people leader roles.
<b>5.4.4b</b>	In 2023-24, we will grow Leadership Development.	On Track In the last quarter, we: <ul style="list-style-type: none"> <li>• Delivered two Empowering Leadership (team leader-level program) cohorts, with 40 leaders completing the program in November 2023.</li> <li>• Completed Crucial Conversations refresh session for recent Igniting Leadership (coordinator-level program) cohort.</li> <li>• Completed Igniting Leadership Post-Program de-brief for participants.</li> </ul> Completed Igniting Leadership Alumni event with Kieran Flanigan and Dan Gregory on how to increase your influence through a compelling personal brand.
<b>5.4.4c</b>	In 2023-24, we will review the WHS Management System.	On Track A review of the WHSMS involved consultation with the HSC on the Injury Management Procedure (endorsed), as well as preparation for the 2024 risk management training program across Council.
<b>5.4.4d</b>	In 2023-24, we will strengthen child-safe practices as part of our commitment to being a child safe organisation.	On Track Council continued to strengthen our position as a child safe organisation by having regular Child Safety and Wellbeing group meetings, in which a Child Safe Code of Conduct for all employees is being developed.  We continued our regular, bi-monthly monitoring of child safety awareness training completion rates. Child safe meetings have been scheduled with other Councils to discuss best practice and share resources. Posters have been issued to the Library, Front Counter and Ripples locations to promote and educate employees, patrons, and the community about our commitment to child safety.

# Financial Services Manager's Report

## EXECUTIVE SUMMARY

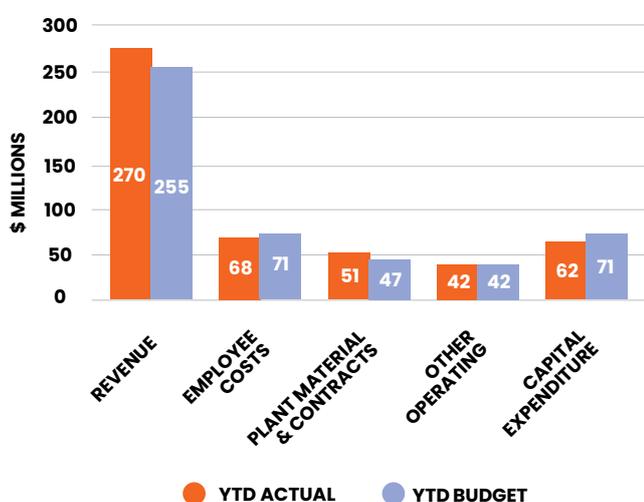
This report covers the second quarter of the 2023-24 financial year. Details of significant variations, reserve movements, and the status of Council's Operating and Capital projects compared to Budget, are included in this document.

Council projected a balanced Budget in the adoption of the original 2023-24 Operational Plan. The September Quarterly Review reported variations to the predicted annual budget with a net surplus result of \$1,123,896 which was transferred to Reserve resulting in a balanced budget position for 2023-24.

The December quarter has presented some favourable and unfavourable variations resulting in a budgeted deficit position. Overall, December quarter variations have resulted in a Deficit of \$342,730. It is proposed that the budgeted transfer to Councils Financial Management Reserve be reduced to manage the December quarter deficit. Once this allocation is made, the projected Budget position for 2023-24 remains a balanced Budget.

The following graph shows a comparison by category of the Actual vs Year to date Budget, with Actual Revenue favourable to Budget, Capital Expenditure tracking slightly below budget, and all other categories generally in line with expectations. All variations have now been considered and where budget adjustments are required, details have been provided in this report.

### Actual vs Budget Comparison – December 2023



## BUDGET POSITION

This review recommends both favourable and unfavourable adjustments to the Adopted Budget for 2023-24. The net effect of the proposed variations and allocations being recommended as part of this review and the adjustments adopted during the quarter is a deficit of \$342,730, it is proposed that the budgeted transfer to Councils Financial Management Reserve be reduced to manage the December quarter deficit. Once this allocation is made, the projected Budget position for 2023-24 remains a balanced Budget.

The most notable variations in this review that impact upon the Budget position include: Development Application Income (\$275k), Contribution to Hawkesbury Pound (\$100k), and net rates income (\$114k). Budget variations that impact on the projected Budget position are outlined in the attachments.

The December 2023 quarter also includes budget variations with no impact on the surplus since they have an alternative internal funding source or are funded by Reserves. The more significant of these variations are detailed in the attachments.

## REVOTES

In addition to these adjustments a total of \$4,462,467 of planned Capital and Operational Projects are proposed for revote this quarter. A full listing can be found in the attachment. The total value of Revotes for the year to date is \$4,462,467, compared to \$12.7m for the same period in 2022-23.

## RATES ARREARS

At 31 December 2023 rates arrears were at 5.90% which is 0.01% above the same time in the previous year. This exceeds the industry benchmark of 5%. Communication to ratepayers with overdue balances has been increased and legal recovery action, where necessary, will be initiated. It is hoped these actions will assist in lowering the Debt Ratio next quarter.

## SUMMARY

While the challenges identified in the December quarter resulted in an initial small budget deficit, the positive result in the previous September quarter allowed an allocation from Council's Financial Management Reserve to manage the variations. It is proposed that the budgeted transfer to Council's Financial Management Reserve be reduced to manage the December quarter deficit and therefore Council can continue to project a balanced budget. Council's financial position therefore remains sound notwithstanding the potential for further financial impacts resulting from a changing economic climate. It is also important to note that Council's adopted Long Term Financial Plan projects Operating Result deficits before capital grants and contributions. This is predominantly due to depreciation which can be linked to Council's asset maintenance and renewal requirements. This review and the proposed allocations continue to demonstrate Council's commitment to strong and prudent financial management.



**NEIL FARQUHARSON**  
**FINANCIAL SERVICES MANAGER**

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

It is my opinion that the information contained within this report for the quarter ended 31 December 2023 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.



**MATTHEW BULLIVANT**  
**DIRECTOR - CORPORATE SERVICES**  
**RESPONSIBLE ACCOUNTING OFFICER**



## FUNDING SUMMARY

Operations from Ordinary Activities	Current Budget			Proposed Variances			Revised Budget		
	Services	Untied Income	Total	Services	Untied Income	Total	Services	Untied Income	Total
<b>Operating Expenditure</b>									
Employee Costs	(146,845.1)	-	(146,845.1)	1,077.1	-	1,077.1	(145,768.0)	-	(145,768.0)
Interest Charges	(2,730.8)	-	(2,730.8)	-	-	-	(2,730.8)	-	(2,730.8)
Depreciation and Amortisation	(53,920.5)	-	(53,920.5)	-	-	-	(53,920.5)	-	(53,920.5)
Materials and Contracts	(100,439.9)	-	(100,439.9)	(1,835.0)	-	(1,835.0)	(102,274.9)	-	(102,274.9)
Other Expenses	(14,786.7)	-	(14,786.7)	(251.2)	-	(251.2)	(15,037.9)	-	(15,037.9)
Net (Loss)/Gain from the Disposal of Assets	40,127.5	-	40,127.5	-	-	-	40,127.5	-	40,127.5
<b>Total Operating Expenditure</b>	<b>(278,595.5)</b>	<b>-</b>	<b>(278,595.5)</b>	<b>(1,009.1)</b>	<b>-</b>	<b>(1,009.1)</b>	<b>(279,604.6)</b>	<b>-</b>	<b>(279,604.6)</b>
<b>Operating Revenue</b>									
Rates and Annual Charges	43,253.2	155,611.0	198,864.2	-	(291.0)	(291.0)	43,253.2	155,320.0	198,573.3
User Charges and Fees	49,996.3	-	49,996.3	2,400.1	-	2,400.1	52,396.4	-	52,396.4
Interest Income	3,531.9	4,201.0	7,732.9	-	181.8	181.8	3,531.9	4,382.8	7,914.7
Operating Grants and Contributions	8,860.7	230.2	9,090.9	563.8	-	563.8	9,424.5	230.2	9,654.7
Other Revenue	7,211.8	190.0	7,401.8	351.1	-	351.1	7,563.0	190.0	7,753.0
<b>Total Operating Revenue</b>	<b>112,853.9</b>	<b>160,232.2</b>	<b>273,086.2</b>	<b>3,315.1</b>	<b>(109.2)</b>	<b>3,205.9</b>	<b>116,169.0</b>	<b>160,123.0</b>	<b>276,292.1</b>
<b>Result before Capital Grants and Contributions</b>	<b>(165,741.5)</b>	<b>160,232.2</b>	<b>(5,509.3)</b>	<b>2,306.0</b>	<b>(109.2)</b>	<b>2,196.8</b>	<b>(163,435.5)</b>	<b>160,123.0</b>	<b>(3,312.5)</b>
Capital Grants & Contributions	105,975.2	-	105,975.2	1,491.1	-	1,491.1	107,466.3	-	107,466.3
<b>Operating Result</b>	<b>(59,766.4)</b>	<b>160,232.2</b>	<b>100,465.8</b>	<b>3,797.1</b>	<b>(109.2)</b>	<b>3,687.9</b>	<b>(55,969.3)</b>	<b>160,123.0</b>	<b>104,153.8</b>
<b>Funding Statement (Sources &amp; Application)</b>									
Add back non funded items	59,156.0	-	59,156.0	-	-	-	59,156.0	-	59,156.0
Funds received from Sale of Assets	36,572.7	-	36,572.7	24.1	-	24.1	36,596.7	-	36,596.7
Loans Received	-	-	-	-	-	-	-	-	-
Budget (Surplus) / Deficit	-	-	-	-	-	-	-	-	-
Funds Transferred (to)/from Reserves held	(13,040.7)	(8,548.2)	(21,588.8)	(10,537.7)	597.5	(9,940.1)	(23,578.3)	(7,950.6)	(31,529.0)

<b>Net Fund Available</b>	<b>22,921.6</b>	<b>151,684.1</b>	<b>174,605.7</b>	<b>(6,716.5)</b>	<b>488.3</b>	<b>(6,228.1)</b>	<b>16,205.2</b>	<b>152,172.4</b>	<b>168,377.6</b>
<b>Application of Funds</b>									
Assets Acquired	(163,668.7)	-	(163,668.7)	6,228.1	-	6,228.1	(157,440.6)	-	(157,440.6)
Internal Loans	23.4	68.8	92.2	-	-	-	23.4	68.8	92.2
Loan Repayments and Advances Made	(11,029.1)	-	(11,029.1)	-	-	-	(11,029.1)	-	(11,029.1)
<b>Total Application</b>	<b>(174,674.5)</b>	<b>68.8</b>	<b>(174,605.7)</b>	<b>6,228.1</b>	<b>-</b>	<b>6,228.1</b>	<b>(168,446.4)</b>	<b>68.8</b>	<b>(168,377.6)</b>
<b>Net Costs funded from Rates &amp; Other Untied Income</b>	<b>(151,752.9)</b>	<b>151,752.9</b>	<b>-</b>	<b>(488.3)</b>	<b>488.3</b>	<b>-</b>	<b>(152,241.2)</b>	<b>152,241.2</b>	<b>-</b>

## Significant Proposed Variations – December 2023

that impact on Council's Budget Position

Account Description	Budget Variance Pos/(Neg)
<b>ANIMAL SERVICES</b>	
<b>Contribution to Hawkesbury Pound</b>	
The increase in Hawkesbury Companion Animal Shelter costs are due to the lengthy timeframe's animals are being held at the shelter. Hawkesbury Companion Animal Shelter have a no kill policy, and they have been taking maximum advantage of the Companion Animals Act amendments (in 2021), to hold onto animals longer. There has also been an increase in the number of animals impounded this year, which has resulted in the Shelter being at full capacity on several occasions.	(100,000)
<b>TOTAL ANIMAL SERVICES</b>	<b>(100,000)</b>
<b>DEVELOPMENT APPLICATIONS</b>	
<b>DEVELOPMENT APPLICATIONS</b>	
Development Applications (Major/Minor/Subdivisions) (\$300,000) - This downturn can be attributed to a combination of current release areas not progressing as expected, a reduction in significant/ high investment applications beyond that expected and current market conditions.	(275,000)
Construction Certificates \$30,000 - This increase reflects some substantial developments electing Council as Certifier during the period which have proceeded despite what was estimated to be a significant downturn in construction activity.	
Subdivision Certificates \$20,000 - Residential release areas have started to come on line as anticipated, which will influence other income areas more positively in the future and Kings Central sought substantial new housing lot creation during the period.	
Newspaper Advertising (\$50,000) - This decrease reflects a lower than expected proportion of and reduction in major DAs.	
Fire Safety Audits (\$5,000) - The Fire Safety Unit has not been resourced with relevant professional building surveyors with fire safety expertise for audits to be undertaken during the period.	
Fire Safety Statements \$10,000 - This increase has resulted from increased occupied commercial and industrial buildings registered within the City and a more complete reminder program.	
Fire Safety Fine Income \$20,000 - Fines have increased in this area through necessary compliance responding to the significance of fire safety concerns associated with large fines on two properties	
<b>TOTAL DEVELOPMENT APPLICATIONS</b>	<b>(275,000)</b>

## GENERAL REVENUE/UNTIED INCOME

### Net Rates Income

Net rates income and expenditure is forecast to be down by \$114K on initial forecasts with favourable increases identified of \$246K that are offset by other unfavourable variations of \$360K as outlined below:

Interest income on overdue rates is forecast to be \$70K higher than initial forecasts due to a slight increase in arrears and an increase to the interest rate (in accordance with s566(3) of the LGA) from 6% to 9% in 2023-24.

A provision for legal fees and interest to be written off isn't expected to be utilised resulting in a \$176K favourable variation.

General rates income is forecast to be down by \$296K due to two significant valuation objections in the Penrith CBD which amounted to rates reductions of \$268K and \$28K each. These losses from valuations whilst reducing income this year can be claimed in our permissible income in future years and therefore does not impact Council's long term financial plan.

There is also a change to the provision for interest on postponed rates of \$64K unfavourable due to increased postponements around the airport, and potential for further postponements now that

### Salary Savings

During the 2nd quarter of 2023-24, 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 organisational 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 \$198,769.

### Transfer to Financial Management Reserve

The development of the annual budget each year requires a number of assumptions to be made in relation both expenditure and income that are dependent on factors that are outside Council's control. To safeguard against movements in these assumptions and forecasts, it is proposed that the budgeted transfer to Councils Financial Management Reserve be reduced to reflect the December quarter deficit. Once this allocation is made, the projected Budget position for 2023-24 remains a balanced Budget.

<b>Total General Revenue/Untied Income</b>	<b>427,346</b>
<b>Total Variances over \$100k</b>	<b>52,346</b>
<b>Other Variances under \$100k</b>	<b>(52,346)</b>
<b>DECEMBER 2023 Quarter Surplus/(Deficit)</b>	<b>-</b>
Original 2023-24 Budget Surplus/(Deficit)	-
2nd Quarter Variances to adopted budget previously reported to Council	-
2nd Quarter proposed Variances to Budget	<b>(342,730)</b>
2nd Quarter proposed allocation from Financial Management Reserve	<b>342,730</b>
<b>Net Predicted Surplus/(Deficit) for 2023-24</b>	<b>-</b>

## Major Variations not affecting surplus- December 2023 Review

Below is a list of the more significant budget variations proposed for the December 2023 quarter that do not have an effect on Councils surplus. The funding source/destination is shown in brackets for each variation.

### **Carpark Traffic Fine Income – Increase \$150,000, and Expenditure – Increase \$150,000 (nil net impact) (Reserve)**

The increase in parking fine income is due to a full-strength parking ranger team and a continued focus on processing overstay alerts from the CDB parking sensor network. Infringement processing costs have also risen due to the individual processing fee increase from Revenue NSW when Penrith Council moved to “Print and Post”, and also as a result of the additional fines that have been issued in the last period.

### **WHS Incentive Income – Increase \$130,000 (Reserve)**

Incentive Income has been received from StateCover Mutual following timely completion of the annual WHS Self audit and wages declaration. These funds have been transferred to Reserve to fund safety and wellbeing initiatives.

### **Restoration Income – Increase \$2,399,929 (Reserve)**

Penrith City Council has been allocated \$2,399,929 by Endeavour Energy for the purpose of rehabilitating several roads near the new Aerotropolis, including Luddenham Road, Patons Lane, and Bakers Lane. Luddenham Road, in particular, requires restoration for approximately 20,958 square metres of road surface following the completion of pipe-lining works conducted by Endeavour Energy. Smaller-scale restoration projects are anticipated for the remaining two sites.

### **Developer Contributions Income – Increase \$3,892,672 (Reserves)**

Development has proceeded earlier than anticipated and has resulted in additional contributions being received for the WELL, Cultural Facilities, Local Open Space and District Open Space S7.11 Plans.

In addition, contributions have been received for the 61 Henry Street Penrith Voluntary Planning Agreement.

## PROPOSED REVOTED WORKS as at December 2023

Description	Revote Amount \$	General Revenue \$	Other Funding \$	Other Funding Source	Budget \$	Actual \$	Balance \$
<b>CAPITAL PROJECTS</b>							
<b>CITY PRESENTATION</b>							
Roper Road & Hewitt Street, Colyton	189,000		189,000	Grant	210,000		210,000
Glenmore Parkway (between Glengarry Drive & Camellia Avenue)	1,125,000		1,125,000	Grant	1,250,000		1,250,000
Carpenter Street & Marsden Road, St Marys	90,000		90,000	Grant	100,000		100,000
							-
<b>TOTAL CITY PRESENTATION</b>	<b>1,404,000</b>	<b>-</b>	<b>1,404,000</b>		<b>1,560,000</b>	<b>-</b>	<b>1,560,000</b>
<b>DESIGN &amp; PROJECTS</b>							
Monfarville Amenity Building Upgrade	2,908,467		2,908,467	Grant, Reserve	3,191,846	6,000	3,185,846
							-
<b>TOTAL DESIGN &amp; PROJECTS</b>	<b>2,908,467</b>	<b>-</b>	<b>2,908,467</b>		<b>3,191,846</b>	<b>6,000</b>	<b>3,185,846</b>
<b>TOTAL CAPITAL PROJECTS</b>	<b>4,312,467</b>	<b>-</b>	<b>4,312,467</b>		<b>4,751,846</b>	<b>6,000</b>	<b>4,745,846</b>

## PROPOSED REVOTED WORKS as at December 2023

Description	Revote Amount \$	General Revenue \$	Other Funding \$	Other Funding Source	Budget \$	Actual \$	Balance \$
<b>OPERATING PROJECTS</b>							
<b>CITY PLANNING</b>							
Planning Process Improvement	150,000	-	150,000	Reserve	150,000	-	150,000
TOTAL CITY PLANNING	150,000	-	150,000		150,000	-	150,000
<b>TOTAL OPERATING PROJECTS</b>	<b>150,000</b>	<b>-</b>	<b>150,000</b>		<b>150,000</b>	<b>-</b>	<b>150,000</b>
<b>TOTAL PROPOSED REVOTES</b>	<b>4,462,467</b>	<b>-</b>	<b>4,462,467</b>		<b>4,901,846</b>	<b>6,000</b>	<b>4,895,846</b>

## DECEMBER 2023 REVOTE COMMENTARY

### Capital Projects

#### **Roper Road & Hewitt Street, Colyton – \$189,000 (Grant)**

There was a delay in announcing the funding for this project by Transport for New South Wales (TfNSW). Additional time will need to be sought to complete a detailed design due to limited internal resources and other priority projects. There will be a Civil design submitted to the Local Traffic Committee meeting in this financial year 2023/24 and a requirement to obtain a time extension from TfNSW to complete construction. The revised completion date for this project is expected to be December 2024.

#### **Glenmore Parkway – \$1,125,000 (Grant)**

There was a delay in announcing the funding for this project by Transport for New South Wales (TfNSW). Additional time will need to be sought to complete a detailed design due to limited internal resources and other priority projects. There will be a Civil design submitted to the Local Traffic Committee meeting in this financial year 2023/24 and a need to obtain a time extension from TfNSW to complete construction. The revised completion date for this project is expected to be June 2025.

#### **Carpenter Street & Marsden Road, St Marys – \$90,000 (Grant)**

There was a delay in announcing the funding for this project by Transport for New South Wales (TfNSW). Additional time will need to be sought to complete a detailed design due to limited internal resources and other priority projects. There will be a Civil design submitted to the Local Traffic Committee meeting in this financial year 2023/24 and a needs to obtain a time extension from TfNSW to complete construction. The revised completion date for this project is expected to be December 2024.

#### **Monfarville Amenity Building Upgrade – \$2,908,467 (Grant, Reserve)**

To achieve the best outcome for the community, the project was delayed, to ensure sufficient funds and resources were available to complete the project and meet all necessary requirements. The revised timeline will allow Council to undertake a thorough design process, considering all relevant access concerns/requirements. This thorough design process will also ensure minimal to no change requirements during construction. The revised completion date is now mid-September 2025.

## Operational Projects

### **Planning Process Improvement - \$150,000 (Reserve)**

Commencement of the procurement process for the consultancy work related to the Planning Process Improvement was delayed due to internal resourcing. Work has now commenced on the brief for the project with completion now scheduled for the 2024-25 Financial Year.

## Reserve Movements Budget

Reserve	Opening Balance	Budgeted Transfers To	Budgeted Transfer From	Closing Balance
<b>INTERNAL RESERVES</b>				
<b>Assets and Construction</b>				
Car Parking/Traffic Facilities	1,788,578	1,625,736	757,649	2,656,665
Library Reserve	430,923	200,000	23,095	607,828
Major Projects Reserve	(2,464,452)	3,294,005	6,861,595	(6,032,042)
OOSH Bus Fleet Replacement Program	263,796	45,000	185,000	123,796
Plant and Motor Vehicle Replacement Reserves	2,164,089	489,873	1,711,948	942,014
<b>City Economy and Planning</b>				
City Planning	27,246	269,329	186,207	110,368
<b>Committee Closures</b>				
Alister Brass Foundation	89,813	2,795	-	92,608
S377 Committee Closure Proceeds	95,594	-	-	95,594
<b>Community Facilities</b>				
Cemetery Reserve	715,028	890,567	923,294	682,301
<b>Employment</b>				
Employee's Leave Entitlements	5,911,686	-	-	5,911,686
Salary System Training and Development Reserves	188,635	180,000	110,408	258,227
<b>Environmental Programs</b>				
Environmental Awareness Programs	687,574	160,520	255,762	592,332
Stormwater Management Service Charge	3,106,163	2,338,641	4,000,471	1,444,333
<b>Financial Management</b>				
COVID-19 Impact	(1,000,000)	500,000	-	(500,000)
Financial Assistance Grant in Advance	12,839,266	-	12,839,266	-
Financial Management Reserves	20,093,909	4,183,562	11,736,746	12,540,725
Grant Funded Projects Reserve	219,479	50,000	250,190	19,289
Interest Received - Accelerated Infrastructure Fund	683,178	742,769	-	1,425,947
Productivity Revolving Fund	600,000	66,000	400,000	266,000
Property Development Reserve	6,936,984	79,328,535	18,961,370	67,304,149
Road Closures - Proceeds from Sales	32,942	-	-	32,942
Special Rate Variation 2016-17	11,381,042	17,290,213	20,314,938	8,356,317
Additional Special Variation 2022-23	281,591	1,637,252	1,658,371	260,472
Sustainability Revolving Fund	2,130,618	659,006	109,612	2,680,012
<b>Legal and Governance</b>				
Election Reserve	463,700	340,222	-	803,922
Insurance Reserves	2,285,853	150,000	-	2,435,853
Legal Reserve	1,131,044	877,787	744,036	1,264,795
<b>Other</b>				
Events and Sponsorships	531,858	-	309,089	222,769
Heritage Assistance Project	49,717	-	-	49,717
International Relationships	333,834	(48,683)	-	285,151
Penrith Valley Regional Sports Centre	(912,193)	68,803	-	(843,390)
Revote Reserve	2,803,645	(587,574)	2,192,860	23,211
Town Centre Review and Administration	71,750	-	-	71,750
Voted Works	672,837	159,000	187,510	644,327
<b>TOTAL INTERNAL RESERVES</b>	<b>74,635,727</b>	<b>114,913,358</b>	<b>84,719,417</b>	<b>104,829,668</b>

## Reserve Movements Budget

Reserve	Opening Balance	Budgeted Transfers To	Budgeted Transfer From	Closing Balance
<b>INTERNAL LOANS</b>				
Costs to Advance Developer Contributions Projects	(215,219)	23,319	-	(191,900)
Costs to Advance Next Years Projects	(9,328,619)	632,392	1,662,072	(10,358,299)
Penrith Regional Gallery	(207,960)	13,650	-	(194,310)
Public Open Space Reinvestment Project	(1,932,377)	-	355,403	(2,287,780)
Waste Bins New Contract	(4,653,213)	780,701	-	(3,872,512)
Woodriff Gardens Facility Development	(51,150)	23,364	-	(27,786)
<b>TOTAL INTERNAL LOANS</b>	<b>(16,388,538)</b>	<b>1,473,426</b>	<b>2,017,475</b>	<b>(16,932,587)</b>
Development Contributions in deficit internal loan	(3,771,651)	-	(885,094)	(2,886,557)
<b>TOTAL INTERNAL RESERVES AND LOANS</b>	<b>54,475,538</b>	<b>116,386,784</b>	<b>85,851,798</b>	<b>85,010,524</b>

## Reserve Movements Budget

Reserve	Opening Balance	Budgeted Transfers To	Budgeted Transfer From	Closing Balance
<b>EXTERNAL RESERVES</b>				
<i>Development Contributions</i>				
Civic Improvement s7.11	2,682,533	562,680	-	3,245,213
Claremont Meadows s7.11	2,004,153	3,533,010	283,328	5,253,835
Cultural Facilities s7.11	(1,580,811)	482,784	-	(1,098,027)
Erskine Business Park s7.11	561,874	8,873	-	570,747
Glenmore Park Stage 2 s7.11	(219,799)	638,235	323,712	94,724
Lambridge Industrial Estate s7.11	(1,788,530)	-	-	(1,788,530)
Mamre Road Precinct s7.11	(182,511)	4,000,000	-	3,817,489
Penrith City District Open Space s7.11	32,335,920	4,343,584	8,129,087	28,550,417
Penrith City Local Open Space s7.11	3,154,923	997,971	89,664	4,063,230
Waterside s7.11	244,215	3,857	-	248,072
WELL Precinct s7.11	8,317,014	5,940,453	230,236	14,027,231
Non Residential Development s7.12	7,257,893	2,125,977	596,733	8,787,137
Planning Agreements s7.4	10,399,822	9,510,443	392,906	19,517,359
Funding for Development Contributions in deficit	3,771,651	-	885,094	2,886,557
<b>TOTAL DEVELOPMENT CONTRIBUTION RESERVES</b>	<b>66,958,347</b>	<b>32,147,867</b>	<b>10,930,760</b>	<b>88,175,454</b>
<i>Other External Reserves</i>				
Waste Disposal Reserve	8,121,223	4,708,092	7,864,236	4,965,079
Environment / Sullage Reserve	560,573	914,758	1,343,356	131,975
Unexpended Loans	14,770,890	-	-	14,770,890
Unexpended Grants	15,561,531	66,706,080	82,436,730	(169,119)
Contributions	6,650,445	6,504,674	7,179,656	5,975,463
<b>TOTAL OTHER EXTERNAL RESERVES</b>	<b>45,664,662</b>	<b>78,833,604</b>	<b>98,823,978</b>	<b>25,674,288</b>
<b>TOTAL EXTERNAL RESERVES</b>	<b>112,623,009</b>	<b>110,981,471</b>	<b>109,754,738</b>	<b>113,849,742</b>
<i>Other Internal Reserves/Committees</i>				
Bonds and Deposits	17,880,615	-	-	17,880,615
Children's Services Cooperative Reserves	1,326,011	46,975	170,499	1,202,487
Other (Committees)	396,758	18,235	-	414,993
<b>TOTAL OTHER INTERNAL RESERVES</b>	<b>19,603,384</b>	<b>65,210</b>	<b>170,499</b>	<b>19,498,095</b>
<b>GRAND TOTAL OF RESERVES</b>	<b>186,701,931</b>	<b>227,433,465</b>	<b>195,777,035</b>	<b>218,358,361</b>
<b>Controlled Entity</b>	-	(127,462)	-	(127,462)
<b>TOTAL CONTROLLED ENTITY</b>	-	<b>(127,462)</b>	-	<b>(127,462)</b>
<b>RESERVE MOVEMENTS PER BUDGET</b>		<b>227,306,003</b>	<b>195,777,035</b>	

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

## INCOME & EXPENSE

### Budget Review for the quarter ended 31 December 2023

(\$'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	198,909	(44)	-	-	-	198,864	(291)	198,573	197,284
User Fees & Charges	54,425	(421)	-	-	-	54,004	2,491	56,495	27,869
Interest & Investment Revenue	7,663	70	-	-	-	7,733	182	7,915	4,126
Other Revenues	2,750	644	-	-	-	3,394	260	3,654	3,541
Grants & Contributions - Operating	18,538	(9,007)	(440)	-	-	9,091	564	9,655	9,516
Grants & Contributions - Capital									
- Other	61,171	26,029	3,551	-	-	90,750	(2,302)	88,449	15,944
- Contributions (S94)	10,715	4,510	-	-	-	15,225	3,793	19,017	11,583
Share of Interests in Joint Ventures	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>354,170</b>	<b>21,780</b>	<b>3,111</b>	<b>-</b>	<b>-</b>	<b>379,061</b>	<b>4,697</b>	<b>383,758</b>	<b>269,863</b>
<b>Expenses</b>									
Employee Costs	147,874	(1,029)	-	-	-	146,845	(1,077)	145,768	67,501
Borrowing Costs	2,731	-	-	-	-	2,731	-	2,731	1,047
Materials & Contracts	89,537	7,092	236	-	-	96,865	1,229	98,094	46,708
Depreciation	53,921	-	-	-	-	53,921	-	53,921	31,325
Legal Costs	267	-	-	-	-	267	444	711	47
Consultants	2,091	1,305	(88)	-	-	3,308	162	3,469	3,795
Other Expenses	14,201	233	353	-	-	14,787	251	15,038	9,801
Share of Interests in Joint Ventures	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>310,621</b>	<b>7,602</b>	<b>500</b>	<b>-</b>	<b>-</b>	<b>318,723</b>	<b>1,009</b>	<b>319,732</b>	<b>160,224</b>
Net Gain/(Loss) from the Disposal of Assets	40,127	-	-	-	-	40,127	-	40,127	349
Net Gain/(Loss) on Fair Value Adjustment	-	-	-	-	-	-	-	-	-
<b>Net Operating Result from Continuing Operations</b>	<b>83,677</b>	<b>14,178</b>	<b>2,611</b>	<b>-</b>	<b>-</b>	<b>100,466</b>	<b>3,688</b>	<b>104,154</b>	<b>109,988</b>
<b>Net Operating Result before Capital Items</b>	<b>11,791</b>	<b>(16,360)</b>	<b>(940)</b>	<b>-</b>	<b>-</b>	<b>(5,509)</b>	<b>2,197</b>	<b>(3,312)</b>	<b>82,461</b>

## CAPITAL BUDGET

Budget Review for the quarter ended 31 December 2023

(\$'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	33,608	697	11	-	-	34,317	210	34,526	12,843
Capital Grants & Contributions	71,946	15,313	3,515	-	-	90,774	(926)	89,848	28,334
Internal Restrictions									
- Renewals	4,364	5,022	(240)	-	-	9,147	(1,236)	7,911	2,942
- New Assets	7,688	15,283	104	-	-	23,074	(3,255)	19,819	11,372
External Restrictions	12,754	2,771	161	-	-	15,686	(1,044)	14,642	5,708
Other Capital Funding Sources									
- Loans	-	-	-	-	-	-	-	-	-
Income from Sale of Assets									
- Plant & Equipment	1,700	-	-	-	-	1,700	24	1,724	1,053
- Land & Buildings	-	-	-	-	-	-	-	-	-
<b>TOTAL CAPITAL FUNDING</b>	<b>132,060</b>	<b>39,086</b>	<b>3,551</b>	<b>-</b>	<b>-</b>	<b>174,698</b>	<b>(6,228)</b>	<b>168,470</b>	<b>62,252</b>
<b>Capital Expenditure</b>									
New Assets									
- Plant & Equipment	4,434	792	-	-	-	5,227	314	5,541	2,508
- Land & Buildings	36,990	13,021	248	-	-	50,258	(3,282)	46,976	28,826
- Roads, Bridges, Footpaths	23,443	(9,652)	210	-	-	14,001	(252)	13,749	1,431
- Other Infrastructure	8,704	114	-	-	-	8,818	13	8,831	286
- Library Books	535	-	-	-	-	535	-	535	201
- Other	756	296	(22)	-	-	1,030	29	1,059	235
Renewals									
- Plant & Equipment	956	1,204	(480)	-	-	1,681	-	1,681	730
- Land & Buildings	17,597	9,467	1,419	-	-	28,483	(4,593)	23,890	8,240
- Roads, Bridges, Footpaths	24,445	23,040	1,839	-	-	49,324	413	49,737	14,016
- Other Infrastructure	3,172	804	337	-	-	4,313	1,129	5,442	2,068
- Other	-	-	-	-	-	-	-	-	0
Loan Repayments (principal) & Advances	11,029	-	-	-	-	11,029	-	11,029	3,711
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>132,060</b>	<b>39,086</b>	<b>3,551</b>	<b>-</b>	<b>-</b>	<b>174,698</b>	<b>(6,228)</b>	<b>168,470</b>	<b>62,252</b>

# CASH & INVESTMENTS

## Budget Review for the quarter ended 31 December 2023

(\$'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	66,034	15,362	-	-	-	81,396	3,893	85,289	81,678
Restricted Contributions for Works	5,645	69	-	-	-	5,714	262	5,975	5,287
Unexpended Grants	922	(1,762)	36	-	-	(804)	635	(169)	33,332
Unexpended Loan Funds	14,771	-	-	-	-	14,771	-	14,771	14,771
Other Externally Restricted	7,776	(2,683)	-	-	-	5,093	4	5,097	7,335
<b>Total Externally Restricted</b>	<b>95,148</b>	<b>10,986</b>	<b>36</b>	<b>-</b>	<b>-</b>	<b>106,170</b>	<b>4,794</b>	<b>110,963</b>	<b>142,403</b>
<b>Internally Restricted</b>									
Sinking Funds	-	-	-	-	-	-	-	-	-
Internal Reserves	136,505	(35,895)	(16,658)	-	-	83,952	5,147	89,100	39,124
Security Bonds & Deposits	19,887	941	69	-	-	20,897	-	20,897	20,897
<b>Total Internally Restricted</b>	<b>156,392</b>	<b>(34,954)</b>	<b>(16,589)</b>	<b>-</b>	<b>-</b>	<b>104,849</b>	<b>5,147</b>	<b>109,997</b>	<b>60,021</b>
<b>Unrestricted</b>	<b>(36,141)</b>	<b>41,998</b>	<b>(3,280)</b>	<b>-</b>	<b>-</b>	<b>2,577</b>	<b>(9,941)</b>	<b>(7,364)</b>	<b>11,172</b>
<b>Total Cash &amp; Investments</b>	<b>215,399</b>	<b>18,030</b>	<b>(19,833)</b>	<b>-</b>	<b>-</b>	<b>213,596</b>	<b>-</b>	<b>213,596</b>	<b>213,596</b>

## Cash & Investments cont'd

### Comment on Cash and Investments Position

The Reserve Bank of Australia (RBA), in the month of December 2023, maintained the cash rate at 4.10% - which has been the same rate since June 2023. The Board's decision to hold the Cash Rate is to provide some time to assess the impact of the increase in interest rates to date and the economic outlook. While the economy has been experiencing a period of below-trend growth, it was stronger than expected over the first half of the 2023. The Board's view that progress in bringing inflation back to the target range of 2 to 3 per cent was looking slower than earlier forecast; hence a potential further Cash Rate increase(s) is not out of the picture.

### Statements:

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

The Council's portfolio consists of grant and contribution funds held for specific expenditure purposes, internal reserves for future expenditure, refundable security bonds and deposits, with the remaining unrestricted funds relating to the cash flow differences between operational income and expenditure of the Councils adopted budget. Reconciliation of the total restricted funds to the current Monthly Investment Report follows.

<b>Externally Restricted Assets</b>	<b>\$</b>
S7.11 Development contributions	81,678,451
Restricted contributions for works	5,286,506
Unexpended grants	33,332,267
Unexpended Loan Funds	14,770,890
Other externally restricted	7,335,489
<b>Internally Restricted Assets</b>	
Internal reserves	39,124,063
Security bonds and deposits	20,897,024
<b>Unrestricted Invested Funds</b>	11,171,939
<b>Cash</b>	<b><u>213,596,629</u></b>

The Council's Cash Book and Bank Statements have been reconciled as at 31 December 2023.

### Reconciliation:

The Year to Date (YTD) total Cash and Investments reconciled with funds invested and cash at bank.

	<b>\$</b>
Current Cash on Call Group	16,415,754
Term Investment Group	171,200,000
Floating rate Notes Investment Group	22,450,000
Mortgage Backed Securities*	1,752,049
<b>Sub-Total</b>	<b><u>211,817,803</u></b>
General Fund Bank Account	1,778,826
<b>Total</b>	<b><u>213,596,629</u></b>

\*MBS Purchased in 2006/07 prior to the current Ministerial Investment Order.

## Performance Indicators

Indicator	Description	Benchmark	Forecast Result 23-24	Forecast Result 23-24
Operating Performance Ratio	This ratio measures Council's achievement of containing operating expenditure within operating revenue.	Greater than or equal to 0	-16.2%	Off Track
Own Source Revenue	This ratio measures the degree of reliance on external funding sources.	Greater than 60%	74.4%	On Track
Unrestricted Current Ratio	The 'unrestricted current ratio' is specific to the Local Government sector and represents a council's ability to meet its short-term obligations as they fall due.	Greater than 1.5 times	5.74	On Track
Debt Service Cover Ratio	This ratio measures the availability of operating cash to service debt including interest, principal and lease payments.	Greater than 2.0 times	1.41	Off Track
Rates and annual charges outstanding percentage	Assesses the impact of uncollected rates and annual charges on a council's liquidity and the adequacy of debt recovery efforts.	Less than 5%	5.00%	On Track
Real Operating Expenditure	This ratio measures the cost of delivering Councils services per capita. Decreases in this ratio indicates efficiency improvements by Council.	Decreasing over time	1,404	At Risk

### Notes on Indicators listed as "Off Track" or "At Risk"

Operating Performance Ratio	The main reason for the deficit ratio result is the increase in depreciation following comprehensive revaluations. As the replacement cost of Council's assets continue to increase and further assets are constructed, depreciation expenditure will continue to increase. Council continues to plan for the long term (including managing asset management costs), forecasting asset renewal and investment in capital assets and balancing operational revenue and expenditure, with a focus on delivering balanced and sustainable budgets.
Real Operating Expenditure	At the end of June 2023, Council had spent \$1,336 per capita, which is higher than prior years, however is forecasting a higher ratio of \$1,404 per capita for 2023-24.
Rates and annual charges outstanding percentage	At 31 December 2023 rates arrears were at 5.9% which is about the same as this time in the previous year. As Council has now reverted to pre-Covid debt recovery processes, it is forecast that the arrears for the end of 23-24 will be 5%.

## CONTRACTS

### Part A - Contracts Listing - contracts entered into during October to December 2023 quarter

Contractor	Contract Number	Contract Purpose	Contract \$ Inc. GST	Start Date	Expiration Date	Details of Contract	Budgeted (Y/N)
Falcon Tas Brandwatch	RFQ23/24-019	Social media scheduling and analytics tool	Schedule of Rates	17-Dec-23	17-Dec-26	2 x 1 year extension options	Y
JCB Trust T/as Amity IT	RFQ23/24-032A	IT Service Support	Schedule of Rates	12-Oct-23	12-Oct-25	2 x 1 year extension options	Y
Digital Garden	RFQ23/24-032B	IT Service Support	Schedule of Rates	12-Oct-23	12-Oct-25	2 x 1 year extension options	Y
Webplace	RFQ23/24-032C	IT Service Support	Schedule of Rates	12-Oct-23	12-Oct-25	2 x 1 year extension options	Y
Enterprise Monkey	RFQ23/24-032D	IT Service Support	Schedule of Rates	12-Oct-23	12-Oct-25	2 x 1 year extension options	Y
Australian Composite Technology Pty Ltd Tas Plasmar Posts	EXT23/24-031	Removal and Disposal of accumulated material from 87-95 Bennett Road Londonderry	Schedule of Rates	23-Oct-23	23-Dec-23	No extension options	Y
Vertical Gardens Australia	RFQ22/23-434	Greenwall Structure	Schedule of Rates	13-Oct-23	24-Nov-23	No extension options	Y
Standards Australia Limited	CTN23/24-003	License Agreement AS4122-2010	Schedule of Rates	7-Nov-23	6-Nov-24	No extension options	Y
Tuff Maintenance Pty Ltd	RFQ22/23-396	Synthetic Football Field Maintenance	Schedule of Rates	12-Oct-23	12-Oct-26	2 x 1 year extension options	Y
K2 Recruitment Services Pty Limited	CTN23/24-004	External Recruitment Agency	Schedule of Rates	31-Oct-23	12-Jan-24	No extension options	Y
Probity People	RFQ23/24-015	Employment Screening (Background Check) Provider	Schedule of Rates	19-Dec-23	19-Dec-26	2 x 1 Year Extension Options	Y
Progroup Management	RFT22/23-041	Cook Parade Childcare -Refurbishment works	\$ 482,442.40	20-Nov-23	29-Jan-24	No extension options	Y
Westbury Constructions Pty Ltd	RFT23/24-003	Werrianda Childcare (Werrington Downs) Storm Damage Repair	\$ 363,511.50	16-Oct-23	15-Jan-24	No extension options	Y
Westbury Constructions Pty Ltd	RFQ22/23-369	Kindana OOSH - Minor refurbishments Works	\$ 305,247.53	1-Nov-23	20-Jan-24	No extension options	Y
Austek Constructions Pty Ltd	RFQ22/23-265	Willoring Crescent Playground Renewal	\$ 256,188.59	10-Nov-23	30-Jun-24	No extension options	Y
Romba Pty Ltd	RFT23/24-008	Capella Reserve	\$ 176,991.10	25-Oct-23	25-Oct-24	No extension options	Y
HIX Group Pty Ltd	RFQ23/24-002	Joan Sutherland Performing Arts centre Hydrant Booster Pump works	\$ 122,892.00	3-Nov-23	3-Feb-24	No extension options	Y
Knowwaste Pty Ltd	RFQ23/24-046	Waste Audit - FOGO in MUDs	\$ 92,269.00	25-Oct-23	30-Apr-24	No extension options	Y
Summit Open Space Services	RFT23/24-004	Penrith City Council Sporting Fields - Recycled Topdressing & Complete Topdressing Program	\$ 91,878.79	30-Oct-23	30-Oct-24	No extension options	Y
Trinitas Group Pty Ltd	RFQ23/24-056	Detailed Site Contamination Investigation (DSI)	\$ 70,455.00	1-Nov-23	30-Jan-24	No extension options	Y
The Trustee for the Biztios Family Trust	RFQ23/24-070	St Marys Town Centre - Parking Study	\$ 61,644.00	27-Nov-23	27-Feb-24	No extension options	Y
Atlas Urban Economics	RFQ23/24-023	Potential economic and social impacts of flooding regulation	\$ 53,218.00	21-Dec-23	28-Feb-24	No extension options	Y

# CONSULTANCY & LEGAL EXPENSES

Budget review for the quarter ended 31 December 2023

Expense	YTD Expenditure (Actual \$)	Budgeted (Y/N)	Notes
Consultancies	5,399,075	Y	
Legal Fees	736,029	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	March 2023	June 2023	September 2023	December 2023
90%	78%	80%	87%	89%

# PROJECTS PROGRESS REPORT

For the Period to 31 December 2023

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated	PTD
						Project Cost	
<b>CAPITAL PROJECTS</b>							
<b>Aquatic and Leisure Services</b>							
Various	Ripples Gym Equipment	RIPP	400,000	-	400,000	-	-
St Marys CBD	Lane Rope Replacement	RIPP	-	-	-	-	(0)
St Marys	Ripples Venues - CCTV installation	RIPP	-	-	-	-	(1,496)
<b>TOTAL AQUATIC AND LEISURE SERVICES</b>			<b>400,000</b>		<b>400,000</b>		<b>(1,496)</b>
<b>Cemeteries</b>							
Emu Plains	New Wall Construction – Emu Plains Cemetery	CF	30,000	(30,000)	-	-	-
Emu Plains	New Ashes Wall – Emu Place Cemetery	CF	-	43,000	43,000	-	14,334
<b>TOTAL CEMETERIES</b>			<b>30,000</b>		<b>43,000</b>		<b>14,334</b>
<b>Children's Services</b>							
Various	Building Upgrades	CSO	450,000	-	450,000	-	5,748
Various	CS IT Replacement Capital	CSO	50,000	-	50,000	-	15,938
Various	CS Playground Upgrades	CSO	300,000	-	300,000	-	106,768
Penrith LGA	OOSH Bus Fleet Replacement	CSO	210,000	-	210,000	-	158,233
<b>TOTAL CHILDREN'S SERVICES</b>			<b>1,010,000</b>		<b>1,010,000</b>		<b>286,686</b>
<b>City Planning</b>							
Werrington	King Central VPA	CP	375,353	-	375,353	-	375,353

# PROJECTS PROGRESS REPORT

For the Period to 31 December 2023

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated	
						Project Cost	PTD Expenditure
<b>TOTAL CITY PLANNING</b>			<b>375,353</b>		<b>375,353</b>		<b>375,353</b>
<b>Civil Maintenance, Renewal and Construction</b>							
Various	Road Resealing/ Resheeting (Pt AREAS)	CPR	5,386,484	-	5,386,484	-	2,411,764
Various	Traffic Facilities - Regulatory	CPR	503,000	11,000	514,000	-	267,394
Various	Construction of Bicycle Facilities	CPR	90,000	80,000	170,000	-	2,669
Jamisontown	<i>Tench Av Jamisontown wombat crossing with bike path</i>	CPR	-	-	-	140,000	144,180
Penrith	<i>Bike Racks</i>	CPR	-	-	-	30,000	-
Various	Rural Roads Resealing	CPR	59,500	-	59,500	-	-
Various	Dedication - Subdivision Roads	CA	8,000,000	-	8,000,000	-	-
Various	Dedication - Drainage Works	CA	6,000,000	-	6,000,000	-	-
Llandilo	Rural Roads Widening	CA	156,000	-	156,000	-	-
Various	Roads Reconstruction	CA	845,459	14,698	860,157	-	377,706
Penrith LGA	Shared Pathways	CA	150,000	(88,000)	62,000	-	-
Penrith LGA	Urban Drainage Construction Program	CA	593,000	7,241	600,241	-	321,914
Various	Traffic and Transport Facilities Program	CPR	640,927	(86,979)	553,948	33,383	-
Penrith	<i>Reserve St Mid Block Pedestrian Blisters</i>	CPR	-	-	-	-	962
South Penrith	<i>York Rd South Penrith Single Lane Roundabout</i>	CPR	-	-	-	-	2,179
Glenmore Park	<i>Ridgetop Dr Glenmore Park Glenmore Parkway - Bluestone Dr</i>	CPR	-	-	-	83,055	89,524

# PROJECTS PROGRESS REPORT

For the Period to 31 December 2023

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated	PTD
						Project Cost	
Cambridge Park	<i>Herbert St - Francis St Cambridge Park</i>	CPR	-	-	-	198,097	203,960
Claremont Meadows	<i>Myrtle Rd Claremont Meadows</i>	CPR	-	-	-	75,000	39,052
Penrith	<i>Intersection of Cox Avenue &amp; Parker Street, Penrith</i>	CPR	-	-	-	41,413	41,413
Werrington	<i>Burton Street, Werrington</i>	CPR	-	-	-	90,000	-
Jordan Springs	<i>Jordan Springs Public School Fencing</i>	CPR	-	-	-	20,000	17,198
Penrith	<i>Illawong &amp; Caloola Ave Penrith - Pedestrian Crossing Plan</i>	CPR	-	-	-	13,000	13,000
Penrith LGA	Footpath Delivery Program	CA	85,000	-	85,000	-	-
St Clair	<i>Blackwell Ave St Clair</i>	CA	-	-	-	-	29,154
Leonay	<i>Leonay Pde Leonay</i>	CA	-	-	-	-	28,428
Penrith LGA	Roads to Recovery	CA	1,173,979	-	1,173,979	-	-
Mulgoa	<i>Littlefields Rd</i>	CA	-	-	-	-	23,082
Orchard Hills	<i>Homestead Road Orchard Hills</i>	CA	-	-	-	245,115	-
Londonderry	<i>Whitegates Road, Londonderry</i>	CA	-	-	-	345,100	-
Londonderry	<i>Doak Avenue, Londonderry</i>	CA	-	-	-	373,200	-
South Penrith	<i>Jamison Road, South Penrith</i>	CA	-	-	-	210,564	-
Penrith LGA	Nation Building Black Spot Program	CPR	389,139	(198,198)	190,941	-	(123)
South Penrith	<i>Maxwell St South Penrith</i>	CPR	-	-	-	-	(739)
Werrington	<i>Victoria St between Richmond Rd - east of Burton St</i>	CPR	-	-	-	-	(13,170)

# PROJECTS PROGRESS REPORT

For the Period to 31 December 2023

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated	
						Project Cost	PTD Expenditure
Emu Plains	Shared Path Great Western Highway Emu Plains to Glenbrook	CPR	337,920	-	337,920	-	44,940
Various	Safer Roads Program 2021-22	CPR	-	24,220	24,220	-	(2,494)
Kingswood	<i>Peppermint Crescent</i>	CPR	-	-	-	-	23,634
St Clair	<i>Feather Street and McIntyre Avenue</i>	CPR	-	-	-	-	3,080
Penrith	Woodriff St Drainage Rectification Works	CPR	-	-	-	-	13,974
Penrith LGA	Urban Drainage Construction Program 2022-23	CPR	361,884	-	361,884	-	-
Orchard Hills	<i>Sweetwater Grove</i>	CPR	-	-	-	-	21,505
Orchard Hills	<i>Wentworth Road</i>	CPR	-	-	-	-	230,177
Various	2022-23 Australian Government Black Spot Program	CPR	1,120,440	-	1,120,440	-	-
Colyton	<i>Shepherd Street &amp; Marsden Street</i>	CPR	-	-	-	42,401	42,401
Colyton	<i>Hewitt Street &amp; Desborough Road</i>	CPR	-	-	-	298,318	24,113
Cranebrook	<i>Andrews Road and Laycock Street</i>	CPR	-	-	-	743,227	-
Kingswood	<i>Santley Street, Derby Street &amp; Bringelly Road</i>	CPR	-	-	-	36,494	36,494
Various	Roads Reconstruction	CPR	1,648,796	(300,000)	1,348,796	-	183,376
Luddenham	<i>Gate Rd - Gate Rd (TfNSW completed) to End</i>	CPR	-	-	-	-	82,621
St Marys	<i>Maple Road North St Marys</i>	CPR	-	-	-	-	11,660
South Penrith	<i>Fragar Road South Penrith</i>	CPR	-	-	-	-	430,054
South Penrith	<i>Greenhills Ave South Penrith</i>	CPR	-	-	-	-	2,424

# PROJECTS PROGRESS REPORT

For the Period to 31 December 2023

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated	
						Project Cost	PTD Expenditure
Glenmore Park	Woodlands Drive Renewal	CPR	308,777	-	308,777	-	-
Glenmore Park	Woodlands Dr Pipe Replacement	CPR	-	-	-	-	418,203
St Marys	Forrester Rd- St Marys Rail to Christie St	CPR	652,233	170,000	822,233	-	604,260
Various	Rural Roadside Drainage Program	CPR	1,032,000	30,000	1,062,000	400,000	90,640
Londonderry	Clark Road	CPR	-	-	-	80,000	-
Cranebrook	Woodside Glen	CPR	-	-	-	60,000	-
Various	Rural Roadside Drainage Cleanup	CPR	-	-	-	472,000	50,071
Various	Rural Roadside drainage–Surveys Llandilo, Londonderry, Berks	CPR	-	-	-	20,000	20,000
Werrington	Harold Corr Stage 2 Overflow Car Park	CPR	136,000	-	136,000	-	69,985
Various	Regional and Local Roads Repair Program 2023	CA	13,136,680	(160,722)	12,975,958	12,945,958	147,464
Agnes Banks	Castlereagh Road	CA	-	-	-	-	(22)
St Clair	Aldan Place St Clair	CA	-	-	-	-	89,417
Orchard Hills	Cabernet Circuit Orchard Hills	CA	-	-	-	-	299,467
Cranebrook	Grays Lane	CA	-	-	-	-	1,518,191
Cranebrook	Greygum Road	CA	-	-	-	-	839,986
Cranebrook	Hindmarsh Road	CA	-	-	-	-	352,199
Cranebrook	McHenry Road	CA	-	-	-	-	285,280
St Clair	Blackwell Drive St Clair	CA	-	-	-	-	63,530

# PROJECTS PROGRESS REPORT

For the Period to 31 December 2023

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated	
						Project Cost	PTD Expenditure
Werrington	Oldham Ave	CA	-	-	-	-	49,679
Luddenham	Luddenham Road Luddenham	CA	-	-	-	-	791,621
Londonderry	Spinks Road	CA	-	-	-	-	65,672
Werrington County	Swagman Place	CA	-	-	-	-	7,280
Cranebrook	Vincent Road	CA	-	-	-	-	169,156
Erskine Park	Bittern Close	CA	-	-	-	-	65,873
St Clair	Evening Row	CA	-	-	-	-	22,020
Erskine Park	Gull Place	CA	-	-	-	-	33,906
Werrington County	John Batman Ave	CA	-	-	-	-	110,906
North St Marys	Links Road	CA	-	-	-	-	188,395
St Clair	Lorikeet Place	CA	-	-	-	-	32,659
Colyton	Monfarville Road	CA	-	-	-	-	120,746
Penrith	Nepean Avenue	CA	-	-	-	-	65,403
St Clair	Salem Close	CA	-	-	-	-	76,385
St Clair	Todd Row	CA	-	-	-	-	196,663
St Clair	Trout Place	CA	-	-	-	-	62,225
St Clair	Warrenton Street	CA	-	-	-	-	62,225
Erskine Park	Weaver Street	CA	-	-	-	-	67,384

# PROJECTS PROGRESS REPORT

For the Period to 31 December 2023

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated	
						Project Cost	PTD Expenditure
Werrington County	<i>Wilde Place</i>	CA	-	-	-	-	(9,149)
Glenmore Park	<i>Allison Drive</i>	CA	-	-	-	-	36,379
Penrith	<i>86 Station Street, Penrith</i>	CA	-	-	-	-	8,580
Orchard Hills	<i>Vedelho Way(South) Orchard Hills</i>	CA	-	-	-	-	209,310
Claremont Meadows	<i>Myrtle Road, Claremont Meadows</i>	CA	-	-	-	-	54,010
South Penrith	<i>Evan Street</i>	CA	-	-	-	-	6,437
Wallacia	<i>James Street</i>	CA	-	-	-	-	27,898
South Penrith	<i>Jason Avenue</i>	CA	-	-	-	-	122,142
South Penrith	<i>Smith Street</i>	CA	-	-	-	-	182,818
St Marys	<i>Lee Holmes Road St Marys T009719</i>	CA	-	-	-	-	93,600
Castlereagh	<i>Devlin Road Castlereagh</i>	CA	-	-	-	-	140,286
Agnes Banks	<i>Persoonia Ave Agnes Banks</i>	CA	-	-	-	-	66,561
Orchard Hills	<i>Wentworth Road Orchard Hills</i>	CA	-	-	-	-	178,923
Castlereagh	<i>Devlin Road - Minor Culvert Replacement</i>	CA	-	-	-	30,000	48,122
St Clair	<i>Eden Gl St Clair</i>	CA	-	-	-	-	30,239
St Clair	<i>Grumman Pl St Clair</i>	CA	-	-	-	-	43,921
St Clair	<i>Javelin Row St Clair</i>	CA	-	-	-	-	9,546
St Clair	<i>Seta Cl St Clair</i>	CA	-	-	-	-	27,251

# PROJECTS PROGRESS REPORT

For the Period to 31 December 2023

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated	
						Project Cost	PTD Expenditure
St Clair	<i>Tonga Cl St Clair</i>	CA	-	-	-	-	32,581
St Clair	<i>Comet Glen St Clair</i>	CA	-	-	-	-	9,470
St Clair	<i>Macbeth Grove St Clair</i>	CA	-	-	-	-	27,442
St Clair	<i>Parroo Cl St Clair</i>	CA	-	-	-	-	48,514
St Clair	<i>Comboyne Place St Clair</i>	CA	-	-	-	-	10,502
St Clair	<i>Concorde Pl St Clair</i>	CA	-	-	-	-	40,786
St Clair	<i>Woronora Place St Clair</i>	CA	-	-	-	-	31,452
Penrith	<i>397 High Street Penrith</i>	CA	-	-	-	-	91,144
Penrith	Nepean St Culvert replacement	CA	300,000	-	300,000	-	-
Emu Heights	<i>Dobson Place</i>	CPR	-	-	-	20,000	-
North St Marys	<i>Magnolia Street</i>	CPR	-	-	-	35,000	-
Orchard Hills	<i>Sweet Water Grove</i>	CPR	-	-	-	122,373	-
South Penrith	<i>Sheba Crescent</i>	CPR	-	-	-	20,000	-
Cambridge Park	Trinity Dr new footpath and crossing GFR-1179	CPR	600,000	-	600,000	-	3,700
Kingswood	Bringelly Rd (Montgrove College) Pedestrian Cross GFR-1190	CPR	400,000	-	400,000	-	2,750
Werrington County	Pedestrian Crossing Lighting at John Batman Drive	CPR	20,000	-	20,000	-	-
Various	Street Lighting Installation	CPR	260,881	-	260,881	-	-
Colyton	<i>Shepherd St, Colyton</i>	CPR	-	-	-	-	4,077

# PROJECTS PROGRESS REPORT

For the Period to 31 December 2023

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated	
						Project Cost	PTD Expenditure
Colyton	Shepherd St and Hewitt Rd	CPR	-	-	-	-	76,761
St Clair	McIntyre Ave and Feather St	CPR	-	-	-	-	520
Penrith	Union Rd and Station Lane pedestrian refuges Penrith	CPR	-	-	-	-	57,880
Penrith	Coreen Avenue Shared Path	CPR	519,660	-	519,660	-	-
Penrith	Section 2: Combewood Ave to Sydney Smith Dr	CPR	-	-	-	343,577	-
Penrith	Section 3: Sydney Smith Dr to Coombes Dr	CPR	-	-	-	176,083	-
Colyton	Roper Road & Hewitt Street, Colyton	CPR	210,000	(189,000)	21,000	189,000	-
Colyton	DESIGN ONLY - Roper Road & Hewitt Street	CPR	-	-	-	21,000	-
Kingswood	Samuel Foster Reserve Pedestrian Bridge	CPR	-	80,000	80,000	-	19,864
Mulgoa	Gow Park Irrigation Renewal	CPR	-	25,000	25,000	-	-
Werrington	Parkes Ave Irrigation Renewal	CPR	-	30,000	30,000	-	-
Penrith	Andrews Road Batting Cage	CPR	11,000	-	11,000	-	-
Penrith CBD	Evan Street & Stafford Street, Penrith	CPR	80,000	-	80,000	72,000	-
Penrith	DESIGN ONLY - Stafford Street and Evan Street	CPR	-	-	-	8,000	-
Penrith CBD	Glenmore Parkway (between Glengarry Drive & Camellia Avenue)	CPR	1,250,000	(1,125,000)	125,000	1,125,000	-
Glenmore Park	DESIGN ONLY - Glenmore Parkway	CPR	-	-	-	125,000	-
Llandilo	Third Avenue (between Seventh and Fifth Avenue), Llandilo	CPR	470,000	-	470,000	423,000	-
Llandilo	DESIGN ONLY - Llandilo	CPR	-	-	-	47,000	-

# PROJECTS PROGRESS REPORT

For the Period to 31 December 2023

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated	PTD
						Project Cost	
St Marys	Carpenter Street & Marsden Road, St Marys	CPR	100,000	(90,000)	10,000	90,000	-
St Marys	<i>DESIGN ONLY - Carpenter Road and Marsden Road</i>	CPR	-	-	-	10,000	-
Luddenham	Luddenham Road (Aerotropolis Restoration Works)	CPR	-	1,867,732	1,867,732	-	-
Orchard Hills	Patons Lane (Aerotropolis Restoration Works)	CPR	-	398,950	398,950	-	-
Kemps Creek	Bakers Lane (Aerotropolis Restoration Works)	CPR	-	133,247	133,247	-	-
<b>TOTAL CIVIL MAINTENANCE, RENEWAL AND CONSTRUCTION</b>			<b>47,028,759</b>		<b>47,662,948</b>		<b>13,918,689</b>
<b>Community Facilities and Recreation Operations</b>							
Various	Neighbourhood Centres/Halls Improvements	CF	21,629	-	21,629	-	-
Emu Plains	Replace access control system - Emu Plains Tennis Courts	CF	-	7,000	7,000	-	-
<b>TOTAL COMMUNITY FACILITIES AND RECREATION OPERATIONS</b>			<b>21,629</b>		<b>28,629</b>		<b>-</b>
<b>Community Facilities and Recreation Planning</b>							
Kingswood	Chapman Gardens Precinct Upgrade	CF	903,373	-	903,373	-	-
Kingswood	<i>Doug Rennie Fields Amenities</i>	CF	-	-	-	-	897,284
Kingswood	<i>Chapman Gardens Irrigation</i>	CF	-	-	-	-	1,350
South Penrith	Jamison Park Synthetic Connections	CF	1,148	-	1,148	-	1,148
Various	Cool Playgrounds - Drinking Stations & Shade	CF	20,000	-	20,000	-	-
Penrith	<i>Shade, Spence Park</i>	CF	-	-	-	-	17,180
<b>TOTAL COMMUNITY FACILITIES AND RECREATION PLANNING</b>			<b>924,521</b>		<b>924,521</b>		<b>916,963</b>

# PROJECTS PROGRESS REPORT

For the Period to 31 December 2023

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated	PTD Expenditure
						Project Cost	
<b>Community Resilience (Community Safety)</b>							
Penrith	Great River Walk Safety Upgrade	CACP	702,082	-	702,082	-	383,036
<b>TOTAL COMMUNITY RESILIENCE (COMMUNITY SAFETY)</b>			<b>702,082</b>		<b>702,082</b>		<b>383,036</b>
<b>Community Resilience (Neighbourhood Renewal)</b>							
Various	Neighbourhood Renewal	CACP	95,000	-	95,000	70,000	-
Various	Mayoral Youth Challenge	CACP	323,825	10,000	333,825	333,825	-
<b>TOTAL COMMUNITY RESILIENCE (NEIGHBOURHOOD RENEWAL)</b>			<b>418,825</b>		<b>428,825</b>		<b>-</b>
<b>Council and Corporate Governance</b>							
Civic Centre	Passadena Audio Visual Equip	GOV	95,000	(95,000)	-	-	-
<b>TOTAL COUNCIL AND CORPORATE GOVERNANCE</b>			<b>95,000</b>		<b>-</b>		<b>-</b>
<b>Design and Projects</b>							
Various	Regatta Park - Stage 1	MP	9,867,901	-	9,867,901	-	5,081,458
Various	Gipps Street Recreation Precinct	MP	23,243,636	-	23,243,636	-	12,219,363
Various	City Park	MP	9,196,703	-	9,196,703	-	7,190,873
Various	Park Asset Shade Sails	MP	19,687	-	19,687	-	12,584
Various	Parker Street Sporting Field Upgrades	MP	128,177	-	128,177	-	59,126
Penrith LGA	Digital Level	MP	-	-	-	-	22,662
Penrith	Soper Place Multi Deck Carpark	MP	3,777	-	3,777	-	-

# PROJECTS PROGRESS REPORT

For the Period to 31 December 2023

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated	
						Project Cost	PTD Expenditure
St Marys	Ripples Leisure Centre Splashpad Facilities	MP	-	-	-	-	(4,000)
Glenmore Park	Mulgoa Rise Amenity Building Extensions	MP	22,177	2,943	25,120	-	8,072
St Clair	Mark Leece Oval New Amenity Building	MP	294,717	-	294,717	-	-
St Clair	<i>Mark Leece Oval - Stage 2</i>	MP	-	-	-	-	232,984
Erskine Park	Chameleon Reserve Stage 1 Tree Planting	MP	39,200	-	39,200	-	1,163
St Clair	<i>Corio Drive</i>	MP	-	-	-	-	2,435
St Clair	<i>Kindanda Childcare Centre</i>	MP	-	-	-	-	5,798
Nth Penrith	Nursery Redevelopment	MP	68,458	-	68,458	-	-
Werrington	Harold Corr Synthetic Track Upgrade	MP	66,045	4,140	70,185	-	68,871
Penrith	Dunheved Road Upgrade	MP	8,036,852	-	8,036,852	-	1,546,264
Penrith	JSPAC Cafe Renewal and Refurbishment	MP	92,999	-	92,999	-	33,833
Penrith	Hickeys Lane Amenities Renewal	MP	696,351	-	696,351	-	568,579
North St Marys	Boronia Park Amenities Renewal	MP	804,057	-	804,057	-	509,496
North St Marys	<i>Dog Park</i>	MP	-	-	-	-	198,239
Jordan Springs	<i>Cricket Nets</i>	MP	-	-	-	-	519
Penrith	Boating Now Round 3 Kayak Launch	MP	485,649	-	485,649	-	5,499
South Penrith	Eillean Cammack Building Refurbishment	MP	5,323	-	5,323	-	50
Penrith	Civic Centre Renewal	MP	112,133	-	112,133	-	98,264

# PROJECTS PROGRESS REPORT

For the Period to 31 December 2023

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated	
						Project Cost	PTD Expenditure
Penrith	<i>New Adult Change Room</i>	MP	-	-	-	-	13,869
St Marys	Bill Ball (Cook Park) Oval Upgrade	MP	307,380	-	307,380	-	12,145
St Marys	<i>Carpark Construction</i>	MP	-	-	-	-	231,162
Penrith	Woodriff Gardens Tennis Amenity Upgrade	MP	2,429,990	-	2,429,990	-	687,876
Glenmore Park	Ched Towns Amenity Renewal & Upgrade	MP	1,020,379	-	1,020,379	-	979,855
Penrith	Great River Walk Nepean Av Shared Use Path	MP	2,020,739	-	2,020,739	-	16,218
St Clair	David Currie Playspace Banks Drive St Clair	MP	108,455	-	108,455	-	14,523
Colyton	Brooker and Day Street Reserve Colyton	MP	-	-	-	-	408
Penrith LGA	Cooling the City Strategy Green Infrastructure Project	MP	128,056	-	128,056	-	164,295
St Marys	Bennett Park St Marys Mixed Recreation Space	MP	994,934	-	994,934	-	46,255
St Marys	<i>Bennett Park St Marys Mixed Recreation Space - Westinvest</i>	MP	-	-	-	-	18,890
St Marys	Monfarville Amenity Building Upgrade	MP	3,191,846	(2,908,467)	283,379	-	6,000
St Marys	St Marys Hall Network Upgrades	MP	12,873	-	12,873	-	4,272
Llandilo	Wilson Park Mayoral Challenge	MP	566,682	-	566,682	-	581,992
Llandilo	<i>Wilson Park Llandilo Mayoral Youth Challenge</i>	MP	-	-	-	240,325	-
Llandilo	<i>Wilson Park Co-Design ECP Grant</i>	MP	-	-	-	147,000	-
Llandilo	<i>Wilson Park Co-design CBP21 Grant</i>	MP	-	-	-	15,000	-
Llandilo	<i>Wilson Park Llandilo Amenities Upgrade GSCLOSAP Grant</i>	MP	-	-	-	373,182	-

# PROJECTS PROGRESS REPORT

For the Period to 31 December 2023

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated	
						Project Cost	PTD Expenditure
Jamisontown	Robinson Park Renew Playgrounds	MP	6,076	-	6,076	-	130
Werrington	Kingsway North (Touch) Field Upgrades	MP	160,277	-	160,277	-	109,191
Emu Heights	Wedmore Road Dog park upgrade	MP	15,173	-	15,173	-	408
St Marys	Cook Park Floodlight Upgrades	MP	6,355	-	6,355	-	6,355
Cambridge Gardens	Trinity Drive Mixed Recreation Shade Seating Paths	MP	-	-	-	-	100
Emu Plains	Penrith Regional Gallery Main Gallery Floor and Asset Replac	MP	30,000	-	30,000	-	3,550
Emu Plains	Emu Plains Regatta Park - Kiosk	MP	1,166,964	-	1,166,964	-	-
Emu Plains	<i>Other Consultant</i>	MP	-	-	-	-	1,750
Londonderry	Cook Park Amenity Building & Grandstand Upgrade	MP	200,000	-	200,000	-	204,802
St Marys	<i>Cook Park Amenity Building &amp; Grandstand Upgrade - Westinvest</i>	MP	-	-	-	-	107,873
Glenmore Park	Surveyors Creek Softball Facility	MP	325,518	491	326,009	-	326,489
Penrith	Stapley Street New Play Equipment Shade & Paths	MP	8,022	-	8,022	-	6,870
Penrith	Trinity Drive Reserve Renewal	MP	59,404	-	59,404	-	63,666
St Marys	Kingsway North Amenity Building Renewal	MP	2,696,128	-	2,696,128	-	915,176
Penrith	JSPAC Q Theatre Lighting and Seating Replacement	MP	18,956	-	18,956	-	-
St Clair	St Clair Leisure Centre A/C installation	MP	220,612	-	220,612	-	100,585
St Clair	Peter Kearns Oval David Currie Amenity Upgrade and Renewal	MP	334,728	38,500	373,228	-	342,084
Penrith	University of the 3rd Age Building Renewal	MP	2,492	-	2,492	-	2,266

# PROJECTS PROGRESS REPORT

For the Period to 31 December 2023

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated	PTD
						Project Cost	
Erskine Park	Capella Reserve Renewal	MP	311,870	-	311,870	-	7,487
Erskine Park	Chameleon Reserve Masterplan	MP	4,333	-	4,333	-	4,100
Erskine Park	Ridgeview Crescent Playground Renewal	MP	201,075	576	201,651	-	200,129
Glenmore Park	Glengarry Drive Playground Renewal	MP	155,000	-	155,000	-	-
St Clair	Explorers Way Playground Renewal	MP	180,000	(576)	179,424	-	172,634
Jamisontown	Willoring Crescent Reserve Playground Renewal	MP	280,000	-	280,000	-	-
Cranebrook	Goldmark Crescent Kurwan Reserve Playground Renewal	MP	160,000	-	160,000	-	172,381
Kingswood Park	Illawong Community Playspace New Playground CBP21	MP	218,587	10,000	228,587	-	180,452
Werrington Downs	Jim Anderson Reserve Playground Renewal	MP	275,000	-	275,000	-	50
Penrith LGA	Berried Treasure	MP	238,543	-	238,543	-	25,609
Penrith LGA	Planting Trees for the Queen's Jubilee	MP	6,930	-	6,930	-	5,042
St Marys	Ripples Solar Panel Installation and Accessible Rooms	MP	180,472	-	180,472	-	-
St Marys	<i>Upgrade to Accessible Rooms</i>	MP	-	-	-	-	4,203
St Marys	<i>Staff Room</i>	MP	-	-	-	-	79,795
St Marys	West Lane Toilets Upgrade & New Adult Change	MP	12,595	-	12,595	-	-
St Marys	<i>Amenities Upgrade</i>	MP	-	-	-	-	919
St Marys	<i>New Adult Change Room</i>	MP	-	-	-	-	1,100
Emu Plains	Penrith Regional Gallery Air-con Renewal	MP	52,368	-	52,368	-	-

# PROJECTS PROGRESS REPORT

For the Period to 31 December 2023

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated	
						Project Cost	PTD Expenditure
St Clair	Coowarra Cottage NHC High-risk work	MP	40,000	-	40,000	-	-
Emu Plains	Blue Emu CCC Minor renewal and high-risk work	MP	310,000	20,000	330,000	-	349,256
St Clair	Kindana B&A Minor renewal and high-risk work	MP	301,631	-	301,631	-	259,198
St Marys	Koala Corner CCC High-risk work	MP	199,466	-	199,466	-	185,029
Jordan Springs	Jordan Springs Village Lake - Decking Repairs	MP	257,383	-	257,383	-	132,964
Kingswood	Samuel Foster Reserve Pedestrian Bridge Renewal & Upgrade	MP	40,000	-	40,000	-	-
St Clair	Cook Parade Childcare Centre Refurbishment	MP	524,793	-	524,793	-	-
St Marys	St Marys Library Lift Replacement	MP	160,053	-	160,053	-	5,653
Emu Plains	River Road Major Culvert Renewal (SRV)	MP	584,710	(459,596)	125,114	-	104,859
Emu Plains	River Road Buring Ave Culvert Replacement (DRFA)	MP	-	1,037,000	1,037,000	-	415,756
Cambridge Park	Be Cool To School - Cambridge Park	MP	606,018	-	606,018	-	28,680
Cambridge Park	<i>Be Cool To School - Bushcare</i>	MP	-	-	-	-	1,876
Penrith	Local Roads Package (LRP) Round 4	MP	(52,316)	-	(52,316)	-	-
Penrith	<i>Coreen Av and Lemongrove Rd Intersection Upgrade</i>	MP	2,585,662	-	2,585,662	-	55,677
Penrith	<i>Coreen Av and Bel-Air Rd Roundabout Upgrade</i>	MP	2,718,438	-	2,718,438	-	47,836
Penrith	<i>Coreen Av and Coombes Dr Intersection Upgrade</i>	MP	5,382,204	-	5,382,204	-	62,080
Penrith	<i>Coreen Av and Sydney Smith Dr Intersection Upgrade</i>	MP	2,714,843	-	2,714,843	-	47,894
St Marys	Monfarville Reserve Playspace	MP	185,000	-	185,000	-	-

# PROJECTS PROGRESS REPORT

For the Period to 31 December 2023

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated	
						Project Cost	PTD Expenditure
St Marys	Monfarville Reserve - Mayoral Youth Challenge	MP	-	-	-	228,372	-
St Marys	Monfarville Reserve - Landscape Southern Area & Bollard	MP	-	-	-	71,628	-
Colyton	Gilmour Street Reserve Playspace Colyton	MP	102,184	-	102,184	-	-
Penrith	Andrews Road Baseball - Drainage and Playing Surface Upgrade	MP	275,074	-	275,074	-	-
Glenmore Park	Blue Hills Wetlands Western Platform Renewal	MP	136,451	-	136,451	-	-
Werrington	Kingsway North Amenities Upgrade - Drainage	MP	228,128	-	228,128	-	-
St Marys	St Marys City Heart and Entertainment Canopy	MP	2,100,000	-	2,100,000	-	32,722
St Marys	Project Management Admin (PMA)	MP	-	-	-	-	203,282
Penrith	JSPAC General Renewal Allocation	MP	500,000	-	500,000	-	44,291
Penrith	JSPAC Hydrant Pump Renewal	MP	-	-	-	120,000	-
Penrith	JSPAC Replacement of Security Gate	MP	-	-	-	80,000	32,293
Penrith	Lewers Roof Renewal	MP	-	-	-	150,000	1,889
Penrith	The Joan Lift Panel and Button upgrade	MP	-	-	-	24,770	12,385
Penrith	Joan Foyer Lighting Renewal	MP	-	-	-	20,450	20,450
Penrith	JSPAC Final Carpet installation	MP	-	-	-	104,780	-
Werrington Downs	Werrianda CCC Building Insurance Restoration	MP	330,465	-	330,465	-	331,781
Werrington Downs	Werrianda CCC Roof Renewal	MP	-	-	-	330,465	-
Claremont Meadows	Mulit Indoor Sports Stadium -Westinvest	MP	-	-	-	-	559,960

# PROJECTS PROGRESS REPORT

For the Period to 31 December 2023

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated	
						Project Cost	PTD Expenditure
Various	Playspace Newtwork Upgrades – Westinvest	MP	-	-	-	-	55,778
Penrith CBD	Nursery Upgrade and Cumberland Plain Improvement Project –We	MP	-	-	-	-	31,578
Cranebrook	Andromeda Oval Storage, Sports surface & Carpark Improvement	MP	-	-	-	-	17,885
Penrith	Civic Centre Renewal Customers Service Counter	MP	100,000	-	100,000	-	-
Penrith	Penrith Library New Adult Change Room	MP	100,000	-	100,000	-	-
Penrith	Penrith Library and Civic Toilets	MP	100,000	-	100,000	-	-
Penrith	Penrith Library Front Counter Refurbishment	MP	179,689	-	179,689	-	-
Glenmore Park	Glenmore Park CFP Flooring	MP	-	284,462	284,462	-	-
<b>TOTAL DESIGN AND PROJECTS</b>			<b>92,202,530</b>		<b>90,232,003</b>		<b>36,726,140</b>

## Divisional Assurance (City Services)

Penrith Council	CCTV Upgrade & Renewal Program	DIVASS	50,000	-	50,000	-	34,659
<b>TOTAL DIVISIONAL ASSURANCE (CITY SERVICES)</b>			<b>50,000</b>		<b>50,000</b>		<b>34,659</b>

## Environment Health (Biodiversity)

Penrith LGA	Stormwater Work Improvement Program	EHC	605,240	-	605,240	-	132,787
<b>TOTAL ENVIRONMENT HEALTH (BIODIVERSITY)</b>			<b>605,240</b>		<b>605,240</b>		<b>132,787</b>

## Fleet and Plant Management

Various	Motor Vehicle Purchases	CPR	2,781,000	35,000	2,816,000	-	1,548,185
Penrith Council	Plant Replacement	CPR	1,491,098	-	1,491,098	-	720,813

# PROJECTS PROGRESS REPORT

For the Period to 31 December 2023

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated	
						Project Cost	PTD Expenditure
Penrith	Mechanics Workstation & Tool Storage Upgrade	CPR	20,000	-	20,000	-	17,946
<b>TOTAL FLEET AND PLANT MANAGEMENT</b>			<b>4,292,098</b>		<b>4,327,098</b>		<b>2,286,944</b>

## Information Management

Various	Information Management System	GOV	-	29,400	29,400	-	29,400
<b>TOTAL INFORMATION MANAGEMENT</b>			<b>-</b>		<b>29,400</b>		<b>29,400</b>

## Information Technology

Various	Desktop Hardware / Devices	ICT	493,117	-	493,117	-	156,018
Various	Corporate Planing and Reporting Software CAPEX	ICT	10,800	-	10,800	-	-
Penrith Council	Server Infrastructure	ICT	86,131	-	86,131	-	-
Penrith Council	<i>Networking</i>	ICT	-	-	-	-	31,719
Penrith Council	<i>Warranty</i>	ICT	-	-	-	-	654
Civic Centre	Passadena Room Upgrades	ICT	-	95,000	95,000	-	-
<b>TOTAL INFORMATION TECHNOLOGY</b>			<b>590,048</b>		<b>685,048</b>		<b>188,391</b>

## Libraries

Various	Library Resources - Capital	LS	534,910	-	534,910	-	200,670
Civic Centre	Library Special Purpose Projects -Building	LS	24,500	-	24,500	-	7,900
Penrith	Penrith Library - Various Works	LS	25,000	(6,888)	18,112	-	-
Penrith	<i>RFID Returns Chute</i>	LS	-	-	-	-	16,576

# PROJECTS PROGRESS REPORT

For the Period to 31 December 2023

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated	PTD
						Project Cost	
<b>TOTAL LIBRARIES</b>			<b>584,410</b>		<b>577,522</b>		<b>225,147</b>

## Property Development and Management

Various	Property Development Expenditure Project (2)	PD	1,705,024	-	1,705,024	1,705,024	1,705,024
Various	Erskine Pk Urban Reinvestment (refer MP970)	PD	1,666,729	(1,450,000)	216,729	-	3,500
Various	Commuter carpark upgrade- Cox Ave Kingswood	PD	-	-	-	-	8,853
Various	Emu Plains Employment Precinct (Capital)	PD	3,849,320	(3,300,000)	549,320	-	118,178
Various	The Police Cottage	PD	204,379	-	204,379	-	64,078
St Clair	Carpark Resurfacing 35B Colorado Drive St Clair (W0450)	PD	-	90,000	90,000	-	-
<b>TOTAL PROPERTY DEVELOPMENT AND MANAGEMENT</b>			<b>7,425,452</b>		<b>2,765,452</b>		<b>1,899,632</b>

## Public Space Maintenance (Buildings)

Various	Bus Shelters Program	CPR	174,134	-	174,134	-	33,915
Penrith LGA	Building Asset Renewal	CA	3,491,384	(870,781)	2,620,603	-	38,311
St Marys	Ripples St Marys General Renewal Allocation	CA	142,181	(25,000)	117,181	-	74,504
Various	General Asset Renewal and High Risk Works	CA	581,376	-	581,376	-	170,351
Various	MLAK Signs	CA	-	-	-	10,000	125
Glenmore Park	Surveyors Creek Childcare Centre Gutter Renewal	CA	-	-	-	14,241	-
Castlereagh	Castlereagh Hall Aircon Renewal	CA	-	-	-	19,385	-
Erskine Park	Erskine Park B&A External Work	CA	-	-	-	136,445	-

# PROJECTS PROGRESS REPORT

For the Period to 31 December 2023

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated	
						Project Cost	PTD Expenditure
Cranebrook	Tamara Childcare Centre Drainage works	CA	-	-	-	31,361	31,361
St Clair	St Clair Rec Centre - Roof Works	CA	-	-	-	80,500	-
Ripples	Ripples Aquatic Centre Backwash Pump Replacement	CA	-	-	-	10,000	-
Claremont Meadows	Claremont Meadows CCC	CA	-	-	-	8,715	6,466
Cranebrook	Cranebrook NHC	CA	-	-	-	18,675	-
Cranebrook	Grays Lane CCC	CA	-	-	-	15,058	-
Penrith	Jamison Park Netball Amenities	CA	-	-	-	14,404	13,576
Penrith	Penrith Council Depot Admin	CA	-	-	-	22,830	-
St Marys	St Marys Community Centre	CA	-	-	-	33,539	-
Penrith	Penrith Pools Internal Sewer Relining	CA	-	-	-	45,404	-
Penrith	Penrith Pools External Sewer Relining	CA	-	-	-	18,630	-
Penrith	Solar Panel Monitoring Equipment Renewal	CA	-	-	-	7,000	5,900
Londonderry	Londonderry BFS B0882	CA	-	-	-	19,236	-
Emu Plains	Melrose Hall Stormwater Report	CA	-	-	-	8,607	-
Mulgoa	Mulgoa RFS Genset Installation	CA	-	-	-	29,446	-
Cranebrook	Grays Lane Child Care Roof Repaint Works	CA	-	-	-	24,880	-
Cranebrook	Andromeda Drive NHC - Replace AC unit	CA	-	-	-	13,020	-
Kingswood	Trades Shed and Office Fit-Out Request	CPR	-	100,000	100,000	-	-

# PROJECTS PROGRESS REPORT

For the Period to 31 December 2023

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated	
						Project Cost	PTD Expenditure
Penrith	Civic Centre Lighting Upgrade	CPR	11,000	-	11,000	-	-
St Marys	St Marys Ripples Cafe Refrigeration S.099652	CPR	-	25,000	25,000	-	-
St Marys	Ripples Aquatic Centre Filter Emergency Renewal	CPR	-	210,000	210,000	-	-
Penrith LGA	Parks Asset Renewal	CA	616,778	(94,000)	522,778	-	-
Leonay	<i>Leonay Parade Renew existing Play Equipment &amp; Softfall</i>	CA	-	-	-	-	130
Penrith	<i>Burcher Park Renew existing Play Equipment &amp; Softfall</i>	CA	-	-	-	-	130
<b>TOTAL PUBLIC SPACE MAINTENANCE (BUILDINGS)</b>			<b>5,016,853</b>		<b>4,362,072</b>		<b>374,769</b>
<b>Public Space Maintenance (City Services)</b>							
Various	Sporting Fields Restoration Works Post Flood	CPR	709,763	-	709,763	-	659
Penrith	<i>Penrith Rowers Launch Jettythelics</i>	CPR	-	-	-	-	10,220
Werrington	<i>Parkes Avenue Futsal Court</i>	CPR	-	-	-	-	(6,320)
Claremont Meadows	<i>Nullaga Way</i>	CPR	-	-	-	-	83,170
Glenmore Park	Surveyors Creek Glenmore Park - Dugouts & Diamond 1 surface	CPR	7,749	-	7,749	-	(10)
St Marys	Blair Oval Athletics Long Jumps Run Up Renewal	CPR	75,000	-	75,000	-	-
St Marys	<i>Long Jumps Run Up Renewal</i>	CPR	-	-	-	-	46,628
<b>TOTAL PUBLIC SPACE MAINTENANCE (CITY SERVICES)</b>			<b>792,512</b>		<b>792,512</b>		<b>134,347</b>
<b>Public Space Maintenance (Cross City)</b>							
Kingswood	Chapman Gardens Seating Renewal	CPR	-	22,000	22,000	-	-

# PROJECTS PROGRESS REPORT

For the Period to 31 December 2023

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated	
						Project Cost	PTD Expenditure
Werrington County	Ellison Res Picnic Shelter Renewal	CPR	-	17,000	17,000	-	-
<b>TOTAL PUBLIC SPACE MAINTENANCE (CROSS CITY)</b>			-		<b>39,000</b>		-
<b>Security and Emergency Services Management</b>							
Regentville	Regentville RFS Driveway Replacement	CA	309,051	(8,242)	300,809	-	300,809
Regentville	Stage 2 Regentville Driveway works	CA	-	-	-	-	183,095
Regentville	Regentville RFS External Painting	CA	-	10,000	10,000	-	-
Various	SES Equipment Priority List	CA	20,000	-	20,000	-	-
Penrith LGA	Rural Fire Service Equip-Grant Funded	CA	391,530	279,170	670,700	-	-
Londonderry	Londonderry Brigade Station Improvements	CA	32,650	18,511	51,161	-	6,489
Mulgoa	New Mulgoa Rural Fire Service Station Construction	CA	95,994	-	95,994	-	17,092
<b>TOTAL SECURITY AND EMERGENCY SERVICES MANAGEMENT</b>			<b>849,225</b>		<b>1,148,664</b>		<b>507,484</b>
<b>Social Strategy</b>							
Various	Disability Access Improvements	CACP	38,800	-	38,800	38,800	16,830
<b>TOTAL SOCIAL STRATEGY</b>			<b>38,800</b>		<b>38,800</b>		<b>16,830</b>
<b>Strategic Asset Management Planning</b>							
Various	Weir Reserve Flood Recovery Projects	CA	-	-	-	-	1,336
<b>TOTAL STRATEGIC ASSET MANAGEMENT PLANNING</b>			-		-		<b>1,336</b>
<b>Traffic Management, Parking and Road Safety</b>							

# PROJECTS PROGRESS REPORT

For the Period to 31 December 2023

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated	PTD
						Project Cost	
Various	LTC / Urgent Traffic Facilities	ES	215,390	(2,944)	212,446	-	89,698
<b>TOTAL TRAFFIC MANAGEMENT, PARKING AND ROAD SAFETY</b>			<b>215,390</b>		<b>212,446</b>		<b>89,698</b>
<b>TOTAL CAPITAL PROJECTS</b>			<b>163,668,727</b>		<b>157,440,615</b>		<b>58,541,128</b>
<b>OPERATING PROJECTS</b>							
<b>Animal Services</b>							
Penrith LGA	Companion Animals Act Education Program	EHC	10,000	-	10,000	-	2,435
<b>TOTAL ANIMAL SERVICES</b>			<b>10,000</b>		<b>10,000</b>		<b>2,435</b>
<b>Aquatic and Leisure Services</b>							
Various	Ripples Pool Hoists - Concreting work	RIPP	-	9,125	9,125	-	4,345
<b>TOTAL AQUATIC AND LEISURE SERVICES</b>			<b>-</b>		<b>9,125</b>		<b>4,345</b>
<b>Children's Services</b>							
Various	CS Repair & Replace Equipment Operating	CSO	100,000	-	100,000	-	29,801
<b>TOTAL CHILDREN'S SERVICES</b>			<b>100,000</b>		<b>100,000</b>		<b>29,801</b>
<b>City Economy and Marketing</b>							
Various	City Park Communications and Engagement	CEM	92,276	(50,000)	42,276	-	-
Various	Economic Development Memberships and Sponsorships	CEM	88,854	-	88,854	88,854	-
Various	City Economy	CEM	236,975	-	236,975	236,975	66,375
<b>TOTAL CITY ECONOMY AND MARKETING</b>			<b>418,105</b>		<b>368,105</b>		<b>66,375</b>

# PROJECTS PROGRESS REPORT

For the Period to 31 December 2023

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated	
						Project Cost	PTD Expenditure
Various	Externally Commissioned Studies	CP	176,045	81,254	257,299	-	132,855
Various	Planning Proposal Applications to Amend a LEP	CP	103,488	20,000	123,488	123,488	0
Penrith LGA	Planning and Contributions Projects Resourcing	CP	62,719	-	62,719	-	59,769
Luddenham	Western Sydney Aerotropolis Local Contributions Planning	CP	38,000	-	38,000	-	-
Penrith Council	Planning Process Improvement	CP	150,000	(150,000)	-	-	-
Penrith LGA	Geographical Names Board	CP	200,000	-	200,000	-	-
<b>TOTAL CITY PLANNING</b>			<b>730,252</b>		<b>681,506</b>		<b>192,625</b>

## City Strategy

Various	Advocacy Program	CitSrat	25,000	(15,000)	10,000	-	-
Various	City-shaping Strategies	CitSrat	55,511	-	55,511	-	-
Various	St Marys Master Plan Integrated Street Network Plan	CitSrat	345,255	-	345,255	345,255	110,455
Penrith Council	Western Parkland Councils Alliance	CitSrat	42,500	-	42,500	-	42,500
Penrith LGA	Tree Canopy Targets for Penrith LGA	CitSrat	24,559	-	24,559	-	-
Penrith LGA	St Marys MasterPlan Business Case Community Hub Cultural Spc	CitSrat	113,112	-	113,112	-	95,907
Penrith LGA	St Marys Master Plan Landscape Plan	CitSrat	70,000	-	70,000	-	-

# PROJECTS PROGRESS REPORT

For the Period to 31 December 2023

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated	
						Project Cost	PTD Expenditure
Penrith LGA	St Marys Master Plan Urban Ecology Action Plan	CitSrat	12,215	-	12,215	-	12,030
Penrith LGA	St Marys Master Plan Market Analysis and Feasibility Study	CitSrat	42,280	-	42,280	-	20,620
Penrith LGA	St Marys Master Plan Infrastructure Delivery & Funding Strat	CitSrat	310,000	-	310,000	-	-
Penrith LGA	St Marys Master Plan Integrated Water Management Plan	CitSrat	350,000	-	350,000	-	-
Penrith LGA	St Marys Master Plan European Heritage Study	CitSrat	2,370	(2,370)	-	-	-
Penrith LGA	St Marys Master Plan Sustainability Study	CitSrat	42,775	-	42,775	-	8,175
Penrith LGA	St Marys Master Plan Land Contamination Study	CitSrat	50,000	-	50,000	-	19,260
Penrith LGA	St Marys Master Plan Indigenous Heritage Study	CitSrat	30,831	2,370	33,201	-	30,831
Penrith LGA	City Strategy Memberships and Subscriptions	CitSrat	78,396	-	78,396	-	-
Penrith LGA	<i>Western Sydney Planning Partnership</i>	CitSrat	-	-	-	68,396	68,396
Penrith LGA	<i>Health Alliance</i>	CitSrat	-	-	-	10,000	-
Penrith LGA	St Marys Master Plan Consultancy	CitSrat	102,727	37,750	140,477	-	84,000
Penrith LGA	City Strategy Consultancy	CitSrat	81,115	(38,000)	43,115	-	-
Penrith CBD	Economic Impact of Flooding in the Penrith City Centre	CitSrat	-	53,000	53,000	-	-
<b>TOTAL CITY STRATEGY</b>			<b>1,778,646</b>		<b>1,816,396</b>		<b>492,174</b>

## Civil Maintenance, Renewal and Construction

# PROJECTS PROGRESS REPORT

For the Period to 31 December 2023

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated	PTD
						Project Cost	
Various	Shared Pathways Maintenance Program	CA	280,000	(82,000)	198,000	198,000	132,420
Various	Maintenance of GPT Constructions	CPR	338,127	4,172	342,299	-	175,481
Londonderry	The Driftway - Road Maintenance	CPR	33,000	-	33,000	-	-
Penrith LGA	CCTV Investigation Drainage Assets	CA	175,691	-	175,691	-	830
Penrith LGA	Roads Condition Audit	CA	315,000	-	315,000	-	-
<b>TOTAL CIVIL MAINTENANCE, RENEWAL AND CONSTRUCTION</b>			<b>1,141,818</b>		<b>1,063,990</b>		<b>308,731</b>

## Communications

Penrith LGA	Corporate Advertising	Commu	729,705	-	729,705	-	40,357
Penrith LGA	Media Monitoring	Commu	-	-	-	-	8,333
Penrith LGA	Subscription based Newspapers	Commu	-	-	-	-	1,706
Penrith LGA	General Advertising	Commu	-	-	-	-	2,300
Penrith LGA	Western Weekender	Commu	-	-	-	-	3,644
Penrith LGA	Community Newsletter	Commu	-	-	-	-	380,445
Penrith Council	Website Maintenance	Commu	50,000	-	50,000	-	18,254
Various	Communications Services Resources - WestInvest	Commu	-	-	-	-	32,651
<b>TOTAL COMMUNICATIONS</b>			<b>779,705</b>		<b>779,705</b>		<b>487,689</b>

## Community Facilities and Recreation Operations

# PROJECTS PROGRESS REPORT

For the Period to 31 December 2023

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated	
						Project Cost	PTD Expenditure
Penrith LGA	Hall Hire - Fee Waiver	CF	3,000	-	3,000	-	-
Various	Neighbourhood Facility General Imprvmnts	CF	77,419	-	77,419	-	55,564
Londonderry	<i>Londonderry N'Hood Ctr</i>	CF	-	-	-	-	4,970
St Marys	<i>St Marys Community Centre</i>	CF	-	-	-	-	5,935
<b>TOTAL COMMUNITY FACILITIES AND RECREATION OPERATIONS</b>			<b>80,419</b>		<b>80,419</b>		<b>66,469</b>

## Community Facilities and Recreation Planning

Penrith LGA	Western Sydney Academy of Sport	CF	18,666	-	18,666	-	18,666
Penrith LGA	Sponsorship of Penrith's NSW Netball Premier League team	CF	15,000	-	15,000	-	-
Penrith Council	CF&R Project Officer -12 month Temp	CF	121,502	-	121,502	-	62,789
Various	Community Facilities & Recreations - Minor Expenses	CF	2,000	5,000	7,000	-	1,414
Jordan Springs	<i>Jordan Springs Village Oval - powerpoints</i>	CF	-	-	-	2,000	-
Glenmore Park	Glenmore Park High - 2023 Australian School Basketball Champ	CF	2,000	-	2,000	-	2,000
<b>TOTAL COMMUNITY FACILITIES AND RECREATION PLANNING</b>			<b>159,168</b>		<b>164,168</b>		<b>84,869</b>

## Community Resilience (Community Safety)

Various	Community Safety Program	CACP	157,111	-	157,111	-	35,474
<b>TOTAL COMMUNITY RESILIENCE (COMMUNITY SAFETY)</b>			<b>157,111</b>		<b>157,111</b>		<b>35,474</b>

## Community Resilience (Neighbourhood Renewal)

# PROJECTS PROGRESS REPORT

For the Period to 31 December 2023

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated	PTD
						Project Cost	
Various	Urban Design and Activation	CACP	270,472	-	270,472	270,472	143,858
Various	Neighbourhood Renewal Resourcing (Pt AREAS)	CACP	623,990	(303)	623,687	-	229,608
Various	Neighbourhood Renewal Projects (AREAS)	CACP	78,635	-	78,635	-	10,183
Various	The Village Cafe	CACP	182,905	-	182,905	182,905	87,222
Various	CACP Memberships and Donations	CACP	6,814	-	6,814	6,814	-
Various	Neighbourhood Family Fun Day (AREAS)	CACP	103,833	200	104,033	-	78,633
Penrith LGA	Magnetic Places	CACP	50,000	-	50,000	-	175
<b>TOTAL COMMUNITY RESILIENCE (NEIGHBOURHOOD RENEWAL)</b>			<b>1,316,649</b>		<b>1,316,546</b>		<b>549,678</b>

## Corporate Strategy and Performance

Various	Strategic Research and Planning	BT	45,000	-	45,000	-	9,935
<b>TOTAL CORPORATE STRATEGY AND PERFORMANCE</b>			<b>45,000</b>		<b>45,000</b>		<b>9,935</b>

## Customer Experience

Penrith Council	Counter Queuing System	CE	20,178	-	20,178	-	-
<b>TOTAL CUSTOMER EXPERIENCE</b>			<b>20,178</b>		<b>20,178</b>		<b>-</b>

## Design and Projects

Penrith LGA	<i>EPR Erskine Park Rd Upgrades</i>	MP	-	-	-	-	36,669
Penrith LGA	Major Project Design Costs	MP	131,666	-	131,666	-	3,740

# PROJECTS PROGRESS REPORT

For the Period to 31 December 2023

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated	
						Project Cost	PTD Expenditure
Various	Capital Projects Consultancy	MP	-	-	-	31,666	127,188
Not Applicable	Common Designs	MP	-	-	-	100,000	-
Penrith LGA	GoC Industrial Estates and Corridors	MP	290,564	-	290,564	-	73,083
Penrith LGA	GoC Jamison Pk and Great West Walk Melaleuca Pk	MP	72,442	-	72,442	-	19,606
Penrith LGA	GoC Additional Tree Planting Variation	MP	210,413	-	210,413	-	24,272
Emu Plains	Our River Nepean Masterplan	MP	164,148	-	164,148	-	62,727
Penrith LGA	DPIE Greening our Cities	MP	60,000	-	60,000	-	-
Not Applicable	Design and Projects Resources - WestInvest	MP	-	-	-	-	5,964
Londonderry	Engineering Survey at Londonderry Rd & Reynolds Rd Intersect	MP	7,250	-	7,250	-	-
Regentville	Shared Path Design - Factory Road Regentville	MP	263,082	-	263,082	-	142,512
Emu Plains	Nepean Riverbank Stabilisation - River Road	MP	275,000	-	275,000	-	13,807
<b>TOTAL DESIGN AND PROJECTS</b>			<b>1,474,565</b>		<b>1,474,565</b>		<b>509,567</b>

## Development Applications

Penrith LGA	Local Planning Panel	DS	171,325	-	171,325	-	50,634
<b>TOTAL DEVELOPMENT APPLICATIONS</b>			<b>171,325</b>		<b>171,325</b>		<b>50,634</b>

## Development Compliance

Penrith LGA	Audit Ind Comm & Ag Activities	EHC	153,863	4,956	158,819	-	81,809
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# PROJECTS PROGRESS REPORT

For the Period to 31 December 2023

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated	PTD
						Project Cost	
<b>TOTAL DEVELOPMENT COMPLIANCE</b>			<b>153,863</b>		<b>158,819</b>		<b>81,809</b>
<b>Divisional Assurance (City Services)</b>							
Penrith Council	Divisional Assurance Resources – WestInvest	DIVASS	98,263	-	98,263	-	4,074
Not Applicable	Fire Safety Audits	DIVASS	85,000	-	85,000	-	-
Penrith	Asbestos Works – Carpenter Site Penrith	DIVASS	103,980	-	103,980	-	103,980
<b>TOTAL DIVISIONAL ASSURANCE (CITY SERVICES)</b>			<b>287,243</b>		<b>287,243</b>		<b>108,054</b>
<b>Environment Health (Biodiversity)</b>							
Penrith LGA	On Site Sewer Management Strategy	EHC	273,051	-	273,051	-	131,424
Penrith LGA	Biodiversity Strategy	EHC	20,000	-	20,000	-	5,456
Penrith LGA	Integrated Catchment Management	EHC	147,207	-	147,207	-	55,042
Penrith LGA	Waterways Health Monitoring Program	EHC	70,000	-	70,000	-	10,126
Penrith LGA	Biodiversity Strategy	EHC	60,000	-	60,000	-	-
<b>TOTAL ENVIRONMENT HEALTH (BIODIVERSITY)</b>			<b>570,258</b>		<b>570,258</b>		<b>202,049</b>
<b>Executive Services</b>							
Penrith Council	Councillor Professional Training and Development	EX	35,000	(10,000)	25,000	-	-
<b>TOTAL EXECUTIVE SERVICES</b>			<b>35,000</b>		<b>25,000</b>		<b>-</b>
<b>Financial Services</b>							

# PROJECTS PROGRESS REPORT

For the Period to 31 December 2023

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated	
						Project Cost	PTD Expenditure
Various	Financial Services Resources – WestInvest	FS	132,537	-	132,537	-	-
<b>TOTAL FINANCIAL SERVICES</b>			<b>132,537</b>		<b>132,537</b>		<b>-</b>

## Floodplain and Stormwater Management

Penrith LGA	Floodplain Management Resourcing	ES	293,884	15,824	309,708	-	153,782
Penrith LGA	Flood Studies SMSC	ES	147,009	-	147,009	-	-
Penrith LGA	<i>St Marys (Byrnes Creek) Risk Management Study and Plan</i>	ES	-	-	-	-	17,600
Penrith LGA	<i>Nepean River Flood Risk Management Study/Plan</i>	ES	-	-	-	-	39,600
Various	<i>Wianamatta South Creek Flood Planning Area Map</i>	ES	-	-	-	-	9,577
Cranebrook	Cranebrook Overland Flow Flood Study	ES	74,916	-	74,916	-	12,089
Penrith LGA	Peach Tree and Lower Surveyors Creeks Catchment Floodplain	ES	146,830	-	146,830	-	-
Penrith	Doonmore Street, Penrith Retarding Basin	ES	90,785	-	90,785	-	-
St Marys	St Marys Flood Protection Levee Upgrade	ES	104,325	-	104,325	-	7,900
Emu Plains	Emu Plain Floodplain Risk Management Study and Plan	ES	247,079	-	247,079	-	33,762
Londonderry	Rickabys Creek Catchment Flood Study	ES	264,943	-	264,943	-	21,957
Oxley Park	Oxley Park levee – Investigation and Detailed Design	ES	128,050	-	128,050	-	2,246
Erskine Park	Pit & Pipe Study	ES	252,120	125,000	377,120	-	268,849

# PROJECTS PROGRESS REPORT

For the Period to 31 December 2023

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated	
						Project Cost	PTD Expenditure
Various	Upper Byrnes Creek catchment overland flow flood study	ES	120,000	-	120,000	-	12,695
Various	Blackwell Creek catchment flood study	ES	150,000	-	150,000	-	11,413
Kingswood	Chapman Garden Retarding Basin – investigation and detailed	ES	195,000	-	195,000	-	1,840
St Marys	Byrnes Creek catchment Flood Mitigation Works – investigatio	ES	195,000	-	195,000	-	-
Penrith LGA	Rickabys Creek Catchment Flood Study Survey	ES	225,000	-	225,000	-	152,090
<b>TOTAL FLOODPLAIN AND STORMWATER MANAGEMENT</b>			<b>2,634,941</b>		<b>2,775,765</b>		<b>745,400</b>

## Information Technology

Penrith Council	Operational and Support Agreements	ICT	874,771	-	874,771	-	44,314
Penrith Council	Cloud Services	ICT	-	-	-	-	315,974
Penrith Council	Data Centre Services	ICT	-	-	-	-	39,903
Penrith Council	Contractor	ICT	-	-	-	-	12,197
<b>TOTAL INFORMATION TECHNOLOGY</b>			<b>874,771</b>		<b>874,771</b>		<b>412,388</b>

## Libraries

Various	Library Special Purpose Projects - Promotion	LS	24,500	-	24,500	-	18,521
Penrith Council	Library Resources - Operating	LS	210,000	-	210,000	-	174,771
Penrith LGA	Library Digital	LS	90,335	56,479	146,814	-	-
Penrith LGA	Library Management System Op Costs	LS	-	-	-	-	82,769

# PROJECTS PROGRESS REPORT

For the Period to 31 December 2023

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated	
						Project Cost	PTD Expenditure
Penrith LGA	Monitor System	LS	-	-	-	-	5,141
Penrith LGA	LMS App Op Costs	LS	-	-	-	-	17,110
Penrith LGA	Library Special Purpose Projects - Technology	LS	17,967	-	17,967	-	-
<b>TOTAL LIBRARIES</b>			<b>342,802</b>		<b>399,281</b>		<b>298,311</b>
<b>Nursery Operations and Bushcare</b>							
Penrith Council	Bushland Management	CPR	201,445	-	201,445	-	117,020
Penrith LGA	Preserving Cumberland Plain Threatened Species in Penrith LG	CPR	16,812	-	16,812	-	13,413
Various	Save Our Species - Persoonia Nutans (2022)	CPR	16,629	-	16,629	-	4,194
Various	Saving our Species Eucalyptus benthamii	CPR	12,000	-	12,000	-	5,590
Various	Biodiversity Offset Works - The Northern Road - Stage 2	CPR	182,160	-	182,160	-	30,533
Various	Saving our Species Hibbertia sp. Bankstown Conservation	CPR	15,000	-	15,000	-	1,067
Various	Saving our Species Persoonia nutans Conservation	CPR	14,000	-	14,000	-	-
<b>TOTAL NURSERY OPERATIONS AND BUSHCARE</b>			<b>458,046</b>		<b>458,046</b>		<b>171,817</b>
<b>People and Culture</b>							
Penrith Council	HR Services Resources - WestInvest	People c	121,334	-	121,334	-	-
Penrith Council	WHS Services Resources - WestInvest	People c	265,188	-	265,188	-	-
<b>TOTAL PEOPLE AND CULTURE</b>			<b>386,522</b>		<b>386,522</b>		<b>-</b>

# PROJECTS PROGRESS REPORT

For the Period to 31 December 2023

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated	PTD Expenditure
						Project Cost	
Various	REAL Festival	CACP	627,182	22,816	649,998	649,998	652,457
Various	Penrith Events Partnership Program – Major Events Sponsorshi	CACP	99,000	-	99,000	99,000	27,500
Various	Penrith Events Partnership Program Event Acquisition Fund	CACP	15,000	-	15,000	15,000	8,000
Various	Community Events Program	CACP	20,500	-	20,500	-	-
Various	Australia Day	CACP	77,000	(37,000)	40,000	92,000	2,011
Penrith	REAL Festival Resourcing	CACP	140,231	1,168	141,399	-	57,582
Penrith LGA	Penrith Events Partnership Program – Community Events	CACP	60,000	-	60,000	-	9,853
Penrith LGA	Live Site Events	CACP	110,000	(2,990)	107,010	-	-
Penrith LGA	<i>FIFA Live Site</i>	CACP	-	-	-	20,000	8,910
Penrith LGA	<i>FIFA Live Site 2</i>	CACP	-	-	-	20,000	17,395
Penrith LGA	<i>FIFA Live Site 3</i>	CACP	-	-	-	20,000	16,012
Penrith LGA	<i>FIFA Live Site 4</i>	CACP	-	-	-	20,000	26,701
Penrith	<i>NRL Grand Final Live Site</i>	CACP	-	-	-	27,010	27,010
Penrith CBD	City Park Activation	CACP	-	50,000	50,000	-	-
<b>TOTAL PLACE AND ACTIVATION</b>			<b>1,148,913</b>		<b>1,182,907</b>		<b>853,430</b>

# PROJECTS PROGRESS REPORT

For the Period to 31 December 2023

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated	PTD Expenditure
						Project Cost	
<b>Property Development and Management</b>							
Various	PD Business Development	PD	20,000	-	20,000	-	6,335
Various	Permanent Road Closure (not sold)	PD	5,000	-	5,000	-	-
Various	Telecommunications Portfolio Optimisation	PD	35,706	-	35,706	35,706	9,375
Various	Community Connections HLBC	PD	6,094	(6,094)	-	-	-
Various	Primary Application Tench Reserve	PD	17,357	-	17,357	-	6,698
Various	Green Innovations Soper Place (Op)	PD	77,970	-	77,970	-	17,062
Various	Road Closure-Part Chatsworth Road St Clair	PD	9,910	-	9,910	-	133
Various	Road Closure- Part Ashwick Circuit St Clair	PD	9,791	-	9,791	-	141
Various	Road Closure- Horace Street Cranebrook	PD	9,917	-	9,917	-	139
Various	North St Marys Industrial Precinct HLBC	PD	70,000	(70,000)	-	-	-
Various	Road Closure- Ptt Dunheved Circuit St Marys	PD	10,000	2,000	12,000	-	2,604
Various	Unsolicited Bid -The Salvation Army	PD	8,000	(8,000)	-	-	-
Various	Castlreagh Road Penrith - Road Closure	PD	7,500	-	7,500	7,500	-
Penrith CBD	Penrith Paceway - Temp Public Car Park Lease	PD	26,000	-	26,000	-	13,143
Penrith CBD	114-116 Henry St Demolition	PD	522,000	-	522,000	-	7,200

# PROJECTS PROGRESS REPORT

For the Period to 31 December 2023

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated	PTD
						Project Cost	
Penrith CBD	Demolition Contractor	PD	-	-	-	522,000	250
<b>TOTAL PROPERTY DEVELOPMENT AND MANAGEMENT</b>			<b>835,245</b>		<b>753,151</b>		<b>63,079</b>
<b>Public Space Maintenance (Buildings)</b>							
Various	Fire Safety Small Upgrades	CPR	120,000	-	120,000	-	-
<b>TOTAL PUBLIC SPACE MAINTENANCE (BUILDINGS)</b>			<b>120,000</b>		<b>120,000</b>		<b>-</b>
<b>Public Space Maintenance (Cross City)</b>							
Various	Enhanced Public Domain Maintenance (Pt AREAS)	CPR	2,984,802	2,515	2,987,317	-	1,127,746
Emu Plains	Protection Screens on GWH Bridge Emu Plains	CPR	500,000	-	500,000	-	-
Penrith LGA	Enhanced Public Domain	CPR	160,237	-	160,237	-	49,145
Penrith LGA	LED Sreet Light Upgrade Project	CPR	651,827	-	651,827	-	107,192
Various	Biodiversity Offsets - St.Mary's Access Road	CPR	38,591	-	38,591	-	28,775
<b>TOTAL PUBLIC SPACE MAINTENANCE (CROSS CITY)</b>			<b>4,335,457</b>		<b>4,337,972</b>		<b>1,312,857</b>
<b>Purchasing and Supply</b>							
Various	Supply Services Resources - WestInvest	FS	109,373	-	109,373	-	-
Penrith Council	VendorPanel -Additional Modules	FS	-	31,139	31,139	-	37,698
<b>TOTAL PURCHASING AND SUPPLY</b>			<b>109,373</b>		<b>140,512</b>		<b>37,698</b>

## Resilience

# PROJECTS PROGRESS REPORT

For the Period to 31 December 2023

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated	
						Project Cost	PTD Expenditure
Various	Resilience Programs	CR	50,205	-	50,205	-	658
Various	Community Resilience Initiatives - LG Recovery Grant	CR	230,852	-	230,852	230,852	77,161
Penrith LGA	Community preparedness to climate risks	CR	86,153	20,952	107,105	-	20,839
Penrith Council	St Marys WestInvest Project Lead	CR	166,687	(166,687)	-	-	-
Penrith LGA	End to End Response Review - LG Recovery Grant	CR	150,000	-	150,000	-	76,089
St Marys	St Marys Place Plan	CR	24,036	7,681	31,717	-	31,717
Various	Study on Recovery Needs for Caravan Park Residents	CR	60,000	(30,000)	30,000	-	-
<b>TOTAL RESILIENCE</b>			<b>767,933</b>		<b>599,879</b>		<b>206,465</b>

## Security and Emergency Services Management

Various	DRFA Flood Funding Coordination and Consulting	CA	308,012	-	308,012	-	-
Not Applicable	<i>Council Resourcing</i>	CA	-	-	-	-	110,420
<b>TOTAL SECURITY AND EMERGENCY SERVICES MANAGEMENT</b>			<b>308,012</b>		<b>308,012</b>		<b>110,420</b>

## Social Strategy

Various	Community Assistance Program	CACP	61,970	-	61,970	61,970	51,128
Various	Aged & Disability Projects	CACP	20,000	-	20,000	-	1,434
Various	Targeted Early Intervention Programs (TEIP)	CACP	68,207	-	68,207	-	7,031
Various	Disability Access Improvements Operational	CACP	10,030	-	10,030	10,030	1,530

# PROJECTS PROGRESS REPORT

For the Period to 31 December 2023

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated	
						Project Cost	PTD Expenditure
Various	Community Sector Data TEIP Projects	CACP	61,359	-	61,359	-	41,870
Various	Disability Inclusion Action Plan Stretch Projects	CACP	233,879	-	233,879	233,879	53,374
Various	Community Health Promotion	CACP	6,000	-	6,000	-	-
Penrith LGA	Multicultural Community Research	CACP	71,593	-	71,593	-	66,139
Penrith LGA	Community Engagement Cultural Protocols (WSP)	CACP	68,000	-	68,000	-	65,785
Penrith LGA	Community and Cultural Facilities Development	CACP	81,840	-	81,840	-	30,833
St Marys	Nepean Potters Society - Kiln Repair	CACP	15,000	-	15,000	-	-
Luddenham	Luddenham Show	CACP	6,000	-	6,000	-	6,000
Penrith	Barnardos Australia - Penrith	CACP	3,000	-	3,000	-	3,000
Penrith	Indian Dance Festival	CACP	3,000	-	3,000	-	3,000
Penrith	St John Ambulance Penrith Volunteer Division	CACP	1,500	-	1,500	-	-
Penrith	Penrith Beach Activation Programs	CACP	100,000	-	100,000	-	-
<b>TOTAL SOCIAL STRATEGY</b>			<b>811,378</b>		<b>811,378</b>		<b>331,123</b>

## Strategic Asset Management Planning

Various	Adoption of Plans of Management	CA	20,972	-	20,972	-	-
Jordan Springs	Declared Dams Management	CA	70,000	-	70,000	-	-

# PROJECTS PROGRESS REPORT

For the Period to 31 December 2023

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated	
						Project Cost	PTD Expenditure
Penrith Council	Online Permits Application & Management Platform	CA	38,302	-	38,302	-	37,322
<b>TOTAL STRATEGIC ASSET MANAGEMENT PLANNING</b>			<b>129,274</b>		<b>129,274</b>		<b>37,322</b>
<b>Sustainability</b>							
Various	Sustainability Programs	CR	25,308	-	25,308	-	8,999
Penrith Council	Louise Petchell Learning for Sustainability Scholarship	CR	14,301	-	14,301	-	4,076
Penrith LGA	Compact of Mayors	CR	18,680	-	18,680	-	3,364
Penrith LGA	WSU Solar Car Sponsorship	CR	10,000	-	10,000	-	10,000
Penrith LGA	EV Transition Plan	CR	74,612	-	74,612	-	30,775
<b>TOTAL SUSTAINABILITY</b>			<b>142,901</b>		<b>142,901</b>		<b>57,214</b>
<b>Tourism and International Partnerships</b>							
Various	Tourism Operational Expenditure	CEM	133,896	-	133,896	133,896	57,304
Various	City Marketing	CEM	229,797	-	229,797	229,797	38,159
Various	International Relations	CEM	91,805	-	91,805	-	115
Penrith LGA	Penrith Heritage Walking Trail Project	CEM	21,971	-	21,971	-	5,722
Penrith LGA	D365 Marketing Solution	CEM	29,636	-	29,636	-	17,631
<b>TOTAL TOURISM AND INTERNATIONAL PARTNERSHIPS</b>			<b>507,105</b>		<b>507,105</b>		<b>118,931</b>

## Traffic Management, Parking and Road Safety

# PROJECTS PROGRESS REPORT

For the Period to 31 December 2023

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated	
						Project Cost	PTD Expenditure
Penrith LGA	Road Safety Project	ES	6,961	-	6,961	-	950
Penrith LGA	<i>P-2740 Supervising Learner Drivers Workshops - GLS</i>	ES	-	-	-	-	548
Penrith LGA	<i>P-2738 Community Road Safety Education Program</i>	ES	-	-	-	-	184
Emu Plains	GWH Emu Plains to Glenbrook - Survey & Design	ES	7,768	-	7,768	-	-
Penrith CBD	High Pedestrian Activity Area Study - Penrith Northern Stati	ES	4,340	-	4,340	-	-
Penrith LGA	Penrith CBD Carparking Analysis	ES	40,000	-	40,000	-	15,575
<b>TOTAL TRAFFIC MANAGEMENT, PARKING AND ROAD SAFETY</b>			<b>59,069</b>		<b>59,069</b>		<b>17,257</b>

## Waste Avoidance and Resource Recovery

Penrith LGA	Purchase of Bins after Rollout	WRR	115,752	-	115,752	-	24,294
Various	Biodegradable Bags - Purchase & Delivery	WRR	1,500,000	-	1,500,000	-	612,168
Penrith LGA	E - Waste	WRR	150,000	-	150,000	-	33,723
Penrith	Waste Strategy & Contract Development	WRR	200,000	-	200,000	-	14,250
Penrith LGA	Hard Waste Assessment	WRR	274,678	-	274,678	-	141,099
Penrith LGA	Chemical Clean Out	WRR	20,000	-	20,000	-	-
Penrith LGA	Kitchen Caddies	WRR	8,000	-	8,000	-	3,615
Penrith LGA	Red Ready	WRR	58,400	-	58,400	-	53,090

# PROJECTS PROGRESS REPORT

For the Period to 31 December 2023

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated	PTD Expenditure
						Project Cost	
Penrith LGA	Christmas Services	WRR	30,000	-	30,000	-	5,544
Penrith LGA	Supplementary Services	WRR	45,000	-	45,000	-	35,714
Penrith LGA	MUDs FOGO Trial	WRR	79,908	122,608	202,516	-	58,263
Penrith LGA	Clean up of Community Venues	WRR	84,000	-	84,000	-	250
<b>TOTAL WASTE AVOIDANCE AND RESOURCE RECOVERY</b>			<b>2,565,738</b>		<b>2,688,346</b>		<b>982,010</b>
<b>TOTAL OPERATING PROJECTS</b>			<b>26,099,322</b>		<b>26,106,887</b>		<b>9,038,432</b>

# Abbreviations and Acronyms

<b>CARES</b>	Community and Road Education Scheme
<b>CBD</b>	Central business district
<b>CC</b>	Childcare centre
<b>CFC</b>	Child and family centre
<b>DA</b>	Development application
<b>DCP</b>	Development Control Plan
<b>EPA</b>	Environment Protection Authority
<b>FBT</b>	Fringe Benefits Tax
<b>GST</b>	Goods and Services Tax
<b>IP&amp;R</b>	Integrated Planning and Reporting Framework—a suite of integrated plans that set out a vision, goals, and Council's strategic actions to achieve them. For more information, visit: <a href="https://www.olg.nsw.gov.au/councils/integrated-planning-and-reporting/">https://www.olg.nsw.gov.au/councils/integrated-planning-and-reporting/</a>
<b>LEP</b>	Local Environment Plan
<b>LGA</b>	Local Government Area
<b>NAIDOC</b>	National Aboriginal and Islanders Day Observance Committee
<b>OSHC</b>	Out of school hours care
<b>OSSM</b>	On-site sewerage management
<b>WHS</b>	Work health and safety

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## INTERPRETING ASSISTANCE

ENGLISH	If you do not understand this, please contact the Telephone Interpreting Service on 131 450 and ask them to contact Penrith City Council on your behalf on (02) 4732 7777. Or come to the Council offices and ask for an interpreter.
ARABIC	إذا لم يكن بإمكانك قراءة النص أعلاه، الرجاء الاتصال بخدمات الترجمة الفورية الهاتفية (TIS) على الرقم 131 450 والطلب منهم الاتصال بدورهم بمجلس مدينة بنريث نيابة عنك على الرقم 4732 7777 (02). أو يمكنك الحضور إلى المجلس وطلب ترتيب مترجم فوري لك.
CHINESE	如果您无法阅读这些文字，请致电 131 450 联系电话传译服务中心，请他们代您拨打 (02) 4732 7777 联系 Penrith 市议会。您也可以亲自到市议会来并要求获得口译服务。
GREEK	Αν δεν μπορείτε να το διαβάσετε αυτό, τηλεφωνήστε στην Τηλεφωνική Υπηρεσία Διερμηνέων στο 131 450 και ζητήστε τους να επικοινωνήσουν με το Δήμο Penrith (Penrith City Council) για λογαριασμό σας στον αριθμό (02) 4732 7777, ή ελάτε στη Δημαρχία και ζητήστε διερμηνέα.
HINDI	यदि आप इसे नहीं पढ़ पाते हैं, तो कृपया 131 450 पर टेलीफोन दुभाषिया सेवा से संपर्क करें और उनसे कहें कि वे आपकी ओर से पेनरथि सटी काउंसिल से (02) 4732 7777 पर संपर्क करें. या आप काउंसिल आएँ और एक दुभाषिया की माँग करें.
ITALIAN	Se non riuscite a leggere questo, contattate il servizio telefonico di interpretariato al numero 131 450 e chiedetegli di contattare da parte vostra il comune di Penrith City al numero (02) 4732 7777 oppure venite in comune e richiedete un interprete.
MALTESE	Jekk ma tistax taqra dan, jekk jogħġbok, ikkuntattja lit-Telephone Interpreting Service fuq 131 450 u itlobhom biex jikkuntattjaw Penrith City Council f'ismek fuq (02) 4732 7777. Jew ejja l-Kunsill u itlob għal interpretu.
PERSIAN	اگر نمی توانید این مطلب را بخوانید، لطفاً به خدمات ترجمه تلفنی به شماره 131 450 زنگ بزنید و از آنان بخواهید با شورای شهر پنریت Penrith City Council به شمار 4732 7777 (02) از جانب شما تماس بگیرند. یا اینکه به شهرداری Council آمده و مترجم بخواهید.
PUNJABI	ਜੇਕਰ ਤੁਸੀਂ ਇਸ ਦਸਤਾਵੇਜ਼ ਨੂੰ ਨਹੀਂ ਸਮਝਦੇ ਅਤੇ ਕਸਿ ਦੁਭਾਸ਼ੀਏ ਦੀ ਲੋੜ ਹੈ, ਤਾਂ ਕਰਿਪਾ ਕਰਕੇ 131 450 'ਤੇ ਟੈਲੀਫੋਨ ਇੰਟਰਪਰੀਟਿੰਗ ਸੇਵਾ ਤੋਂ ਫੋਨ ਕਰੋ ਅਤੇ ਉਨ੍ਹਾਂ ਨੂੰ (02) 4732 7777 'ਤੇ Penrith City Council (ਪੈਨਰਥਿ ਸਟੀ ਕੌਂਸਲ) ਨੂੰ ਫੋਨ ਕਰਨ ਲਈ ਕਹੋ।
SINGHALESE	ඔබට මෙය කියවීමට නොහැකි නම්, කරුණාකර දුරකථන අංක 131 450 ඔස්සේ දුරකථන පරිවර්තන සේවාව (Telephone Interpreting Service) අමතා ඔබ වේනුවෙන් දුරකථන අංක (02) 4732 7777 අමතා පෙන්නින නගර සභාව (Penrith City Council) හා සම්බන්ධ කර දෙන ලෙස ඉල්ලා සිටින්න. නැතිනම් නගර සභාව වෙත පැමිණ භාෂා පරිවර්තකයකු ලබා දෙන ලෙස ඉල්ලා සිටින්න.
TAGALOG	Kung hindi mo naiintindihan ang dokumentong ito at kailangan mo ng isang interpreter, mangyaring tumawag sa Telephone Interpreting Service sa 131 450 at hilingin sa kanila na tumawag sa Penrith City Council sa (02) 4732 7777.
TAMIL	இதை உங்களால் வாசிக்க இயலவில்லை என்றால், 'தொலைபேசி உரைபெயர்ப்பு சேவை'யை 131 450 எனும் இலக்கத்தில் அழைத்து 'பென்றித் நகரவையுடன்' (02) 4732 7777 எனும் இலக்கத்தில் உங்கள் சார்பாக தொடர்பு கொள்ளுமாறு கேளுங்கள். அல்லது நகரவைக்கு விஜயம் செய்து உரைபெயர்ப்பாளர் ஒருவர் வேண்டுமெனக் கேளுங்கள்.
VIETNAMESE	Nếu quý vị không thể đọc được thông tin này, xin liên lạc Dịch Vụ Thông Dịch Qua Điện Thoại ở số 131 450 và yêu cầu họ thay mặt quý vị liên lạc với Hội Đồng Thành Phố Penrith ở số (02) 4732 7777. Hoặc hãy tới Hội Đồng và yêu cầu có thông dịch viên.

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