



PENRITH

# DELIVERY PROGRAM 2013-2017

OPERATIONAL PLAN 2015-16

**PENRITH**  
CITY COUNCIL

# STRATEGIC PLANNING FRAMEWORK

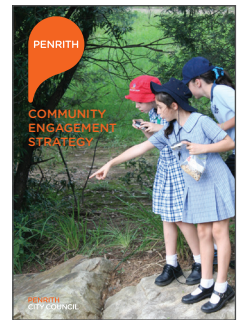


## The Community Plan

The *Community Plan* identifies our community's long term aspirations for the City. It looks beyond the next ten years, setting out long term community outcomes and the strategies to get us there. Achieving these outcomes will require strong leadership from Council, working with our partners, to grow our Regional City into the future.

## The Community Engagement Strategy

The *Community Engagement Strategy* explains how Council engaged with our community and partners to develop the Community Plan.

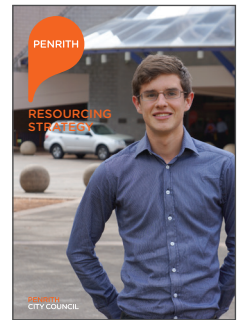


## The Delivery Program including the Operational Plan

The *Delivery Program* is Council's 4 year work program that helps implement the Community Plan. The Delivery Program (which now includes the 1 year Operational Plan) sets out the services, service activities and specific actions Council will deliver each year, and the annual budget.

## The Resourcing Strategy

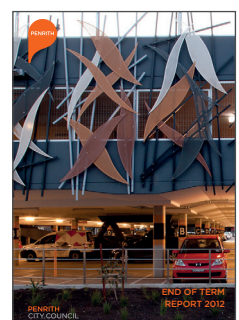
The *Resourcing Strategy* details Council's capacity to manage assets and deliver services over the next ten years. It has three key sections which show how Council will effectively manage its finances, workforce and assets.



## The City Strategy

The *City Strategy* seeks to help build a sustainable future for the City and our community, by examining the key issues facing us over the next 10-20 years and outlining how Council will respond. The *City Strategy* includes issues that are not within Council's direct control. The issues and policy responses in the *City Strategy* inform the Community Plan and Council's 4 year Delivery Program.

Council reports regularly on our activities and spending. We report quarterly on the budget and six monthly on our progress on the activities and tasks in the 4 year Delivery Program. The Annual Report summarises our progress and financial position each year. The End of Term Report is prepared once every 4 years on behalf of the outgoing Council, and outlines our achievements and challenges over the Councillors term in office.



## WELCOME

The *Delivery Program* details the four year work program that Council will implement, within its responsibilities and capacity towards the community outcomes in the *Community Plan*. It includes the one year *Operational Plan*.

### Statement of Recognition of Penrith City's Aboriginal and Torres Strait Islander Cultural Heritage

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.



» NAIDOC CIVIC FUNCTION

### Our Council

Administration Centres	2
Budget (approx)	\$200 million
Workforce (approx)	1,200

### Community facilities

Community buses	2
Neighbourhood and Community Centres	22
Public halls	11
Youth centres	2
Senior Citizens Centres	2
Central & Branch Libraries	4
Performing Arts Centre	1
Regional Art Gallery	1
Public toilets and amenity blocks	72

### Land use

Parks (playgrounds)	427.5 ha
Sporting Grounds	340 ha
Parks / Community Uses (Drainage Reserves)	235.3 ha
Natural Areas	275.4 ha

### Children's Services

#### **Managed by a Cooperative Board**

Long Day Care	17
Before and After School care	9
Vacation Care	7
Preschools	5
Occasional care	1

#### **Managed by Council**

Mobile Playvan	1
Supporting Aboriginal Access	1
Child Care Links Program	1
Long Day Care	1

### Sporting facilities

Sporting Fields	104
Swimming Complexes	2
Tennis Courts	43
Recreational Centre	1
Whitewater Stadium	1

### Roads infrastructure

Road lengths	1,166km
Footpath lengths	420km
Kerb and gutter lengths	1,490km
Car parks	140



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## OUR ORGANISATION'S MISSION

Our mission is to implement Council's strategy and program. We will do this through skilled and responsive management, by valuing our staff, partnerships and community involvement, by providing quality customer service and upholding ethical standards and behaviour.

### Our values

- Integrity
- Selflessness
- Accountability
- Honesty
- Leadership
- Impartiality
- Openness
- Respect

## A MESSAGE FROM THE GENERAL MANAGER



Council's *Delivery Program* sets out the actions Council will undertake during the next four years to meet the goals of the *Penrith Community Plan*.

The *Community Plan* outlines what you would like to see happen in our City over the next 20 years or so and is the result of extensive consultation with residents, business people, community groups, stakeholders and other agencies.

Your *Community Plan* sets the longer term direction for the City, while this *Delivery Program* is the blueprint for what Council will do over the next four years in line with the *Community Plan*.

Our community has told us that they want us to focus on helping to create local jobs, manage growth, improve transport connections, create safe and vibrant places,

look after the environment and foster community spirit and health.

While Council can act on some of these, we also need the support of other levels of government and sections of the community. Council will continue its close work with government and its city partners to deliver on these aspirations.

This *Delivery Program* ensures Council stays on track to deliver on the community's plan, that we are accountable, and that we continue to provide quality services and infrastructure.

People in Penrith have strong community spirit and drive and we have the space, the people and the vision to make things happen. There are exciting times ahead for the City, but we do face challenges especially in ensuring there are enough jobs, services, facilities and infrastructure to meet the needs of a growing population.

I am confident we can meet these challenges. Documents such as this *Delivery Program* give clear actions for Council to take to meet those challenges.

Council will report publicly on its progress against the *Delivery Program* every six months to ensure we are on-track.

Alan Stoneham  
General Manager

## OUR PRIORITIES

Our community told us that their key priorities were:

- More local jobs
- Making sure that we have the services and infrastructure we need



For Council in the next four years, this means:

- focussing on investment and growth in the City's key centres, Penrith Health and Education Precinct and Western Sydney Employment Area
- creating opportunities for activities on and around the Nepean River
- advocating for a stadium that is capable of hosting national and international events (entertainment and sport)
- working with government to secure the Penrith Lakes Parklands and participate in unlocking future development potential.

## PENRITH REGIONAL CITY

A place like no other, Penrith is our people, our stories, our lifestyle, our industry and our environment.

Our people are our strength. We are a community of doers; we bring innovative thinking and new life to the region. We are driven by fresh possibilities and opportunities. Penrith has kept its identity and sense of place as it has grown, embracing and encouraging independence while valuing ties and partnerships, responsibility and new ideas.

We are proud and confident about who we are and where we're going. We have a vision for the future and we are making it happen. We were one of the first places in NSW to light our streets with electricity and by 1891 had our own electricity supply system. In 1909, we built Penrith Weir to ensure a permanent and secure water supply for our community.

We are connected to our land and value our natural, rural and urban environments. From the Nepean River to the historical rural landscapes and the rising backdrop of

the Blue Mountains our places provide an ideal setting for our active and adventurous lifestyle.

We value relationships. We actively promote collaboration and partnering, and encourage teamwork. We want to build strong, diverse communities where everyone is respected and families are nurtured.

We are always looking for better ways to deliver our services, and build resilience. We are inventive and industrious in our work and participate in community life. We are optimistic about our future, courageous in our decision-making and determined to succeed.

Penrith is a dynamic regional City, ambitious and uncompromising about our aspirations and our potential. We are leaders with a far-reaching vision for our City. Our ability to think creatively and strategically will help us manage our growing community needs as we accommodate around 25,000 new dwellings and encourage the creation of 40,000 new jobs by 2031.





## PENRITH CONTEXT

Penrith City is on the western edge of Sydney and covers 404 square kilometres. Around 80% of the City is rural and rural-residential. Agriculture, including poultry farms, orchards, market gardens and horse breeding, contributes \$64.6m to Penrith's economy. We supply cut flowers, Chinese vegetables and mushrooms to the Sydney markets. The City's two major commercial centres are Penrith and St Marys. Kingswood is emerging as a 'specialised' centre, focusing on health and education. Most of the City's urban area is residential, with some commercial and industrial land.

To effectively plan services and facilities to meet the needs of our community, Council needs to understand how people and places will change over time. The 2011 Census data shows that our population is ageing, although Penrith still has a higher proportion of preschoolers and a lower proportion of people of post-retirement age than Sydney overall. As a Council, this means that we still need to plan for families, but must also ensure that our services and facilities support our older residents to be healthy and actively participate in their communities.

Our cultural diversity is growing, although we are still mainly an English speaking community. One in five people speaks a language other than English at home.

Our growing diversity is a strength for the future. More people are also choosing flats and apartments to live in. Council needs to plan for smaller and more affordable dwellings, and provide services that respond to changing lifestyles.

Our community is taking full advantage of educational opportunities, which help with future employment prospects. A skilled workforce will encourage investment and local jobs, and broader educational choice gives our residents better options when they look for work. Council supports local education and employment prospects by delivering services such as quality child care that help prepare children for school, and exceptional libraries that provide a community resource for information, learning and social connection.

### 194,134

Penrith is home to 194,134 people with a median age of 34 years

### ABORIGINAL & TORRES STRAIT ISLANDER

3% of our community identify as Aboriginal or Torres Strait Islander

### 18.4%

18.4% of households speak more than one language at home, and 25.7% of residents were born overseas. The most common languages spoken at home are English 80.9%, Arabic 1.6%, Tagalog 1.0%, Italian 0.8% and Hindi 0.8%

### 55,000

Over 55,000 residents are engaged in formal education from preschool to tertiary education

### WEEKLY INCOME

The median weekly personal income for 2011 was \$623

### UNDER 19 AND OVER 60

21.7% of the population is under 14 years of age (with 29% of the population under 19 years). 15.1% of the population is over the age of 60 years.

## OUR COUNCILLORS

### NORTH WARD COUNCILLORS



Kevin Crameri  
OAM



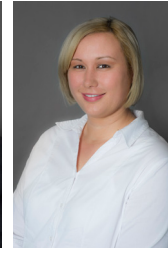
Ross Fowler  
OAM



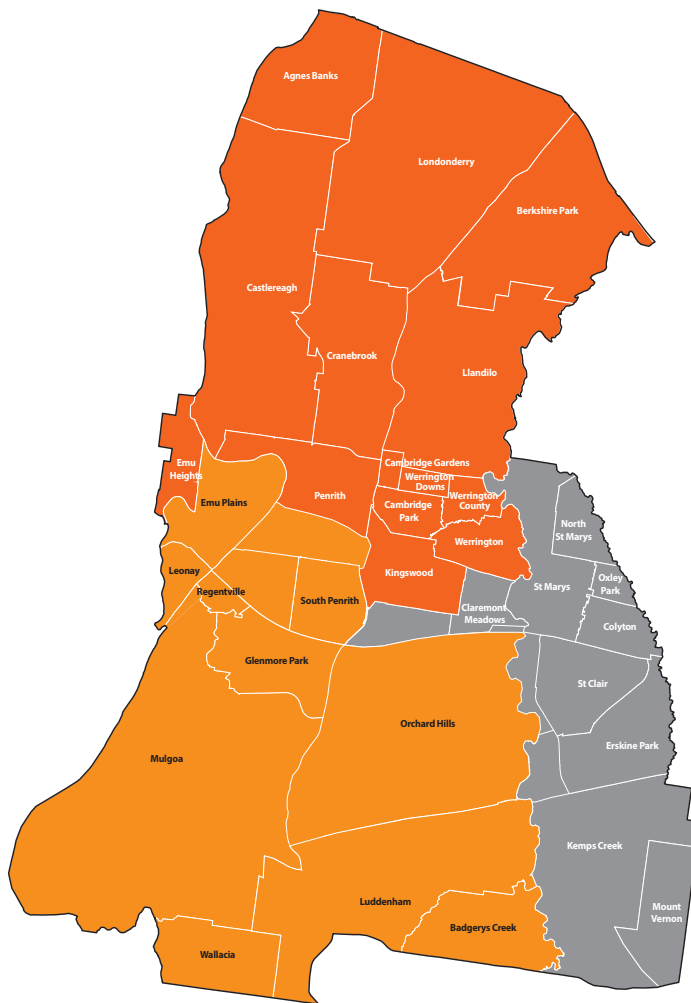
John Thain



Marcus Cornish



Michelle  
Tormey



### EAST WARD COUNCILLORS



Greg Davies



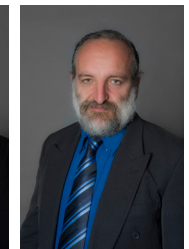
Prue Car



Jackie  
Greenow OAM



Tricia Hitchen



Maurice  
Giroto

### SOUTH WARD COUNCILLORS



Jim Aitken  
OAM



Karen  
McKeown



Mark Davies



Ben Goldfinch



Bernard  
Bratusa

## COUNCIL'S LEADERSHIP AND ORGANISATIONAL STRUCTURE

Council's leadership team comprises the General Manager supported by two Assistant General Managers, an Office of the General Manager and four Executive Managers. The chart below shows the current organisational structure.

<b>GENERAL MANAGER - ALAN STONEHAM</b>				
Assistant General Manager - Craig Butler				
Assistant General Manager/Chief Financial Officer - Barry Husking				
<b>CHIEF GOVERNANCE OFFICER - Stephen Britten</b>				
Departments	Managers/Officer	Service		
Office of the General Manager	Glenn Schuil	Corporate Governance Council & Corporate Support		
	Matthew Bullivant	Legal Services Records Management		
	Ken Muir	Risk Management & Insurance		
	Barbara Magee	City Partnerships Marketing Communications Customer Service		
<b>EXECUTIVE MANAGER CORPORATE - Vicki O'Kelly</b>				
Departments	Managers/Officer	Service		
Financial Services	Andrew Moore	Financial Services Purchasing & Supply		
Workforce & Workplace Organisational Performance & Development	Sandy Davies	Workforce & Workplace		
	Fiona Plesman	Corporate Planning Sustainability Planning Business Improvement		
Property Development Information & Communication Technology	Chris Moulang	Property Development & Management		
	To be advised	Information Technology GIS/Mapping		
<b>EXECUTIVE MANAGER CITY ASSETS - David Burns</b>				
Departments	Managers/Officer	Service		
City Works	Hans Meijer	Building Maintenance & Construction Civil Construction & Maintenance Emergency Services Management Fleet & Plant Maintenance		
		Parks	John Gordon	Bushland Management City Parks
		Recreation Major Projects Public Domain, Amenity & Safety	Andrew Robinson Michael Jackson Yvonne Perkins	Recreation & Leisure Facilities Management Design & Project Management Cemeteries Neighbourhood Facilities Management Community Safety Public Domain Maintenance
<b>EXECUTIVE MANAGER CITY PLANNING &amp; COMMUNITY - Ruth Goldsmith</b>				
Departments	Managers/Officer	Service		
Libraries Services	Colin Stevenson	Libraries		
Community & Cultural Development	Erich Weller	Community & Cultural Development		
Place Management	Jeni Pollard	Place Management		
City Planning	Paul Grimson	City Planning Regional Planning & Advocacy		
		Children's Services	Janet Keegan	Children's Services
	To be advised	Economic Initiatives (project)		
<b>EXECUTIVE MANAGER ENVIRONMENT &amp; CITY DEVELOPMENT - Wayne Mitchell</b>				
Departments	Managers/Officer	Service		
Development Services & Environmental Health	Paul Lemm	Development Applications Environmental Health		
		Engineering Services	Adam Wilkinson	Development Engineering Floodplain & Stormwater Management Traffic Management, Parking & Road Safety
Waste & Community Protection	Tracy Chalk	Regulatory Control Waste Management Fire Safety, Certification & Compliance		

## DELIVERY PROGRAM STRUCTURE

The next section of this document provides the details of the activities Council will undertake in the next four years (our *Delivery Program*) and includes the one year *Operational Plan*. It shows how these activities link to the *Community Plan* and includes Performance Measures for each of the strategies.

Detailed schedules of the proposed civil construction and maintenance program, building asset renewal program, parks asset renewal program and City Centres improvement program for 2015 -16 appear after the sections on each of the outcomes.

Financial information, including budget and revenue, asset renewal and replacement, capital and operating projects and special rate initiatives appears after the schedules.

A Glossary of terms is provided at the end of this document.

Over the four year span of the 2013-17 Delivery Program, service activities may change location within the Delivery Program when service adjustments mean they will contribute to different strategies. The following table tracks these changes to maintain continuity through the life of the documents.

Change from 2013 Base year	Period of change
2013-14 Service Activity 7.1.1 transferred to Strategy 7.2, identified as 7.2.1 and rest of section re-numbered accordingly	Adoption of 2014-15 Operational Plan
2013-14 Service Activity 7.2.1 re-numbered to 7.2.3 and rest of section re-numbered accordingly	Adoption of 2014-15 Operational Plan
2014-15 Strategy 2.1 amendment to wording	Adoption of 2015-16 Operational Plan
2014-15 Service Activity 2.1.1 amendment to wording	Adoption of 2015-16 Operational Plan
2014-15 Service Activity 2.1.1 for Fire Safety, Certification & Compliance re-number to 2.1.2 and rest of section re-numbered accordingly	Adoption of 2015-16 Operational Plan
2014-15 Performance Measure Strategy 1.3 deleted	Adoption of 2015-16 Operational Plan
2014-15 Performance Measure Strategy 1.4 amendment to wording	Adoption of 2015-16 Operational Plan
2014-15 Service Activity 7.2.1 amendment to wording	Adoption of 2015-16 Operational Plan
2014-15 Service Activity 7.2.2 amendment to wording	Adoption of 2015-16 Operational Plan
2014-15 Council's Leadership and Organisational Structure and Service Accountabilities amendment to include Economic Initiatives	Adoption of 2015-16 Operational Plan
2014-15 New Service Activity 1.1.4 and 1.1.5	Adoption of 2015-16 Operational Plan



## OUTCOMES AND STRATEGIES

The seven community outcomes and accompanying strategies in the *Community Plan* are

	Community Outcome	Strategies
Community Plan	<b>OUTCOME 1</b> We can work close to home	1.1 Diversify the region's economy and attract investment, particularly targeting new and emerging employment sectors 1.2 Secure infrastructure that improves economic opportunities for existing and new businesses 1.3 Support agriculture and local food production as a significant contributor to the region's economy 1.4 Provide access to education and training to improve residents ability to take advantage of current and future employment opportunities
	<b>OUTCOME 2</b> We plan for our future growth	2.1 Facilitate quality development that encourages a range of housing types, employment, recreation and lifestyle opportunities 2.2 Protect the City's natural areas, heritage and character 2.3 Ensure services, facilities and infrastructure to a level that meets the needs of a growing population.
	<b>OUTCOME 3</b> We can get around the City	3.1 Secure an effective public transport network 3.2 Provide a safe, efficient road network supported by parking 3.3 Improve the City's footpaths and shared pathway network 3.4 Improve critical cross regional transport connections 3.5 Secure an efficient, integrated and sustainable freight network
	<b>OUTCOME 4</b> We have safe, vibrant places	4.1 Improve public spaces and places 4.2 Grow and revitalise our centres and neighbourhoods
	<b>OUTCOME 5</b> We care about our environment	5.1 Protect and improve our natural areas, the Nepean River and other waterways 5.2 Support our communities to live more sustainably and use resources wisely 5.3 Minimise risks to our community from natural disasters
	<b>OUTCOME 6</b> We're healthy and share strong community spirit	6.1 Provide opportunities for our community to be healthy and active 6.2 Encourage social connections and promote inclusion in our community 6.3 Support cultural development, activating places and creativity
	<b>OUTCOME 7</b> We have confidence in our Council	7.1 Demonstrate transparency and ethical behaviour. 7.2 Ensure our finances and assets are sustainable and services are delivered efficiently 7.3 Provide opportunities for our community to participate in making decisions about the City's future
Delivery Program	<b>PERFORMANCE MEASURES</b>	These are assessment methods to measure the effectiveness of the activities each Council service delivers.  It also measures Councils' contribution towards the strategies that help achieve the community outcomes.
	<b>SERVICE ACTIVITIES</b>	These are the activities that are delivered every year by Council's 44 services. The service activities are grouped under the community outcome and strategy they contribute most.
	<b>ACTIONS</b>	These are the specific actions or projects that will be undertaken in 2015 - 16. This is the 1 year Operational Plan.

## SERVICE ACCOUNTABILITIES

Service	Manager/Officer	Outcome
<b>OFFICE OF THE GENERAL MANAGER</b> Stephen Britten		
Corporate Governance	Glenn Schuil	Outcome 7
Council & Corporate Support		Outcome 7
Legal Services	Matthew Bullivant	Outcome 7
Records Management		Outcome 7
Risk Management & Insurance	Ken Muir	Outcome 7
City Partnerships	Barbara Magee	Outcome 1
Marketing		Outcome 1, 6, 7
Communications		Outcome 7
Customer Service		Outcome 7
<b>EXECUTIVE MANAGER CORPORATE</b> Vicki O'Kelly		
Financial Services	Andrew Moore	Outcome 7
Purchasing & Supply		Outcome 7
Workforce & Workplace	Sandy Davies	Outcome 7
Corporate Planning	Fiona Piesman	Outcome 7
Sustainability Planning		Outcome 5, 7
Business Improvement		Outcome 7
Property Development & Management	Chris Moulang	Outcome 1, 4, 7
Information Technology	To be confirmed	Outcome 7
Mapping Information/GIS		Outcome 7
<b>EXECUTIVE MANAGER CITY ASSETS</b> David Burns		
Building Maintenance & Construction	Hans Meijer	Outcome 4
Civil Construction & Maintenance		Outcome 3
Emergency Services Management		Outcome 5
Fleet & Plant Maintenance		Outcome 7
Bushland Management	John Gordon	Outcome 5
City Parks		Outcome 4, 6
Recreation & Leisure Facilities Management	Andrew Robinson	Outcome 6
Design & Project Management	Michael Jackson	Outcome 3, 4
Cemeteries	Yvonne Perkins	Outcome 4
Neighbourhood Facilities Management		Outcome 4
Community Safety		Outcome 4
Public Domain Maintenance		Outcome 4
<b>EXECUTIVE MANAGER CITY PLANNING &amp; COMMUNITY</b> Ruth Goldsmith		
Libraries	Colin Stevenson	Outcome 1, 6
Community & Cultural Development	Erich Weller	Outcome 6
Place Management	Jeni Pollard	Outcome 4
City Planning	Paul Grimson	Outcome 2, 7
Regional Planning & Advocacy		Outcome 1, 2, 3
Children's Services	Janet Keegan	Outcome 1, 6
Economic Initiatives	To be advised	Outcome 1
<b>EXECUTIVE MANAGER ENVIRONMENT &amp; CITY DEVELOPMENT</b> Wayne Mitchell		
Development Applications	Paul Lemm	Outcome 2
Environmental Health		Outcome 1, 5, 6
Development Engineering	Adam Wilkinson	Outcome 2, 3
Floodplain & Stormwater Management		Outcome 5
Traffic Management, Parking & Road Safety		Outcome 3
Fire Safety, Certification & Compliance	Tracy Chalk	Outcome 2, 5
Regulatory Control		Outcome 2, 3, 4, 5
Waste Management		Outcome 5

# WE CAN WORK CLOSE TO HOME



INTRODUCTION

WORK CLOSE TO HOME

PLANNING FOR FUTURE GROWTH

GETTING AROUND OUR CITY

SAFE, VIBRANT PLACES

OUR ENVIRONMENT

HEALTH AND COMMUNITY SPIRIT

COUNCIL

SCHEDULES

Outcome 1

## WE CAN WORK CLOSE TO HOME



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

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

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

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

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





## Strategy 1.1

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

### What we will do from 2013 to 2017 (4 year activities)

#### Service

1.1.1 Build on our partnerships and alliances to achieve shared aspirations for the City's future

Regional Planning & Advocacy

City Partnerships

1.1.2 Market the City through campaigns that build on its strengths and identity

Marketing

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

Property Development & Management

#### 2015 - 16 actions

a. Guide and promote the development of the City Centre, consistent with Penrith Progression

Property Development & Management

b. Investigate council owned sites in the Penrith City Centre and St Marys Town Centre for future development

Property Development & Management

1.1.4 Drive delivery of the Penrith progression Action Plan

Economic Initiatives

#### 2015 - 16 actions

a. Undertake a feasibility study to test the business case for a hotel

Economic Initiatives

1.1.5 Work with partners to create a more sustainable economy for Penrith and the region

Economic Initiatives

#### 2015 - 16 actions

a. Finalise the Economic Development Strategy

Economic Initiatives

### Performance Measure

- % of residents satisfied that Council is supporting and encouraging local industry and jobs (customer survey)
- % of residents that are satisfied with Council's marketing of the City (customer survey)

## Strategy 1.2

Secure infrastructure that improves economic opportunities for existing and new businesses

### What we will do from 2013 to 2017 (4 year activities)

#### Service

1.2.1 Develop and implement a program of advocacy that targets the delivery of key infrastructure and regional employment growth

Regional Planning & Advocacy

#### 2015 - 16 actions

a. Undertake identified planning and advocacy actions to ensure that the outcomes achieved through the development of the Western Sydney Airport and the provision of the necessary supporting regional infrastructure provides the maximum benefits for the community and City

Regional Planning & Advocacy

## Strategy 1.3

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

### What we will do from 2013 to 2017 (4 year activities)

#### Service

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

Environmental Health

## Strategy 1.4

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

What we will do from 2013 to 2017 (4 year activities)	Service
1.4.1 Deliver high quality children's services	Children's Services
1.4.2 Support families with young children through advocacy programs	Children's Services
<b>2015 - 16 actions</b>	
a. Provide access to a range of parenting programs and referral pathways to support families	Children's Services
1.4.3 Implement education and participation programs for identified target groups	Children's Services
<b>2015 - 16 actions</b>	
a. Provide programs that assist to close the gap for Aboriginal and Torres Strait Islander families accessing Children's services	Children's Services
1.4.4 Deliver quality library services that respond to the community's information and leisure needs	Libraries
<b>2015 - 16 actions</b>	
a. Deliver a new Library Management System (LMS) and Radio Frequency ID (RFID) for tagging of collections	Libraries

### Performance Measure

- % of caregivers who report they are able to participate in work or study due to the availability of child care
- % of parents who report that service provided good educational outcomes for their child
- % of children's centres that met or exceeded the national quality standards
- % of participants in library programs that achieve a 90%, or greater participation rate.



# WE PLAN FOR OUR FUTURE GROWTH



## Outcome 2

# WE PLAN FOR OUR FUTURE GROWTH



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

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

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

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



## Strategy 2.1

Facilitate quality development that encourages a range of housing types, employment, recreation and lifestyle opportunities

What we will do from 2013 to 2017 (4 year activities)	Service
2.1.1 Deliver timely assessment of development in accordance with statutory requirements	Development Applications
<b>2015 - 16 actions</b>	
a. Implement an electronic DA process	Development Applications
2.1.2 Deliver timely assessment, regulation and certification of development and building work in accordance with statutory requirements	Fire Safety, Certification & Compliance
<b>2015 - 16 actions</b>	
a. Establish a fast track approvals program for minor development	Fire Safety, Certification & Compliance
2.1.3 Facilitate quality development that contributes to a growth regional City	Development Applications
<b>2015 - 16 actions</b>	
a. Conduct a forum with the development industry on ways to enhance the development application process	Development Applications
2.1.4 Advocate Council's position and respond to planning legislation, building certification and related policies of Government	Development Applications Fire Safety, Certification & Compliance
2.1.5 Provide engineering advice for development applications, strategic planning and policy development	Development Engineering
2.1.6 Plan for and facilitate delivery of release areas and urban renewal in the City	City Planning
<b>2015 - 16 actions</b>	
a. Work with others to advance the planning of Penrith Lakes	City Planning
b. Progress a detailed review of housing demand and supply and typology needs to establish a contemporary strategy for housing in the City	City Planning

### Performance Measure

- % of respondents that are satisfied with the building and development approvals process

## Strategy 2.2

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

What we will do from 2013 to 2017 (4 year activities)	Service
2.2.1 Maintain a contemporary framework of land use and contribution policies, strategies and statutory plans	City Planning
2.2.2 Undertake priority planning projects and statutory processes that contribute to Penrith's role as a Regional City	City Planning
<b>2015 - 16 actions</b>	
a. Progress the Sydney Science Park Planning Proposal	City Planning
2.2.3 Facilitate quality development that contributes to a growing regional City	Development Applications

#### Performance Measure

- % of residents that value the City's natural settings, rural landscapes and built heritage (customer survey)
- % of residents satisfied that new development respects and enhances the identity of our City (customer survey)

## Strategy 2.3

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

What we will do from 2013 to 2017 (4 year activities)	Service
2.3.1 Maintain a contemporary framework of land use and contribution policies, strategies and statutory plans	City Planning
2.3.2 Respond to and influence planning legislation and related policies of government	Regional Planning & Advocacy
2.3.3 Develop and implement a program of advocacy that targets the delivery of key infrastructure and regional employment growth	Regional Planning & Advocacy
<b>2015 - 16 actions</b>	
a. Continue to work with the National Growth Areas Alliance (NGAA) to advocate for infrastructure, services and facilities for the benefit of the City	Regional Planning & Advocacy

#### Performance Measure

- % of residents satisfied that Council is speaking to other levels of government, business and community groups about what the City and residents need (customer survey)
- % of residents satisfied that infrastructure and services meet the needs of a growing population (customer survey)



# WE CAN GET AROUND THE CITY



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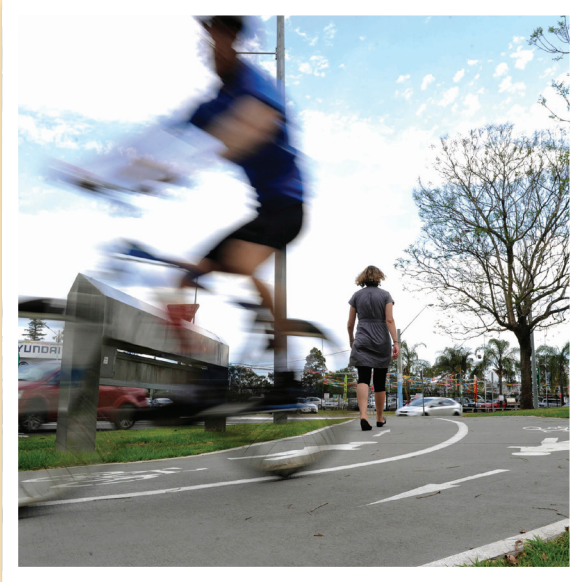
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## Outcome 3

# WE CAN GET AROUND THE CITY



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

Most of our journeys rely on the road network, as the railway line crosses the city east to west but does not provide any north south links. Our original townships grew up along the railway, but the past 30 years of growth has spread out from these areas, isolated from public transport and therefore reliant on cars. Of Penrith's workforce close to 52,000 travel to work

outside the local government area. They rely on cross-City and cross-regional travel to get to work and this can be difficult with the existing public transport network.

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

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

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





## Strategy 3.1

### Secure an effective public transport network

#### What we will do from 2013 to 2017 (4 year activities)

#### Service

- |       |  |   |
|-------|--|---|
| 3.1.1 | Develop and implement a program of advocacy that targets the delivery of key infrastructure and regional employment growth | Regional Planning & Advocacy              |
| 3.1.2 | Advocate and provide advice on all modes of transport services, parking and facilities                                     | Traffic Management, Parking & Road Safety |

#### Performance Measure

- % of residents that are using public transport to get to work or study (customer survey)

## Strategy 3.2

### Provide a safe, efficient road network supported by parking

#### What we will do from 2013 to 2017 (4 year activities)

#### Service

- |       |   |                                  |
|-------|---|----------------------------------|
| 3.2.1 | Construct, manage and maintain Council's roads, drains, bridges and paths | Civil Construction & Maintenance |
|-------|---|----------------------------------|

#### 2015 - 16 actions

- Undertake Roads To Recovery Program (refer to Schedule 1 for complete program)
- Undertake the Roads Reconstruction Program (refer to Schedule 1 for complete program)
- Undertake the Roads Resurfacing Program (refer to Schedule 1 for complete program)
- Undertake the Kerb and Drainage Construction Program (refer to Schedule 1 for complete program)
- Implement the Traffic Management Parking and Road Safety Program (refer to Schedule 1 for complete program)

Civil Construction & Maintenance

- |       |   |   |
|-------|---|---|
| 3.2.2 | Provide designs and plans for Council's parks, buildings, roads and drains  | Design & Project Management               |
| 3.2.3 | Manage the delivery of Council's major infrastructure projects  | Design & Project Management               |
| 3.2.4 | Provide a certification service for development related civil assets  | Development Engineering                   |
| 3.2.5 | Optimise the efficient use of car parking spaces in the Penrith City Centre   | Regulatory Control                        |
| 3.2.6 | Provide technical advice on traffic issues and plan for the delivery of traffic, shared paths, bicycle and bus shelter facilities | Traffic Management, Parking & Road Safety |
| 3.2.7 | Manage programs and initiatives that improve road safety, efficiency, and the parking network                                     | Traffic Management, Parking & Road Safety |
| 3.2.8 | Advocate and provide advice on all modes of transport services, parking and facilities  | Traffic Management, Parking & Road Safety |

#### 2015 - 16 actions

- Investigate and adopt a position on a paid parking scheme for the Penrith City Centre including consideration of timeline implications
- Confirm a location and funding options for additional decked parking in the City Centre

Traffic Management, Parking & Road Safety

#### Performance Measure

- % of residents that are satisfied with the ease of traffic flow (customer survey)
- % of residents that are satisfied with the safety of local roads (customer survey)
- % of residents that are satisfied with the condition of local roads (customer survey)
- % of residents that are satisfied with the provision of parking (customer survey)

## Strategy 3.3

### Improve the City's footpaths and shared pathway network

What we will do from 2013 to 2017 (4 year activities)	Service
3.3.1 Construct, manage and maintain Council's roads, drains, bridges and paths	Civil Construction & Maintenance
<b>2015 - 16 actions</b>	
a. Undertake the Footpath Delivery Program (refer to Schedule 1 for complete program)	Civil Construction & Maintenance
3.3.2 Provide technical advice on traffic issues and plan for the delivery of traffic management infrastructure, shared paths, bicycle and bus shelter facilities	Traffic Management, Parking & Road Safety
<b>2015 - 16 actions</b>	
a. Deliver the shared pathway between St Marys and Penrith	Traffic Management, Parking & Road Safety
<b>Performance Measure</b>	
<ul style="list-style-type: none"> <li>• % of residents that walk or cycle to get to work or study (customer survey)</li> <li>• % of residents that are satisfied with footpaths (customer survey)</li> <li>• % of residents that are satisfied with cycle ways (customer survey)</li> </ul>	

## Strategy 3.4

### Improve critical cross regional transport connections

What we will do from 2013 to 2017 (4 year activities)	Service
3.4.1 Develop and implement a program of advocacy that targets the delivery of key infrastructure and regional employment growth	Regional Planning & Advocacy
3.4.2 Advocate and provide advice on all modes of transport services, parking and facilities	Traffic Management, Parking & Road Safety

## Strategy 3.5

### Secure an efficient, integrated and sustainable freight network

What we will do from 2013 to 2017 (4 year activities)	Service
3.5.1 Develop and implement a program of advocacy that targets the delivery of key infrastructure and regional employment growth	Regional Planning & Advocacy
3.5.2 Advocate and provide advice on all modes of transport services, parking and facilities	Traffic Management, Parking & Road Safety



# WE HAVE SAFE, VIBRANT PLACES



## Outcome 4

# WE HAVE SAFE, VIBRANT PLACES



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

The character of our City has in part been shaped by its location, natural settings, rural landscapes and the Nepean River. It has also been shaped by a great lifestyle,

close-knit community and family-friendly environment. The rural areas of the City provide opportunities for agricultural activities and rural-residential living. The urban areas are mostly residential supported by local shopping centres, schools and parks. The balance of rural and urban areas is what makes us different and shapes our identity.

The City's three key major centres are the Penrith City Centre, St Marys Town Centre and Kingswood Specialised Centre. There are around 20 local shopping centres and five rural villages in the City with a number of smaller clusters of shops. Our centres offer a range of community services, retail, commercial, residential, educational, entertainment and cultural activities.

As the City grows our lifestyle needs change, but residents told us it was important to them that the character and sense of place in our centres and neighbourhoods is retained.

Council is planning and implementing public domain projects to renew the Penrith City Centre, St Marys Town Centre and Kingswood Specialised Centre. It is working to activate the public areas adjacent to the River (e.g. Tench Reserve) and improve the connection from the Penrith City Centre to the Nepean River. Council has several programs that focus on revitalising the older established areas of the City.



## Strategy 4.1

### Improve our public spaces and places

What we will do from 2013 to 2017 (4 year activities)	Service
4.1.1 Manage the construction, renewal and maintenance of Council's buildings and facilities	Building Maintenance & Construction
4.1.2 Implement the Building Asset Renewal Program (refer to Schedule 1 for complete program)	Building Maintenance & Construction
<b>2015 - 16 actions</b>	Building Maintenance & Construction
a. Undertake the bus shelter program	
4.1.3 Manage and maintain cemeteries under the care and control of Council using adopted Plans of Management	Cemeteries
<b>2015 - 16 actions</b>	
a. Provide additional interment options for all operational cemeteries	Cemeteries
b. Establish a priority of conservation works for significant heritage monuments in all Council managed cemeteries and seek funding opportunities for conservation projects	
4.1.4 Manage and maintain the City's sports grounds, parks and open space	City Parks
4.1.5 Implement the Parks Asset Renewal Program (refer to Schedule 1 for complete program)	City Parks
4.1.6 Manage trees across the City	City Parks
<b>2015 - 16 actions</b>	
a. Develop a City wide tree management policy to inform tree owners on the management of trees	City Parks
4.1.7 Maintain a Community Safety Plan for the City	Community Safety
4.1.8 Provide security services to council property and public areas	Community Safety
4.1.9 Provide designs and plans for Council's parks, buildings, roads and drains	Design & Project Management
4.1.10 Manage the development of master plans and designs for Council's assets and public domain	Design & Project Management
<b>2015 - 16 actions</b>	
a. Investigate land capability including flood restrictions and current usage for a picnic area at the east end of Russell Street	Design & Project Management
4.1.11 Manage the delivery of Council's major infrastructure projects	Design & Project Management
4.1.12 Provide advice on development proposals for streetscape improvements, parks and buildings	Design & Project Management
4.1.13 Improve levels of public safety and amenity across the City through quality public space maintenance	Public Domain Maintenance
<b>2015 - 16 actions</b>	
a. Implement recurrent annual Public Domain Maintenance programs	Public Domain Maintenance

## Strategy 4.1

### Improve our public spaces and places

#### What we will do from 2013 to 2017 (4 year activities)

#### Service

4.1.14 Liaise with State and Federal Government agencies to reach agreements to deliver enhanced presentation and amenity of their property and infrastructure visible from public spaces	Public Domain Maintenance
4.1.15 Implement the Public Amenity Replacement Program	Public Domain Maintenance
4.1.16 Protect public lands and community facilities, and enforce compliance	Regulatory Control
4.1.17 Manage companion animal ownership	Regulatory Control

#### 2015 - 16 actions

a. Undertake an annual education program for Responsible Pet Ownership for animal owners	Regulatory Control
--	--------------------

#### Performance Measure

- % of residents that are satisfied with access to the City's public spaces (customer survey)
- % of residents that are satisfied with the safety of the City's public spaces (customer survey)
- % of residents that are satisfied with the condition of public spaces (customer survey)
- % of residents that are satisfied with graffiti removal (customer survey)
- % of residents that are satisfied with the cleaning of streets and public spaces (customer survey)
- % of residents that are satisfied with street and public space lighting (customer survey)
- % of residents that are satisfied with the cleanliness and condition of public toilets (customer survey)
- % of residents that are satisfied with domestic animal control (customer survey)
- % of residents that are satisfied with parks, playgrounds and reserves (customer survey)



## Strategy 4.2

### Grow and revitalise our centres and neighbourhoods

#### What we will do from 2013 to 2017 (4 year activities)

#### Service

- |       |   |                                     |
|-------|---|-------------------------------------|
| 4.2.1 | Manage neighbourhood facilities using adopted management practice   | Neighbourhood Facilities Management |
| 4.2.2 | Implement the Neighbourhood Facilities Improvement Program  | Neighbourhood Facilities Management |
| 4.2.3 | Support the revitalisation of Penrith City Centre, St Marys Town Centre and other key identified places within the City | Place Management                    |

#### 2015 - 16 actions

- |    |   |                  |
|----|---|------------------|
| a. | Implement key recommendations for Place Management from the Penrith Progression Action Plan | Place Management |
|----|---|------------------|

- |       |   |                  |
|-------|---|------------------|
| 4.2.4 | Engage the community in identified priority established areas of the City | Place Management |
|-------|---|------------------|

#### 2015 - 16 actions

- |    |  |                  |
|----|--|------------------|
| a. | Engage with residents on projects that have been identified in Neighbourhood Action Plans    | Place Management |
| b. | Engage the community of Colyton in a process to create sustainable change in their community |                  |

- |       |  |                  |
|-------|--|------------------|
| 4.2.5 | Work with the community to deliver priority infrastructure and activation projects in identified established areas of the City | Place Management |
|-------|--|------------------|

#### 2015 - 16 actions

- |    |   |                  |
|----|---|------------------|
| a. | Support the delivery of park enhancements at Werrington Lakes | Place Management |
|----|---|------------------|

- |       |  |                                   |
|-------|--|-----------------------------------|
| 4.2.6 | Utilise Council's property portfolio to stimulate growth and development opportunities in the City | Property Development & Management |
|-------|--|-----------------------------------|

#### 2015 - 16 actions

- |    |   |                                   |
|----|---|-----------------------------------|
| a. | Continue the work of the Steering Committee, comprising representatives from lend Lease and council officers, to complete the studies required to allow lodgement of the development application for construction for the Dunheved Link Road and to commence construction | Property Development & Management |
|----|---|-----------------------------------|

- |       |   |                             |
|-------|---|-----------------------------|
| 4.2.7 | Manage the development of master plans and designs for Council's assets and public domain | Design & Project Management |
|-------|---|-----------------------------|

#### Performance Measure

- % of participants in neighbourhood renewal projects who report a positive change in their neighbourhood
- % of residents that are satisfied with community buildings, neighbourhood facilities, community halls and centres (customer survey)





# WE CARE FOR OUR ENVIRONMENT



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## WE CARE FOR OUR ENVIRONMENT



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

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

Council is the steward of approximately 1271ha of open space with an estimated 274ha of natural areas which have biodiversity

value. To manage our environment for future generations we must balance growth with the need to preserve our natural environment, support agriculture and build on our local fresh food production and other rural activities.

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

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

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

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



## Strategy 5.1

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

What we will do from 2013 to 2017 (4 year activities)	Service
5.1.1 Provide regulatory service to the community targeting unauthorised land use and development, whilst promoting environmental best practice	Regulatory Control
<b>2015 - 16 actions</b>	Regulatory Control
a. Undertake an education program for sedimentation and erosion controls and builder's waste storage units on sites in the new residential release areas	Regulatory Control
b. Undertake an education program on the issue of land filling and its impacts on the environment (including stormwater runoff and flooding)	
5.1.2 Manage and maintain Council owned natural areas	Bushland Management
5.1.3 Facilitate community involvement in bushland management	Bushland Management
5.1.4 Contribute to the protection and enhancement of the City's natural environment	Environmental Health
5.1.5 Collaboratively manage illegal dumping across Western Sydney (RID Squad)	Regulatory Control

#### Performance Measure

- % of residents who are satisfied that the Nepean River and creeks are healthy (customer survey)
- % of residents satisfied with the protection of bushland, natural environment and wildlife (customer survey)
- % of bush care volunteers who report increased skills and knowledge about bush care
- % of bush care volunteers who feel they have made a valuable contribution to the environment

## Strategy 5.2

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

What we will do from 2013 to 2017 (4 year activities)	Service
5.2.1 Contribute to the protection and enhancement of the City's natural environment	Environmental Health
5.2.2 Implement a coordinated program of community engagement activities	Sustainability Planning
5.2.3 Manage resource recovery and waste collection services	Waste Management
<b>2015 - 16 actions</b>	
a. Investigate innovative resource recovery and waste management collection programs for medium density development	Waste Management
5.2.4 Deliver education and communication programs	Waste Management
<b>2015 - 16 actions</b>	
a. Provide a communications and promotions program to support the Penrith Recycling Centre	Waste Management

#### Performance Measure

- % of residents satisfied with household waste and recycling services (customer survey)
- % of participants in sustainability programs that report they will change their behavior as a result of knowledge gained

## Strategy 5.3

### Minimise risks to our community from natural disasters

What we will do from 2013 to 2017 (4 year activities)	Service
5.3.1 Support emergency services and other agencies in preparing for and responding to emergencies	Emergency Services Management
5.3.2 Manage infrastructure and plant to ensure volunteers are provided with adequate resources	Emergency Services Management
5.3.3 Provide a strategic framework to manage floodplains and inform land use policy	Floodplain & Stormwater Management
<b>2015 - 16 actions</b>	
a. Prepare the South Creek flood risk management plan	Floodplain & Stormwater Management
b. Commence the Nepean River flood risk management plan	
5.3.4 Ensure contemporary modelling of stormwater systems and provide technical advice on floodplain and stormwater issues	Floodplain & Stormwater Management
<b>2015 - 16 actions</b>	
a. Complete the Nepean River flood study	
b. Complete the Little Creek (Oxley Park) flood study	Floodplain & Stormwater Management
c. Complete the College Creek, Orth Creek and Werrington Creek flood study	
d. Complete the Peachtree and Lower Surveyors Creek flood study	
5.3.5 Identify opportunities to respond to a changing climate	Sustainability Planning



# WE ARE HEALTHY AND SHARE STRONG COMMUNITY SPIRIT



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## Outcome 6

# WE ARE HEALTHY AND SHARE STRONG COMMUNITY SPIRIT



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

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

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

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

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



## Strategy 6.1

### Provide opportunities for our community to be healthy and active

What we will do from 2013 to 2017 (4 year activities)	Service
6.1.1 Manage and maintain the City's sports grounds, parks and open space	City Parks
6.1.2 Resource and implement social programs that contribute to community wellbeing	Community & Cultural Development
<b>2015 - 16 actions</b>	Community & Cultural Development
a. Implement the active living and community participation project	
6.1.3 Contribute to the health and wellbeing of the City's community	Environmental Health
6.1.4 Deliver quality library services that respond to the community's changing need for information and leisure	Libraries
<b>2015 - 16 actions</b>	Libraries
a. Promote and progress the Library Facilities Plan	
6.1.5 Manage sport and recreation facilities, programs and services	Recreation & Leisure Facilities Management
<b>2015 - 16 actions</b>	Recreation & Leisure Facilities Management
a. Develop a business feasibility study investigating the provision of a fitness gym facility at St Clair Leisure Centre	
6.1.6 Provide and maintain sport and recreation facilities that meet community needs	Recreation & Leisure Facilities Management
<b>2015 - 16 actions</b>	Recreation & Leisure Facilities Management
a. Confirm the location, cost and management of a synthetic sports ground surface and associated infrastructure for grant application and project readiness	
b. Develop a business model for the operation of an all weather synthetic athletics track and identify funding opportunities for its installation	
c. Progress infrastructure design detail for Gipps Street Community Park	
d. Investigate funding opportunities for the implementation of the master plans for Ripples St Marys and Ripples Penrith	
e. Develop a contemporary Recreational and Leisure Strategy for the City, incorporating investigation of the provision of skate parks at South St Marys and Cambridge Park	
6.1.7 Advocate for sport and recreation venues and services for the City	Recreation & Leisure Facilities Management
<b>2015 - 16 actions</b>	Recreation & Leisure Facilities Management
a. Support Rowing NSW to progress its plans to develop a Rowing Centre at Weir Reserve	
6.1.8 Support sport and recreation partners and networks	Recreation & Leisure Facilities Management
<b>2015 - 16 actions</b>	Recreation & Leisure Facilities Management
a. Review opportunities to develop facility development partnerships with state and national sports organisations	

## Strategy 6.1

### Provide opportunities for our community to be healthy and active

What we will do from 2013 to 2017 (4 year activities)

Service

#### Performance Measure

- % of residents that are satisfied with food safety and hygiene in local eateries and restaurants (customer survey)
- % of residents that are satisfied with library services (customer survey)
- % of residents that are satisfied with parks, playgrounds and reserves (customer survey)
- % of residents that are satisfied with sporting fields (customer survey)
- % of residents that are satisfied with swimming pools and leisure centres (customer survey)
- % of residents that are satisfied with the City's community and recreation facilities and programs (customer survey)
- % of residents that are satisfied their access to the City's parks, playgrounds and reserves (customer survey)
- % of residents that are satisfied with the safety of the City's parks, playgrounds and reserves (customer survey)
- % of residents who participate in sporting or recreational activities at least once a month (customer survey)
- % of residents that feel Council supports the health and wellbeing of our communities (customer survey)





## Strategy 6.2

### Encourage social connections and promote inclusion in our community

#### What we will do from 2013 to 2017 (4 year activities)

#### Service

6.2.1 Implement education and participation programs for identified target groups Children's Services

#### 2015 - 16 actions

a. Provide a range of innovative programs that support inclusion and participation such as music and play therapy Children's Services

6.2.2 Develop effective responses to the social impacts of growth, redevelopment and change Community & Cultural Development

#### 2015 - 16 actions

a. Facilitate delivery of the Jordan Springs community hub  
b. Facilitate the implementation of Council's affordable housing commitments  
c. Lead the implementation of the Penrith Homelessness Summit actions Community & Cultural Development

6.2.3 Coordinate events and engage with a broad range of community partners, including other levels of government, to build community capacity Community & Cultural Development

6.2.4 Facilitate and resource community service networks to support social cohesion Community & Cultural Development

6.2.5 Liaise with Aboriginal organisations and residents to develop initiatives that contribute to community strength Community & Cultural Development

6.2.6 Conduct and support a program of events Marketing

#### Performance Measure

- % of people surveyed at an event or activity that feel part of their community
- % of organisations who attend interagency networks that feel supported by Council
- % of residents actively involved in volunteer or community organisations (customer survey)
- % of residents that are satisfied with services and facilities for older people (customer survey)
- % of residents that are satisfied with services and facilities for youth (customer survey)
- % of residents who feel safe in their neighbourhood (customer survey)
- % of residents that feel part of their neighbourhood or community (customer survey)
- % of residents that are satisfied with local community festivals and events (customer survey)
- % of residents who feel proud of where they live (customer survey)

## Strategy 6.3

### Support cultural development, activating places and creativity

#### What we will do from 2013 to 2017 (4 year activities)

#### Service

6.3.1 Implement projects and activities to enhance the cultural vitality of the City Community & Cultural Development

#### 2015 - 16 actions

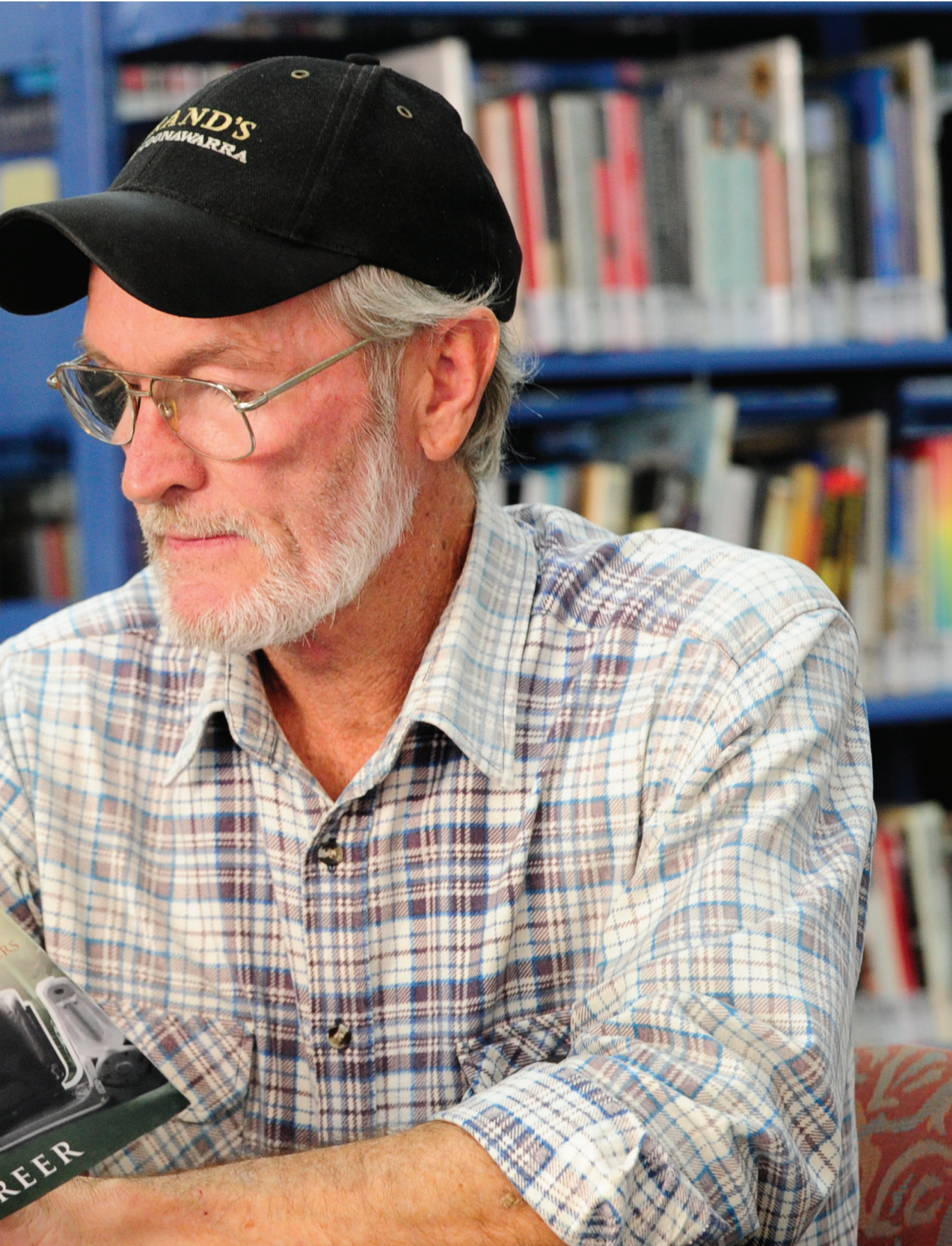
a. Implement the St Marys Queen Street Riches and Textures project Community & Cultural Development

#### Performance Measure

- % of residents that participate in or attend cultural activities or events (customer survey)
- % of residents that feel cultural diversity is valued and celebrated (customer survey)
- % of residents that feel creativity is valued and celebrated (customer survey)



# WE HAVE CONFIDENCE IN OUR COUNCIL



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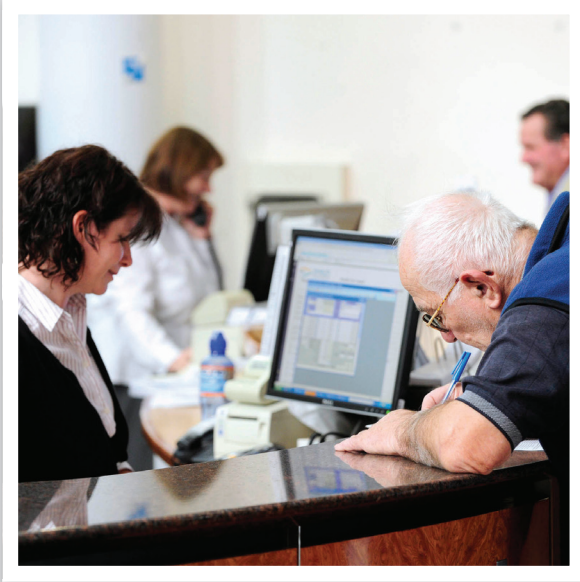
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Outcome 7

## WE HAVE CONFIDENCE IN OUR COUNCIL



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



<b>Strategy 7.1</b>	
<b>Demonstrate transparency and ethical behaviour</b>	
<b>What we will do from 2013 to 2017 (4 year activities)</b>	<b>Service</b>
7.1.1 Provide an accurate and timely planning information service	City Planning
7.1.2 Ensure that the organisation promotes ethical behaviour, risk management, transparent decision making and meets contemporary governance standards	Corporate Governance
<b>2015 - 16 actions</b>	
a. Review the system and guidelines for community access to Council	Corporate Governance
7.1.3 Manage Council's corporate reporting	Corporate Planning
7.1.4 Manage Council's reporting system and meeting processes	Council & Corporate Support
7.1.5 Support the Councillors in meeting their statutory obligations and roles as community representatives	Council & Corporate Support
7.1.6 Support the organisation to meet corporate statutory obligations	Council & Corporate Support
7.1.7 Provide the information technology infrastructure and support to enable effective and efficient delivery of the organisation's services	Information Technology
7.1.8 Provide Council with legal administration, conveyancing and advice services	Legal Services
7.1.9 Provide Council with dispute resolution, litigation and advocacy services	Legal Services
7.1.10 Manage Council's mapping and geographical information systems to support the organisation's effectiveness and to comply with legislation	Mapping Information / GIS
7.1.11 Manage Council's property portfolio	Property Development & Management
7.1.12 Manage Council's Records Management program to ensure compliance	Records Management
7.1.13 Manage access applications to meet statutory requirements	Records Management
7.1.14 Support Council in managing enterprise risk and compliance	Risk Management & Insurance
<b>2015 - 16 actions</b>	
a. Finalise implementation of a business strategic risk management framework	Risk Management & Insurance
7.1.15 Manage insurance and claims	Risk Management & Insurance
<b>2015 - 16 actions</b>	
a. Review workers compensation model following 5 year implementation of Retro-paid model	Risk Management & Insurance
7.1.16 Provide a human resources management service that responds to contemporary and emerging workforce and workplace issues through strategy and policy development	Workforce & Workplace
7.1.17 Support the organisation to meet statutory and regulatory requirements for employee relations, EEO and WHS	Workforce & Workplace

## Strategy 7.1

### Demonstrate transparency and ethical behaviour

What we will do from 2013 to 2017 (4 year activities)

Service

#### Performance Measure

- % of residents that feel Council is responsible (customer survey)
- % of residents that feel Council understands the community's needs and expectations (customer survey)

## Strategy 7.2

### Ensure our finances and assets are sustainable and services are delivered efficiently

What we will do from 2013 to 2017 (4 year activities)

Service

7.2.1 Support organisational development and change initiatives

Business Improvement

#### 2015 - 16 actions

a. Improve customer service to provide a better customer experience

Business Improvement

7.2.2 Review and maintain contemporary corporate strategy and planning documents

Corporate Planning

7.2.3 Manage Council's financial sustainability and meet statutory requirements

Financial Services

#### 2015 - 16 actions

a. Review City wide rating structure

b. Complete community consultation to ensure all service and infrastructure needs are being addressed and explore associated funding options, including an additional special rate variation along side the renewal of the AREAS special rate variation.

Financial Services

c. Conduct consultation to inform and then implement the Public Open Space Reinvestment Strategy

7.2.4 Manage and maintain Council's fleet, plant and equipment

Fleet & Plant  
Maintenance

7.2.5 Manage Council's property portfolio

Property Development  
& Management

#### 2015 - 16 actions

a. Identify surplus land sites with the opportunity for better utilisation for the benefit of the city and community

Property Development  
& Management

7.2.6 Manage Council's procurement policies and procedures

Purchasing & Supply

7.2.7 Mainstream corporate sustainability

Sustainability Planning

7.2.8 Identify ways to use resources more efficiently

Sustainability Planning

7.2.9 Provide a human resources management service that responds to contemporary and emerging workforce and workplace issues through strategy and policy development

Workforce & Workplace



## Strategy 7.2

### Ensure our finances and assets are sustainable and services are delivered efficiently

#### What we will do from 2013 to 2017 (4 year activities)

#### Service

7.2.10 Provide staff with opportunities for learning and development

Workforce & Workplace

7.2.11 Manage Council's workers compensation and injury management

Workforce & Workplace

#### Performance Measure

- Council's unrestricted current ratio (excluding internal loans) is greater than 1.25:1
- % of councils assets in good condition or better
- % of residents who are satisfied with the overall performance of Penrith Council (customer survey)
- % of residents that feel Council delivers value for the rate dollar (customer survey)

## Strategy 7.3

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

#### What we will do from 2013 to 2017 (4 year activities)

#### Service

7.3.1 Provide information about Council's services and policy positions

Communications

7.3.2 Manage Council's corporate planning and engagement program

Corporate Planning

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

Customer Service

7.3.4 Provide an information service for visitors to the City

Marketing

#### Performance Measure

- % of residents satisfied with information on Council about services and facilities (customer survey)
- % of residents that are satisfied with their level of access to council's services, information and facilities (customer survey)
- % of residents who know who to contact for representation and information (customer survey)
- % of residents who feel Council provides opportunities for residents to participate in planning and to have a say about the City's future (customer survey)
- % of residents who feel Council communicates well with residents (customer survey)





# SCHEDULES



INTRODUCTION

WORK CLOSE TO HOME

PLANNING FOR FUTURE GROWTH

GETTING AROUND OUR CITY

SAFE, VIBRANT PLACES

OUR ENVIRONMENT

HEALTH AND COMMUNITY SPIRIT

COUNCIL

SCHEDULES

## SCHEDULE 1

### Schedule 1 – Proposed Civil Construction & Maintenance Program, Building Asset Renewal Program, Parks Asset Renewal Program and City Centres Improvement Program for 2015-16

#### Roads to Recovery Program for 2015-16

NORTH WARD				
Street	Location	Suburb	Length (metres)	Cost \$
Fourth Avenue	Third Avenue to 500 west of Third Avenue	Llandilo	500	195,000
Terrybrook Road	Third Avenue to Ninth Avenue	Llandilo	500	250,000
Third Road	Llandilo Road to 600m east of Llandilo Road	Berkshire Park	600	200,000
			TOTAL	<b>645,000</b>

SOUTH WARD				
Street	Location	Suburb	Length (metres)	Cost \$
Batt Sreet	Penrith Place to Production Place	Jamisontown	177	145,831
Batt Sreet	Production Place to York Road	Jamisontown	214	171,700
			TOTAL	<b>317,531</b>

EAST WARD				
Street	Location	Suburb	Length (metres)	Cost \$
Bakers Lane	Complete section from previous years	Kemps Creek	350	313,000
Carpenter Street	Adams Crescent to Shultz Street	St Marys	7	6,700
Carpenter Street	Shultz Street to Tidswell Street	St Marys	107	102,700
Carpenter Street	Tidswell Street to White Parade	St Marys	90	86,400
Carpenter Street	White Parade to Mark Street	St Marys	67	64,300
Carpenter Street	Mark Street to Marsden Road	St Marys	93	89,300
Hewitt Street	Roper Road to Carpenter Street	Colyton	207	204,100
Moore Street	Melville Road to Todd Row	St Clair	218	112,500
Moore Street	Todd Row to Macarthur Street	St Clair	15	13,700
Moore Street	Macarthur Street Endeavour Street	St Clair	167	150,300
			TOTAL	<b>1,143,000</b>

## Urban Road Resealing/Resheeting Program for 2015-16 (Amount Available \$3,974,398)

NORTH WARD				
Street	Location	Suburb	Length (metres)	Cost \$
Andromeda Drive	Procyon Place to Geneva Road	Cranebrook	121	46,900
Andromeda Drive	Geneva Road to Bellatrix Street	Cranebrook	223	126,900
Banjo Crescent	Koloona Drive to Koloona Drive	Emu Plains	244	28,600
Borodin Close	Andromeda Drive to Indy Place	Cranebrook	61	16,000
Borodin Close	Indy Place to CHN 93	Cranebrook	93	24,400
Borodin Close	CHN 93 to dead end	Cranebrook	53	10,300
Bottlebrush Drive	Greygums Road to Eucalyptus Drive	Cranebrook	72	16,400
Bottlebrush Drive	Eucalyptus Drive to Pinetree Avenue	Cranebrook	145	32,900
Bottlebrush Drive	Pinetree Avenue to Mahogany Close	Cranebrook	102	23,200
Bottlebrush Drive	Mahogany Close to Ironbark Drive	Cranebrook	64	14,500
Bottlebrush Drive	Ironbark Drive to Opus Place	Cranebrook	64	14,500
Bottlebrush Drive	Opus Place to Pinetree Avenue	Cranebrook	267	60,700
Bottlebrush Drive	Pinetree Avenue to dead end	Cranebrook	68	15,400
Etchell Place	Corsair Crescent to dead end	Cranebrook	154	18,100
Geneva Road	Vincent Road to Antares Place	Cranebrook	90	27,300
Geneva Road	Antares Place to Andromeda Drive	Cranebrook	93	28,200
Indy Place	Borodin Close to dead end	Cranebrook	51	10,900
Koloona Drive	Barina Crescent to Adelong Close	Emu Plains	72	20,000
Koloona Drive	Adelong Close to Monaro Place	Emu Plains	109	30,300
Koloona Drive	Monaro Place to Banjo Crescent	Emu Plains	275	51,900
Koloona Drive	Banjo Crescent to Kyre Crescent	Emu Plains	43	10,100
Koloona Drive	Kyre Crescent to Banjo Crescent	Emu Plains	84	15,800
Koloona Drive	Banjo Crescent to Kyre Crescent	Emu Plains	225	42,400
Koloona Drive	Kyre Crescent to Koloona Drive	Emu Plains	91	17,200
Kyre Crescent	Koloona Drive to Koloona Drive	Emu Plains	383	71,400
Lockyer Ave	Henry Lawson Avenue to end of road	Werrington County	945	136,100

## NORTH WARD

Street	Location	Suburb	Length (metres)	Cost \$
Opus Place	Bottlebrush Drive to dead end	Cranebrook	72	9,400
Palamino Road	Wedmore Road to Annie Spence Close	Emu Heights	137	31,800
Palamino Road	Annie Spence Close to Holsten Close	Emu Heights	193	44,800
Palamino Road	Holsten Close to Haflinger Close	Emu Heights	114	26,500
Palamino Road	Haflinger Close to Landais Place	Emu Heights	93	21,600
Palamino Road	Landais Place to Dartmoor Circuit	Emu Heights	211	23,800
Palamino Road	Dartmoor Circuit to Brumby Crescent	Emu Heights	67	15,600
Palamino Road	Brumby Crescent to Ambler Close	Emu Heights	84	19,500
Palamino Road	Ambler Close to Russell Street	Emu Heights	79	18,400
Pinetree Avenue	Bottlebrsh Drive to Bottlebrsh Drive	Cranebrook	200	33,100
Rugby Street	Wrench Street to Twickenham Avenue	Cambridge Park	87	33,400
Rugby Street	Twickenham Avenue to Wembley Avenue	Cambridge Park	85	32,600
Rugby Street	Wembley Avenue to Coral Place	Cambridge Park	157	60,300
Timber Grove	Harvest Glen to end of road	Werrington Downs	109	15,600
		<b>TOTAL</b>	<b>5,880</b>	<b>1,296,800</b>

EAST WARD				
Street	Location	Suburb	Length (metres)	Cost \$
Archer Court	Explorers Way to end	St Clair	31	8,500
Aries Place	Dilga Crescent to end of road	Erskine Park	99	15,900
Ash Street	Willow Road to Wattle Street	Nth St Marys	169	40,100
Barcoo Close	Dilga Crescent to end of road	Erskine Park	152	24,500
Birch Street	Kurrajong Road to Wilga Street	Nth St Marys	234	35,000
Birch Street	Wilga Street to Debrincat Avenue	Nth St Marys	232	34,700
Caddens Road	Silkwood Avenue to Gipps Street	Claremont Meadows	250	40,300
Chapel Street	Lethbridge Street to Glossop Street	St Marys	215	54,200
Cobar Place	Fantail Crescent to end of road	Erskine Park	32	8,200
Davidson Close	Bradman Av to Dead End	St Clair	110	17,200
Dilga Crescent	Peppertree Drive to Aries Place	Erskine Park	222	35,700
Dilga Crescent	Aries Place to Lima Place	Erskine Park	127	20,400
Dilga Crescent	Lima Place to Phoenix Crescent	Erskine Park	76	12,200
Dorothy Crescent	Carpenter Street to Carpenter Street	Colyton	397	57,500
Fantail Crescent	Fantail Crescent to Cobar Place	Erskine Park	242	39,500
Fantail Crescent	Cobar Place to Utah Place	Erskine Park	71	11,600
Kala Circuit	Clyde Avenue to Clyde Avenue	St Clair	370	95,900
Kippax Place	Bradman Avenue to dead end	St Clair	92	14,400
Lima Place	Dilga Crescent to end of road	Erskine Park	44	7,100
McCartney Crescent	Blackwell Avenue to Blackwell Avenue	St Clair	388	102,000
Miner Glen	Wabler Street to end of road	Erskine Park	50	40,000
Mundowie Place	Myrtle Road to end of road	Claremont Meadows	218	35,600
Myrtle Road	Sunflower Drive to Lima Close	Claremont Meadows	85	37,500
Myrtle Road	Lima Close to Mundowie Place	Claremont Meadows	114	50,300
Myrtle Road	Mundowie Place to San Diego Street	Claremont Meadows	124	53,400
Oldfield Circuit	Bradman Av to dead end	St Clair	90	14,300
Pharlap Place	Explorers Way to end of road	St Clair	121	29,800
Phoenix Crescent	Peppertree Drive to Ford Place	Erskine Park	126	33,100
Phoenix Crescent	Ford Place to Dilga Crescent	Erskine Park	72	18,900
Phoenix Crescent	Dilga Crescent to Pearl Close	Erskine Park	285	74,900

## EAST WARD

Street	Location	Suburb	Length (metres)	Cost \$
Phoenix Crescent	Pearl Close to Peppertree Drive	Erskine Park	89	23,400
Power Street	Roadside Parking	St Marys	-	42,000
The Grandstand Road	Blackwell Avenue to Benaud Court	St Clair	112	33,900
The Grandstand Road	Benaud Court to Hassett Place	St Clair	73	22,100
The Grandstand Road	Hassett Place to Grimmatt Court	St Clair	100	30,300
The Grandstand Road	Grimmett Court to Mccabe Close	St Clair	82	24,800
The Grandstand Road	Mccabe Close to Noble Place	St Clair	73	22,100
The Grandstand Road	Noble Place to Lindwell Court	St Clair	50	15,200
The Grandstand Road	Lindwell Court to Bradman Avenue	St Clair	60	18,200
The Grandstand Road	Bradman Avenue to Blackwell Avenue	St Clair	62	18,800
		<b>TOTAL</b>	<b>5,539</b>	<b>1,313,500</b>
		<b>City Wide Pavement Rejuvenation</b>		<b>149,998</b>

## SOUTH WARD

Street	Location	Suburb	Length (metres)	Cost \$
Andrews Rd Carpark	Unsealed Section	Penrith	-	35,000
Bluewren Close	Scrubwren Place to dead end	Glenmore Park	77	16,900
Bujan Street	Kiber Drive to Durali Road	Glenmore Park	95	13,100
Bujan Street	Durali Road to Bundeluk Crescent	Glenmore Park	113	16,600
Bujan Street	Bundeluk Crescent to Kuma Place	Glenmore Park	146	20,800
Bujan Street	Kuma Place to Kiber Drive	Glenmore Park	115	16,400
Diana Place	Bickley Road to end of road	South Penrith	104	47,900
Doonmore Street	Jamison Road to Darling Street	Penrith	86	23,900
Doonmore Street	Darling Street to Cronin Street	Penrith	35	9,800
Doonmore Street	Cronin Street to Jipp Street	Penrith	42	11,700
Doonmore Street	Jipp Street to Stafford Street	Penrith	86	23,900
Doonmore Street	Stafford Street to Tornaros Avenue	Penrith	105	29,200
Doonmore Street	Tornaros Avenue to Derby Street	Penrith	115	32,000
Doonmore Street	Derby Street to Lethbridge Street	Penrith	193	54,200
Dorrington Place	Enfield Street to end of road	Glenmore Park	154	34,900
Fairywren Close	Scrubwren Place to Magpie Place	Glenmore Park	50	14,800

SOUTH WARD				
Street	Location	Suburb	Length (metres)	Cost \$
Fairywren Close	Magpie Place to end of road	Glenmore Park	171	50,600
Fairywren Close	Woodland Drive to Scrubwren Place	Glenmore Park	67	19,800
Harrower Place	Lutterall Street to end of road	Glenmore Park	75	32,900
Kuma Place	Bujan Street to Buna Close	Glenmore Park	74	7,500
Lehmann Place	Harwood Circuit to Chain 68	Glenmore Park	68	11,700
Magpie Place	Fairywren Close to dead end	Glenmore Park	81	18,000
Parkview Avenue	Smith Street to Evans Street	Sth Penrith	264	105,000
Racecourse Avenue	Darri Avenue to Batt Street	Sth Penrith	437	96,000
Rosemary Crescent	Prunus Close to Veronica Place	Glenmore Park	72	7,600
Scrubwren Place	Fairywren Close to Bluewren Close	Glenmore Park	29	6,500
Scrubwren Place	Bluewren Close to dead end	Glenmore Park	139	30,400
Shandlin Place	Bickley Road to end of road	Sth Penrith	114	52,500
Shelsley Place	Bickley Road to end of road	Sth Penrith	68	31,300
Soper Place	Car Park	Penrith	-	36,000
Southstone Close	Bickley Road to end of road	Sth Penrith	99	40,400
Taloma Street	Baxter Street to Jamison Road	Sth Penrith	251	61,400
Thornbill Crescent	Thornbill Crescent to Woodlands Drive	Glenmore Park	72	16,300
Thornbill Crescent	Thornbill Crescent to Robin Place	Glenmore Park	187	41,000
William Howell Drive	The Lakes Drive to Morrison Street	Glenmore Park	332	118,500
Driver Avenue	Park Road to Eagle Street	Wallacia	157	29,600
		<b>TOTAL</b>	<b>4,273</b>	<b>1,214,100</b>

**Rural Road Resealing/Resheeting Program for 2015-16  
(Amount Available \$1,182,700)**

<b>NORTH WARD</b>				
<b>Street</b>	<b>Location</b>	<b>Suburb</b>	<b>Length (metres)</b>	<b>Cost \$</b>
Castlereagh Road	Continue from last year	Castlereagh	500	156,000
Kenmare Road	Londonderry Road to Muscharry Road	Londonderry	109	20,800
Kenmare Road	Muscharry Road to dead end	Londonderry	740	141,300
Purcell Road	Bowman Road to Sutherland Road	Londonderry	524	44,000
Sutherland Road	Mills Road to dead end	Londonderry	502	48,200
<b>TOTAL</b>				<b>410,300</b>

<b>EAST WARD</b>				
<b>Street</b>	<b>Location</b>	<b>Suburb</b>	<b>Length (metres)</b>	<b>Cost \$</b>
Campbell Street	Park Road to Roots Avenue	Luddenham	698	209,900
Mount Vernon Road	500m East of Capitol Hill Drive to Georgina Road	Mt Vernon	620	140,300
<b>TOTAL</b>				<b>350,200</b>

<b>SOUTH WARD</b>				
<b>Street</b>	<b>Location</b>	<b>Suburb</b>	<b>Length (metres)</b>	<b>Cost \$</b>
Fairlight Road	400m west of Mulgoa Road	Mulgoa	400	59,500
Greendale Road	Roma Avenue to Peter Pan Avenue	Wallacia	89	43,600
Greendale Road	Peter Pan Avenue to Eagle Street	Wallacia	172	84,300
Greendale Road	Eagle Street to Byron Avenue	Wallacia	19	10,200
Greendale Road	Byron Avenue to Park Road	Wallacia	160	77,600
Kadiera Close	Davenport Drive to end of road	Wallacia	143	19,700
Kings Hill Road	Chain-O-Ponds Road to The Northern Road	Mulgoa	1,000	108,000
Saladillo Grove	Davenport Drive to end of road	Wallacia	135	19,300
<b>TOTAL</b>				<b>422,200</b>



**Rural Road Reconstruction Program for 2015-16**  
**(Amount allocated \$479,000 of \$2,054,100)**

<b>NORTH WARD</b>				
Street	Location	Suburb	Length (metres)	Cost \$
The Driftway	200 meters from the last year work	Londonderry	200	100,000
			<b>TOTAL</b>	<b>100,000</b>
<b>EAST WARD</b>				
Street	Location	Suburb	Length (metres)	Cost \$
Chain A Pond Road	500 meters from existing stabilisation	Mulgoa	500	180,000
			<b>TOTAL</b>	<b>180,000</b>
<b>SOUTH WARD</b>				
Street	Location	Suburb	Length (metres)	Cost \$
Clifton Avenue	Elizabeth Drive to # 442	Kemps Creek	500	199,000
			<b>TOTAL</b>	<b>199,000</b>
		<b>GRAND TOTAL</b>		<b>479,000</b>

**Urban Road Reconstruction Program for 2015-16**  
**(Amount Allocated \$1,575,100 of \$2,054,100)**

<b>NORTH WARD</b>				
Street	Location	Suburb	Length (metres)	Cost \$
Dunheved Road	Richmond Road to Trinity Drive	Cambridge Park	400	600,000
Dunheved Road	Existing new asphalt to christie Street	Werrington County	400	400,000
Trinity Drive	Newham Drive to Cleeve Place	Cambridge Garden	82	74,400
Trinity Drive	Cleeve Place to The Northern Road	Cambridge Garden	24	21,800
			<b>TOTAL</b>	<b>1,096,200</b>
<b>EAST WARD</b>				
Street	Location	Suburb	Length (metres)	Cost \$
Morley Ave	The Great Western Highway to the end of road	Kingswood	419	350,000
			<b>TOTAL</b>	<b>350,000</b>
<b>SOUTH WARD</b>				
Street	Location	Suburb	Length (metres)	Cost \$
Evan Street	Keith Street to #204 Far Boundary	Penrith	150	128,900
			<b>TOTAL</b>	<b>128,900</b>
		<b>GRAND TOTAL</b>		<b>1,575,100</b>

**Footpath Delivery Program for 2015-16  
(Amount available \$164,267)**

<b>NORTH WARD</b>				
Street	Location	Suburb	Area (sqm)	Cost \$
Sherringham Road	Pendock Road to The Northern Road	Cranebrook	975	50,000
<b>TOTAL</b>			<b>975</b>	<b>50,000</b>

<b>SOUTH WARD</b>				
Street	Location	Suburb	Area (sqm)	Cost \$
York Road	Batt Street to Maxwell Street (west side)	Jamisontown	600	54,000
<b>TOTAL</b>			<b>600</b>	<b>54,000</b>

<b>EAST WARD</b>				
Street	Location	Suburb	Area (sqm)	Cost \$
Caddens Road	Bringelly Road to Angophora Ave (north side)	Kingswood	270	27,267 *
Chameleon Drive	Swallow Drive to 260m south (west side)	Erskine Park	390	33,000
<b>TOTAL</b>			<b>660</b>	<b>60,267</b>

\* Includes S94 Footpath Construction contribution totalling \$14,267

**Shared Pathways Maintenance Program for 2015-16  
(Amount Available \$320,000)**

<b>NORTH WARD</b>				
Street	Location	Suburb	Area (sqm)	Cost \$
Greygums Oval	Reserve: Replace damaged 2m wide concrete footpath with 2.5m wide reinforced path	Cranebrook	775	93,000
Richmond Rd	St Joseph's Catholic Parish: Widen existing footpath outside school/ church	Kingswood	200	24,000
<b>TOTAL</b>				<b>117,000</b>

<b>SOUTH WARD</b>				
Street	Location	Suburb	Area (sqm)	Cost \$
Moseley Ave	Through Reserve: Reconstruct existing aged asphalt path with 2.5m wide reinforced concrete path	South Penrith	760	91,200
Maxwell St	Jamison High School: Replace existing path with 1.5m wide with concrete edge to lower path where required	South Penrith	430	66,800
<b>TOTAL</b>				<b>158,000</b>

EAST WARD				
Street	Location	Suburb	Area (sqm)	Cost \$
Clarence Rd	Blackwell Public School: Replace existing path with 2m wide path (short retaining wall required)	St Clair	225	45,000
<b>TOTAL</b>				<b>45,000</b>

### Kerb and Drainage Construction Program for 2015-16

Amount available Total \$1,003,000 (Drainage: \$590,000 Kerb and Gutter \$413,000)						
Street	Suburb	Type	Location	Description of Work	Cost \$	Priority
Andrews Road	Penrith	Drainage	Glass recycle factory driveway	Reconstruct existing driveway culvert to rectify slope. Clean and shape open drainage channel	85,000	P1
Andrews Road	Penrith	Trash Rack with Cage	Andrews Rd Rugby Park Access Rd	Remove existing GPT and install a trash rack just down stream to also capture overflow pipes. Include concrete access driveway and base improve cleaning	150,000	P2
Explorers Way	St Clair	Kerb and Gutter	Int. Bennett Road and Explorers Way	Adjust kerb returns to improve turning paths for buses and trucks	75,000	P1
Forbes Street	Emu Plains	KIP duplication	14 Forbes Street	Provide addition stormwater pit and install grate on existing pit if required.	38,000	P2
Forbes Street	Emu Plains	Kerb and Gutter	Cnr Bedford Road	Complete missing 120 metre kerb and gutter on the cnr of Forbes Street and Bedford Road	60,000	P2
Hewitt St	Colyton	Drainage	Between Tanderra and Allambi Streets	Upgrade kerb inlet pit to allow higher capacity on stormwater inflow	50,000	P2
McKeller Street	Emu Plains	Pipe Upgrade	Opposite Boral	Upgrade Council pipe line to accommodate stormwater from Rail Corridor (North Side)	200,000	P1
Power Street	St Marys	Kerb and Gutter	Roadside car park	Construction of 130m dish drain in conjunction with car park sealing	60,000	P2
St Clair Avenue	St Clair	Drainage	At the roundabout	Pit reconstruction with grated inlet pits and creation of an overland flow path at the roundabout near Melville Road	60,000	P1
Surveyors Creek Road	Glenmore Park	Drainage	Int. Muru Dr and Surveyors Creek	Replace/reline existing corrugated pipe	75,000	P1
Various St	Suburb	Drainage/K&G	Various Priority Projects within LGA	Drainage and K&G Improvement Works	150,000	P2
<b>TOTAL</b>					<b>1,003,000</b>	

## Building Asset Renewal Program 2015-16

FACILITY	DESCRIPTION	COST \$
<b>VARIOUS</b>		
Various	Annual Paint Contracts (51 Facilities)	255,000
Civic Centre	Refurbishment of Toilets	157,000
Civic Centre	Building Management System Replacement	200,000
Arms of Australia Inn	Veranda Posts Replacement	25,000
Various	RFS Various Works	20,000
JSPAC	Borland Foyer Ladies Toilets Refurbishment	65,000
JSPAC	Air Con Upgrade	200,000
JSPAC	Theatre Lighting and Audio Upgrade*	600,000
Judges Carpark	Repainting	50,000
<b>Total</b>		<b>1,572,000</b>

\*Includes \$500,000 State Government Club GRANTS

FACILITY	DESCRIPTION	COST \$
<b>NEIGHBOURHOOD FACILITIES</b>		
Melrose Hall	Floor Replacement	100,000
Melrose Hall	Roof, Gutters, and Drainage	60,000
Autumn Leaf Parade NHC	Retaining Wall	15,000
Claremont Meadows	Kitchen replacement	60,000
<b>Total</b>		<b>235,000</b>

FACILITY	DESCRIPTION	COST \$
<b>CHILD CARE CENTRES</b>		
Yoorami	Ceiling Replacement	30,000
St Marys	Kindergarten Roof Replacement	40,000
Koala Corner	Carpet Replacement	5,000
Kindana B&A	Carpet Replacement	15,000
Carita	Carpet & Vinyl Replacement	20,000
Tandara	Carpet & External Paint	20,000
Platypus	Kitchen Upgrade	60,000
St Marys	Kindergarten Staff Bathroom Refurb	30,000
Yoorami	Staff Bathroom Refurb	30,000
<b>Total</b>		<b>250,000</b>

FACILITY	DESCRIPTION	COST \$
<b>SPORTING</b>		
Cook Park	Pavilion - Replacement of Roof	40,000
Leonay Oval	Veranda Posts, Paint, and Roof Restorations	60,000
Andrews Road	Baseball Canteen Upgrade	60,000
St Clair	Toilet Refurbishment	100,000

FACILITY	DESCRIPTION	COST \$
<b>SPORTING</b>		
Ripples Aquatic Centre	Outdoor Pool Tiles Temporary Repairs	10,000
Ripples Hydrotherapy	Female Toilet and Changeroom Refurbishment	40,000
Penrith Pool	Pool Tiles Temporary Repairs	10,000
Penrith Pool	New Heatpump	120,000
Whitewater Stadium	Stabilise Gabion Baskets	100,872
<b>Total</b>		<b>540,872</b>

<b>PARKS ASSET RENEWAL 2015-16</b>			
Project Description	Park	Location	Cost \$
Renew play equipment and soft fall	Kevin Dwyer Park*	Colyton	37,500
	Greygums Oval	Cranebrook	75,000
	Lexington & Topeka	St Clair	37,500
	Schultz Street Res	Colyton	37,500
	Peppermint Res*	Kingswood	50,000
	Barr & Bass Res	Colyton	37,500
Renew field lighting	Gow Park	Mulgoa	125,000
	Doug Rennie	Kingswood	50,000
Renew Automatic irrigation system	Jamison No 8 & 9	South Penrith	34,000
Irrigation System - Manual	Paterson Oval	Cambridge Park	3,000
Park Furniture and Seating	Various Locations		15,000
Shelters and Structures	Tench Reserve	South Penrith	15,000
Litter Bins and Storage Units	Greygums Oval	Cranebrook	1,000
Renew existing fencing	Various Locations		40,000
Fountains and Pumps (water quality)	Castlereagh Pond	Castlereagh	20,000
Renew grass surface	Ridge Park No 1	St Marys	40,000
	Ridge Park No 2	St Marys	40,000
Re-seal and re-mark Netball courts 1 & 2	Hunter Fields	Emu Plains	24,000
Renew & re-mark Tennis court surface	Woodriff Gardens	Penrith	65,000
Replace synthetic Cricket Wicket surfacing	TBA		15,000
Replace synthetic run up surfacing	TBA		7,000
Cricket Sight Screens	Darcy Smith	Emu Plains	3,000
Backstops and Dugouts	Chapman Gardens	Kingswood	8,000
<b>TOTAL</b>			<b>780,000</b>

\* Forms part of larger project in combination with S94 Local Open Space funding

## CITY CENTRES IMPROVEMENT PROGRAM 2015-16

City Centre Improvements	Cost \$
<b>St Marys CBD</b>	
- Special Places	1,350,000
- Queen Street Paving, Furniture, Trees	1,640,292
<b>Sub-total</b>	<b>2,990,292</b>
<b>Penrith CBD</b>	
Chambers Court	150,000
High Street Linear Plaza Design	20,000
Civic Centre Mondo	1,273,834
<b>Sub-total</b>	<b>1,443,834</b>
<b>Total</b>	<b>4,434,126</b>

# BUDGET AND REVENUE POLICIES & STATEMENTS

## DELIVERY PROGRAM FINANCIAL ESTIMATES 2013-2017

	2013-14 as at June 2014	2014 - 15 as at March 2015	2015-16	2016-17
<b>OPERATIONS FROM ORDINARY ACTIVITIES</b>				
<b>Operating Expenditure</b>				
Employee Costs	(81,473.9)	(86,713.9)	<b>(90,196.7)</b>	(92,528.3)
Interest Charges	(3,825.5)	(3,449.9)	<b>(3,326.8)</b>	(3,048.7)
Depreciation and Amortisation	(19,702.0)	(26,625.3)	<b>(22,796.4)</b>	(22,685.9)
Materials, Contracts and Other	(89,430.7)	(80,192.8)	<b>(80,351.1)</b>	(77,470.7)
Asset Utilisation and Overheads	2,061.3	697.4	<b>510.2</b>	510.2
<b>Total Operating Expenditure</b>	<b>(192,370.8)</b>	<b>(196,284.5)</b>	<b>(196,160.8)</b>	<b>(195,223.4)</b>
<b>Operating Revenue</b>				
Rates and Annual Charges	112,067.2	119,322.6	<b>123,217.3</b>	126,863.6
User Charges and Fees	41,148.1	40,906.6	<b>39,563.0</b>	40,204.6
Interest Income	2,917.5	2,314.4	<b>2,187.5</b>	2,062.7
Operating Grants and Contributions	23,986.2	30,558.9	<b>26,732.2</b>	24,200.9
Profit on Sale of Assets	(421.0)	(485.9)	<b>(485.9)</b>	(485.9)
<b>Total Operating Revenue</b>	<b>179,698.0</b>	<b>192,616.7</b>	<b>191,214.0</b>	<b>192,851.1</b>
Result before Capital Grants and Contributions	(12,672.8)	(3,667.9)	<b>(4,946.7)</b>	(2,372.3)
Capital Grants & Contributions	35,960.0	28,424.9	<b>23,232.6</b>	25,646.5
Operating Result	23,287.2	24,757.1	<b>18,285.9</b>	23,274.2
<b>Funding Statement (Sources &amp; Application)</b>				
Add back non funded items	19,596.8	29,264.1	<b>25,528.0</b>	25,417.5
Funds received from Sale of Assets	1,644.8	9,850.9	<b>7,396.0</b>	9,534.0
Loans Received	10,201.2	10,663.0	<b>7,925.0</b>	5,090.8
Budget (Surplus) / Deficit	(34.2)	(200.3)	<b>0.0</b>	(686.4)
Funds Transferred (to)/from Reserves held	10,750.0	(14,280.0)	<b>6,835.2</b>	(5,634.2)
<b>Net Fund Available</b>		<b>60,054.7</b>	<b>65,970.1</b>	<b>58,368.7</b>
<b>Application of Funds</b>				
Assets Acquired	(56,465.6)	(49,597.1)	<b>(54,888.2)</b>	(47,329.0)
Internal Loans	71.5	232.8	<b>211.9</b>	211.9
Loan Repayments Made	(9,051.7)	(10,690.4)	<b>(11,293.9)</b>	(11,251.6)
<b>Total Application</b>	<b>(65,445.8)</b>	<b>(60,054.7)</b>	<b>(65,970.1)</b>	<b>(58,368.7)</b>
<b>Net Costs funded from Rates &amp; Other Untied Income</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

BUDGET AND REVENUE

ASSET RENEWAL  
AND REPLACEMENT

CAPITAL AND OPERATING  
PROJECTS

SPECIAL RATE  
INITIATIVES

PERFORMANCE  
MEASUREMENT

GLOSSARY

## 2015-16 BUDGET BY SERVICE

Service	Operational Expenditure \$'000	Capital Expenditure \$'000	Income \$'000	Net Cost \$'000
Fire Safety Certification & Compliance	2,010.2	-	(1,849.6)	160.6
Building Maintenance & Construction	(8.4)	4,808.1	(2,355.1)	2,444.5
Bushland Management	260.6	-	(70.0)	190.6
Cemeteries	652.2	-	(652.2)	-
Children's Services	22,853.0	465.5	(21,365.7)	1,952.8
City Parks	12,715.9	1,239.4	(651.5)	13,303.8
City Partnerships	264.5	-	-	264.5
Civil Construction & Maintenance	21,297.6	28,593.7	(27,062.3)	22,828.9
Community & Cultural Development	2,238.3	35.0	(287.3)	1,986.0
Community Safety	4,301.2	491.7	(857.4)	3,935.6
Corporate Governance	832.3	-	119.0	951.3
Council & Corporate Support	4,051.9	-	140.5	4,192.4
Customer Service	1,465.0	-	-	1,465.0
Design & Project Management	2,123.7	8,386.6	(7,341.1)	3,169.2
Development Applications	4,792.9	-	(1,697.4)	3,095.5
Development Engineering	1,272.7	-	(356.1)	916.6
Emergency Services Management	4,188.1	571.0	(2,681.5)	2,077.6
Environmental Health	3,624.3	-	(1,402.4)	2,221.9
Financial Services	5,821.2	3,745.6	(112,497.0)	(102,930.3)
Plant Maintenance	(706.0)	1,090.2	(70.2)	314.0
Floodplain & Stormwater Management	1,104.3	17.7	(581.0)	541.0
Information Technology	57.2	807.7	19.1	884.0
Legal Services	114.0	-	(6.5)	107.5
Libraries	6,360.8	934.5	(863.0)	6,432.2
Business Improvement	389.1	-	(16.7)	372.5
Mapping Information GIS	623.5	-	(109.3)	514.2
Marketing	1,947.8	-	61.3	2,009.1
Communications	702.8	-	-	702.8
Regional Planning and Advocacy	1,430.5	707.1	(247.4)	1,890.3
Neighbourhood Facilities Management	1,516.1	161.6	(725.9)	951.8
Place Management	1,842.8	290.0	(1,425.4)	707.4
Penrith Performing & Visual Arts	3,403.0	-	(1,817.6)	1,585.4
Penrith Whitewater Stadium	1,382.9	-	(1,416.7)	(33.8)
City Planning	2,283.4	471.1	(910.9)	1,843.5
Property Development & Management	2,688.5	9,231.3	(12,057.2)	(137.4)
Public Domain Maintenance	6,060.6	540.0	(2,215.5)	4,385.1
Purchasing & Supply	730.7	-	(6.8)	723.9
Records Management	149.5	-	(142.7)	6.9
Recreation & Leisure Facilities Management	1,662.1	1,431.9	(1,133.6)	1,960.3
Regulatory Control	5,202.2	240.0	(2,754.6)	2,687.6
Ripples - St Marys Leisure Centre	5,083.0	-	(4,103.0)	980.0
Risk Management & Insurance	520.0	-	11.8	531.8
Corporate Planning	809.0	-	(271.3)	537.7
Sustainability Planning	785.8	-	(30.8)	755.0
Traffic Management & Road Safety	1,442.1	1,644.1	(1,264.7)	1,821.5
Waste Management	25,334.7	278.4	(24,047.8)	1,565.3
Workforce Development	2,955.6	-	178.5	3,134.2
<b>TOTAL</b>	<b>170,632.8</b>	<b>66,182.1</b>	<b>(236,814.9)</b>	<b>-</b>







# FINANCIAL SUMMARY

## Framework

This document provides a background to Council's financial capacity and sets out Council's financial intentions for 2015-16. The plans are not fixed and Council can amend its budget at any time during the year. The budget sets out capital and other works and how they will be funded and incorporates the directions of the Community Plan and the 4-year Delivery Program.

## Financial Settings

Penrith is a large Regional City with a population of approximately 194,134 with 69,614 rateable properties. The elected Councillors have the responsibility to provide a range of services, both regulated and discretionary, to meet the community's expectations and to responsibly manage over \$2.7b worth of assets.

Strong financial management of Council's budget has continued throughout 2014-15 with a small surplus currently predicted and allocations of \$1,298,397 already made to reserve. This strategy has provided capacity to respond to variations in assumptions and estimates within the current budget, address current and emerging priorities in future quarterly reviews and make provision for future year projects.

The development of the 2015-16 budget has delivered a balanced result that has been built from the solid long term financial position established by Council's 2011-12 Special Rate Variation (SRV). As in any year, proposals for expenditure on projects and programs of merit will outstrip the organisation's capacity to achieve them. Achieving that balance is the essence of public sector management and the budget process. Faced with the challenge of establishing and maintaining long term financial sustainability and within the environment of the NSW Government reform package - Fit for the Future- a review of Council's financial capacity has been undertaken aimed at determining what needs to be changed to better secure Council's long term financial future.

While the efforts of the past have provided a strong financial platform, this Review presents an opportunity for Council to consider structural change to our financial settings that will enable us to create and respond to opportunities. The consideration of these options is timely given the expiry of the AREAS SRV in 2015-16 which underpins many of our asset management and asset renewal strategies and the Long Term Financial projections included in this Operational Plan incorporate future rate increases.

Recent budget development including the 2011-12 Special Rate Variation (SRV) approved by IPART have provided capacity for Council to meet the communities' expectations, maintain financial sustainability, as well as accommodate key priorities. The SRV has enabled the budget process to be refocussed from balancing the budget through "one off" cuts to essential infrastructure programs, to meeting community expectations and ensuring that Council's long term financial sustainability is addressed. The challenge in 2015-16 and beyond is to continue a focus on productivity to ensure that the City's future growth is provided for within existing capacity.

The 2015-16 Operational Plan represents our new base, with the SRV implementation completed in 2014-15 and now forming an integral part of our ongoing Financial Capacity Review. The Financial Capacity Review follows on from the 2014-15 Operational Plan task to commence community consultation to ensure all service and infrastructure needs are being addressed, combined with meeting the obligations for local government under Fit for the Future reforms.

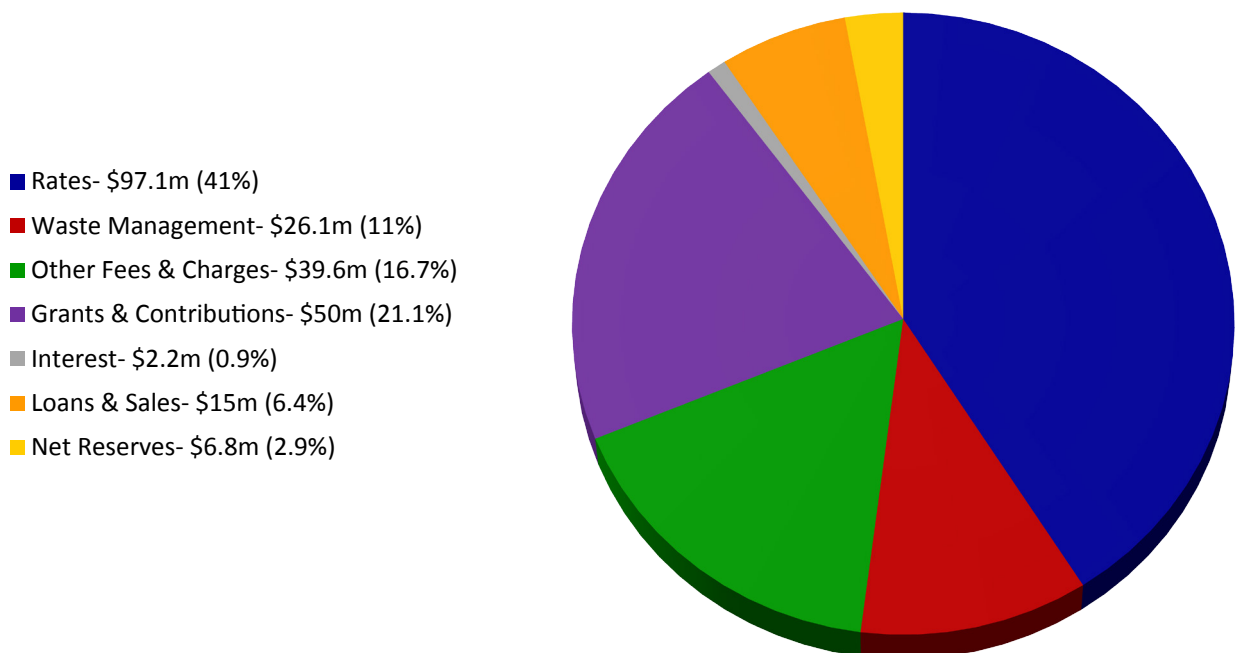
## BUDGET OVERVIEW

A balanced budget has currently been prepared although a number of variables remain outstanding including the Financial Assistance Grant (currently estimated to decrease by 3.5% on actual 2014-15 grant), and Emergency Services Levies. Some capacity has been provided within the budget to allow Council to respond to any small changes in these estimates.

The 2015-16 budget is summarised below:

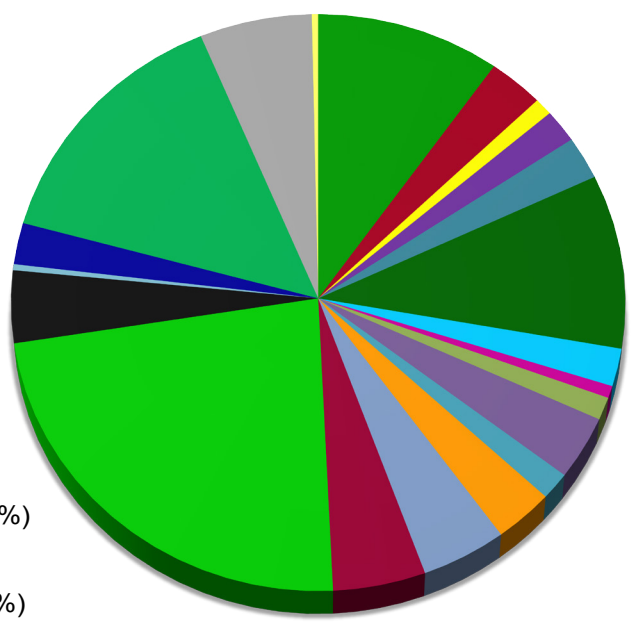
BUDGET- FUNDING SUMMARY	2014-15 Original \$'000	2015-16 Original \$'000
<b>Expenditure</b>		
Capital Works	50,304	54,888
Other Funded Expenses	172,123	181,927
<b>Total Expenditure</b>	<b>\$222,427</b>	<b>236,815</b>
<b>Income</b>		
Rates	93,943	97,147
Fees and Charges	62,797	65,634
Grants and Contributions	48,910	49,965
Other Income / Reserves	16,777	24,069
<b>Total Income</b>	<b>\$222,427</b>	<b>236,815</b>
<b>Net Budget Position – Surplus/(Deficit)</b>	<b>0</b>	<b>0</b>

### WHERE WILL THE MONEY COME FROM? \$236.8M



**WHERE WILL THE MONEY BE SPENT? \$236.8M**

- Childrens Services \$23.3m(9.8%)
- Planning and Advocacy \$7m(3%)
- Community Facilities \$2.3m(1%)
- Community Information and Events \$4.4m(1.9%)
- Community Well Being \$5.7m(2.4%)
- Corporate Finance \$23.1m(9.8%)
- Corporate Governance \$5m(2.1%)
- Corporate Support \$1.6m(0.7%)
- Corporate Workforce \$3m(1.3%)
- Development Applications \$8.4m(3.5%)
- Environmental and Health Management \$3.6m(1.5%)
- Libraries \$7.3m(3.1%)
- Major Infrastructure Projects & Design \$10.5m(4.4%)
- Public Spaces and Community Safety \$11.4m(4.8%)
- Roads, Footpaths and Buildings \$55.1m(23.3%)
- Sport and Recreation \$9.6m(4.1%)
- Strategic Planning \$0.8m(0.3%)
- Traffic, Parking and Drainage \$5.5m(2.3%)
- Waste and Community Protection \$34.2m(14.4%)
- Parks \$14.2m(6%)
- Sustainability \$0.8m(0.3%)



**EMPLOYEE COSTS**

The 'Employee Costs' shown in the Operating Budgets have been prepared by service. The costs include direct salaries, employee entitlements, superannuation, workers compensation premiums and fringe benefits tax. The number of staff included in the budget, excluding controlled entities, is 1,015 (full-time equivalent). Entities staff numbers will vary seasonally but have been approximated at 99 full time equivalents.

A new Local Government (State) award commenced 1 July 2014 which outlines wage movements for local government employees over the following three years. The provisions of this award include the following:

- 2.6% increase with a minimum payment of \$20.40 per week from 1 July 2014
- 2.7% increase with a minimum payment of \$21.80 per week from 1 July 2015
- 2.8% increase with a minimum payment of \$21.80 per week from 1 July 2016

Total employee costs are predicted to increase overall by \$2.1m (2.5%) from the original 2014-15 Budget. This includes an increase for salaries and wages based on the estimated 2.7% award increase from 1 July 2015, superannuation contributions and an allowance for staff progression through the salary system.

Employee Costs	Operating Budget 2015-16 \$
Salaries & Wages	\$73,650,437
Accrued Entitlements (includes annual, sick and long service leave)	\$8,830,167
Superannuation	\$7,896,486
Workers Compensation	\$950,000
Sub Total	\$91,327,090
Less Capitalised Costs	(\$1,130,359)
Total	\$90,196,731

### Workers Compensation

Claims history has a significant impact on workers compensation costs. In recent years Council has implemented a program of OH&S and Injury Management (OHSIM) that reduced workplace injury through proactive injury management.

The volatility of the premiums under the traditional Workers Compensation Model was one of the reasons that Council endorsed a move to the "Burning Cost" model for Workers Compensation insurance commencing in 2010-11. Under the "Burning Cost" model only actual claims costs form part of the premium calculation.

Participation in WorkCover's Burning Cost Scheme provides additional incentive and reward for improvements in safety and injury management as it delivers significant monetary savings if current claims history is maintained or improved. Savings of \$511,604 in the first year (2010-11), \$628,834 (2011-12), \$479,000 (2012-13), and \$314,650 (2013-14) have been transferred to the Reserve to provide funding for any adjustments to the premium, thus insulating Council from the effects of premium changes that were experienced in 2009-10. The Workers Compensation Reserve is currently estimated to have a closing balance of \$2.5m as at 30 June 2016.

### Superannuation

The minimum level of superannuation for employees who are not members of the Local Government Superannuation Scheme (LGSS) Defined Benefit Scheme (DBS) will be 9.5% of wages in 2015-16 (9.5% in 2014-15). The previously planned phased increases to guaranteed Super Guarantee Levy have now been paused until 2020-21 at which time the rate will increase 0.5% per year until it reaches 12%.

The DBS fund has in recent years been negatively impacted by the Global Financial Crisis (GFC). Council has been required to make increased contributions to the fund to make up for the deficits and liabilities of the fund as a result of the GFC. The LGSS have since revised the methodology for calculation of the additional contribution, which is no longer based on the individual contributions of employees but rather a flat annual contribution. As a result, an additional contribution of \$1.1m is included in the 2015-16 budget. It is expected that this additional contribution will continue in the short term. Council's total contribution to the scheme in 2015-16 is estimated to be \$2.6m.

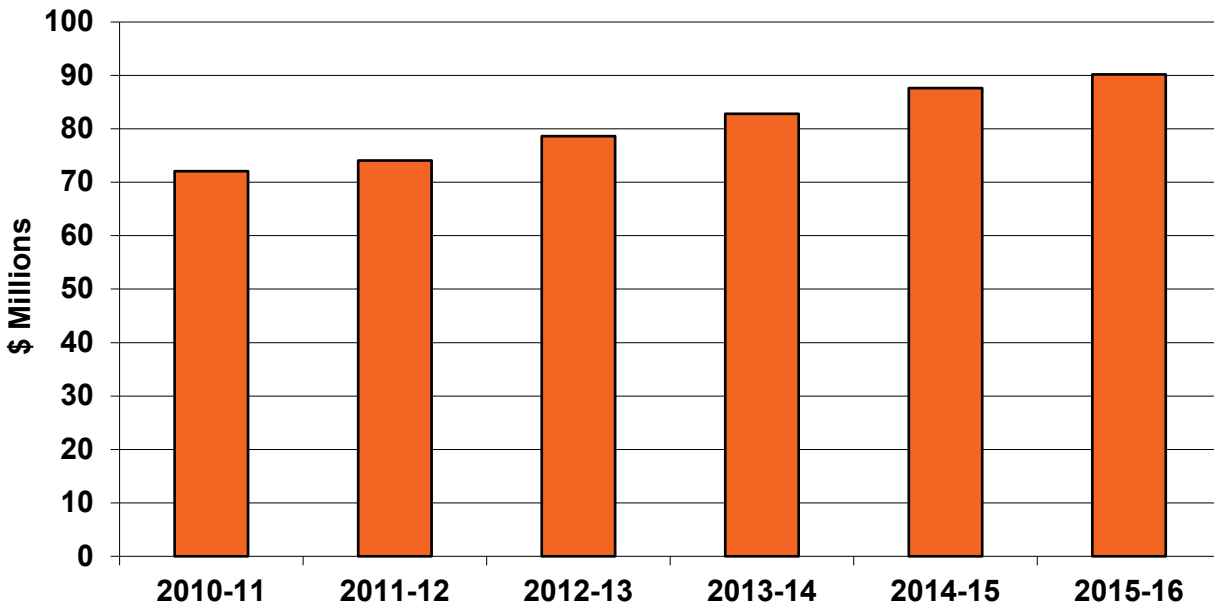
Council currently has 115 employees covered by the DBS which requires members to contribute a percentage of their salary to superannuation. This percentage is reviewed and varied by employees on an annual basis. Council's contribution is calculated based on the percentages nominated by employees. An increase in the percentages nominated by

employees will result in an increase in superannuation costs for Council.

The total superannuation expense for 2015-16 is estimated to be \$7.9m which represents an increase of \$458,000 (6%) on the 2014-15 original estimates. Of the total superannuation budget for 2015-16, \$1.5 million relates to Children’s Services and is included in the budget estimates of the Children’s Services Cooperative.

EMPLOYEE COSTS

Employee Costs



## REVENUE POLICY

Each fee is set in accordance with one of the following principles and then revised each year.

Pricing Structure	Pricing Application
Full Cost Recovery Pricing *	Includes all costs, direct and indirect, incurred in providing the good or service. Indirect costs include a proportion of shared costs (or overheads) which include supply and information technology; the recording and processing of financial information, correspondence, payroll, and personnel data; together with professional management of these systems and costs associated with providing shared buildings and equipment.
Direct Cost Recovery Pricing *	Includes the recovery of salary, salary on-costs, and materials directly attributable to the provision of the good or service.
External Cost	Price is determined by external parties carrying out the relevant works.
Reference Pricing	Involves the identification of like or similar services in the community followed by the adoption of similar prices to those charged by such services.
Rate of Return Pricing	Prices are set to recover an excess over costs that may then be directed to capital improvements/developments of similar facilities.
Subsidised (Partial Cost) Pricing	Council only recovers a portion of costs. New services, services located in areas of need within the City, and services from which benefits accrue to the City's community as a whole, are often subsidised. Services described as Community Service Obligations are included.
Statutory Pricing	Prices are set to comply with statutory legislation.

\* Costs are generally recovered through charging methods such as flat fee, period of use, time of use or frequency of use.

The following factors have then been considered by Managers in the setting of proposed fees and charges:

- Cost of the service or operation
- Other revenue sources which may fund the service
- Consolidation and simplification of fees/charges
- Removal of fees/charges no longer required
- Addition of fees/charges
- Laws and regulations
- Ability of the persons/group using the service to pay
- Benefit to the community (possible subsidy)
- Benchmarking with others providing similar services.

Council may also choose to retain fees and charges at their 2014-15 level, taking into account such issues as social factors, community benefit, ability of the user to pay, and the comparative fees charged by others (benchmarking). The Fees & Charges provides a detailed description of each item, the current year's rate for each item and the proposed 2015-16 rate, the percentage change from 2014-15 and the pricing structure applied.



## Rating Information

### Rating Increase - IPART Announcement

From 2011-12 onwards the responsibility for determining and announcing the rate peg has been transferred from the Minister for Local Government to IPART. Under this new regime IPART developed a Local Government Cost Index (LGCI). This index, less a productivity coefficient, now forms the annual rate peg announced in December each year for the following financial year. Council may decide how this total is shared between business, residential, and farmland sectors and may also reduce the total rate revenue. IPART has announced a rate peg of 2.4% for 2015-16.

### Ordinary Rates

Each year Council must determine a rating policy for the next financial year. The *Local Government Act 1993* provides for a number of rating structures that ensure Councils have the flexibility to develop a structure that best provides equity for their Local Government Area. Council's current structure is an ad valorem rate with a minimum amount.

Within this rate structure, rate assessments are based on property valuations (ad valorem) with a minimum amount. An ad valorem rate with a minimum amount uses a set minimum amount payable for properties within each category. A rate in the dollar is applied to each property's land value. This means that rates are based on the land value of the property as determined by the NSW Valuer-General. Every three years Council receives updated valuations for all properties in the Local Government Area with the most recent valuation taking effect for rating purposes on 1 July 2013. In situations where the levy would be lower than the set minimum, the minimum rate takes effect.

- a. Residential
- b. Farmland
- c. Business – with the following sub-categories
  - i. Penrith CBD
  - ii. St Mary's Town Centre

Basically, the maximum rate revenue is calculated by taking last year's revenue, adding rates on new properties created by subdivision, and on new strata-titles, and adding an adjustment approved by IPART (previously by the Minister).

The Council's Rating Policy has been considered in some detail during the development of the 2015-16 Budget with reports on a Rating Structure Review presented to the Finance Working Party (FWP) on 9 February 2015 and the first Delivery Program and Budget Briefing in March. At the FWP the annual review of Council's Rating Structure was undertaken and discussed. As requested, in addition to information on the current rating structure of ad valorem rates subject to a minimum amount detail on the potential introduction of either a Rural Rating sub-category or the introduction of a base rate was provided. Councillors considered the rating structure options available and endorsed the continuation of the existing ad valorem with a minimum rating structure and it is on that basis that the 2015-16 Budget has been developed.

Council currently has 69,614 rateable properties contributing approximately 42% of Council's total revenue. It is expected that both the Penrith CBD Corporation and the St Marys Town Centre Corporation will request a continuation of business sub-category rates to fund their respective activities. A total of \$375,838 will be raised from Penrith CBD, and \$286,056 from St Marys Town Centre for this purpose in 2015-16.

Rate Category	Ad Valorem Rate in \$	MINIMUM RATE 2015-16 \$	MINIMUM RATE Increase \$	Total Anticipated Revenue \$'000s	Number of Properties
Residential	0.0045470	864.20	20.25	75,319	65,940
Farmland	0.0022735	864.20	20.25	1,281	394
Business	0.0079190	1105.80	25.90	17,970	2,635
Business - Penrith CBD Rate	0.0089900	1105.80	25.90	2,977	412
Business - St Marys Town Centre Rate	0.0121800	1105.80	25.90	862	234
<b>Total</b>				<b>\$98,409*</b>	<b>69,614</b>

\* The revenues identified in this section represent the gross anticipated revenues prior to the application of Pensioner Subsidies, Provision for Doubtful debts and abandonments.

Council's policy is to give eligible pensioners a pensioner subsidy. Council's policy provides for a 50% rebate of rates and domestic waste charges to a maximum of \$250. In addition pensioners are exempt from the Stormwater Management Service Charge (SMSC).

### BUSINESS SUB-CATEGORY PENRITH CBD RATE

All properties currently rated as a business category within the boundary, as outlined, are included in the sub-category Business rate named "Penrith CBD rate"

 Penrith CBD Rate



BUDGET AND REVENUE	ASSET RENEWAL AND REPLACEMENT	CAPITAL AND OPERATING PROJECTS	SPECIAL RATE INITIATIVES	PERFORMANCE MEASUREMENT	GLOSSARY
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### BUSINESS SUB-CATEGORY ST MARYS TOWN CENTRE RATE

All properties currently rated as a business category within the boundary, as outlined, are included in the sub-category Business rate named "St Marys Town Centre rate"

St Marys Town Centre



### Stormwater Management Service Charge (SMSC)

Penrith City Council's Enhanced Environmental Program (EEP) provided funding to enable the delivery of a number of significant environmental programs that improved our local environment through infrastructure and stormwater improvement programs.

With the expiry of the 2002-03 Special Rate Variation (EEP) in June 2012 other mechanisms were explored to fund essential environmental enhancement programs and projects. The 2011-12 SRV foreshadowed the introduction and implementation of a SMSC in accordance with the DLG Stormwater Management Service Charge (SMSC) Guidelines as the funding mechanism for a significant number of stormwater management services. The charge only applies to urban residential and business properties. The introduction of a SMSC ensures that programs are provided to deliver a wide range of stormwater management initiatives essential to the health of the catchment and responding to community expectations.

The table below shows the number of properties subject to the proposed annual SMSC, and an estimate of the revenue generated.

#### 2015-16 ESTIMATED STORMWATER MANAGEMENT SERVICE CHARGE REVENUE

Stormwater Category	Annual Charge	No. of Properties	2015-16 Total Revenue
<b>Urban Residential</b>			
Residential	\$25.00	39,122	\$978,050
Residential (Strata)	\$12.50	7,859	\$98,237
Residential (Pensioner)	\$25.00*	8,032	-
Residential (Strata - Pensioner)	\$12.50*	1,016	-
<b>Urban Business</b>			
Business	\$22.80 plus an additional \$22.80 for each 350 square metres or part of 350 square metres by which the area of parcel of land exceeds 350 square metres	2,936	\$711,360
<b>Total Revenue</b>			<b>\$1,787,647</b>

\*Council's Policy has provided a full discount for eligible pensioners

# DOMESTIC WASTE MANAGEMENT

## Domestic Waste

Residential properties, including vacant land, in the Penrith City Council area are required to be charged for domestic waste management services under the provisions of the Local Government Act. The Fees and Charges section of the Operational Plan includes different service combinations, which create individual Domestic Waste Management sub-charges for each property. The Domestic Waste function is required to be self-funding. This means that waste charges are set by Council to cover the cost of domestic waste collection services, landfill and waste processing costs, education and promotion, provision for future planning, technology and contingency, and all other associated services.

Penrith remains a leader in resource recovery providing the collection and processing of the 3 main waste types found in the domestic waste stream. Organics, recyclables and a portion of the residual waste stream are currently processed to recover valuable resources.

A 3-bin waste collection service for organics, recyclables and residual garbage is provided in the urban areas of the City. A 2-bin garbage and recycling service is provided to non-urban properties and properties with multi-unit dwellings. A 2-bin collect and return garbage and recycling service is provided to multi-unit dwellings with a bin storage area, with shared use of bins and increased frequency collections to reduce bin numbers required.

The 3-bin waste collection service was introduced to increase sustainability, assist in achieving landfill diversion rates set by the State Government and improve responsibility in managing the environmental issues associated with waste disposal. In 2009, the State Government introduced a new waste levy structure targeting landfill disposal rates with the aim of creating greater diversion and resource recovery practices.

The waste levy for 2015-16 is estimated at \$134.83 per tonne and will increase each year by \$10 per tonne plus CPI for the following two years until 2017. The levy applies to all waste collected from residual garbage bins (red lid) if the waste is disposed to landfill. The levy does not apply to the organic waste (green lid), or to recyclables (yellow lid) except for contamination.

As required the 2015-16 Domestic Waste Management Charge is calculated for full cost recovery. All service options have been calculated to provide sufficient funds for provision and maintenance of the service, allowances for contingency and future planning for environmental objectives, legislative requirements and the impact on Councils road infrastructure. The latter may be an area where Council may wish to consider a further increase as the costs involved with road maintenance and repair grow.

This year, the vacant land charge has been increased and includes provisions for orphan waste removal, electronic waste collection events and monitoring and maintenance of the Gipps Street Landfill site.

The collect and return service domestic waste charge has also been increased to reflect the additional cost of providing this service. In addition to the collection of waste and recycling from bins, the bins are serviced from within multi-unit developments by contractors and orphan waste is removed from in front of multi-unit developments. This enhanced service level reduces hazard and amenity issues associated with large numbers of bins and bulky waste left on the nature strip in front of multi-unit developments.

The Fees and Charges section of the 2015-16 Operational Plan provides for different service combinations. A summary of the main services expected to be utilised is summarised in the following table:

Domestic Waste Service	Rate per Week \$	Annual Charge \$	Percentage Increase (decrease) %	Anticipated Revenue \$
Vacant Land	0.98	51.00	29	77,520
<b>1 Waste Management Service</b>				
Dom Waste – Standard Service	6.90	359.00	5	13,050,727
Dom Waste – Reduced Organics	6.35	330.00	6	841,170
Dom Waste – Large Service	8.19	426.00	6	2,112,108
Dom Waste – Weekly	9.60	499.00	8	3,379,727
Dom Waste – Weekly Reduced Organics	9.02	469.00	8	179,158
Dom Waste – Weekly Large	12.48	649.00	8	327,096
Dom Waste – 2 Bin Service	7.27	378.00	9	3,501,792
Dom Waste – 2 Bin Service – Reduced Garbage	6.67	347.00	8	292,868
<b>Garbage</b>				
Dom Waste - Collect and Return	7.67	399.00	15	2,259,936
			<b>Total</b>	<b>26,022,102</b>

### Non-Domestic Waste

An annual charge (subsidised) for effluent removal services applies to each residential occupancy with a single or shared pump out septic tank system. An annual charge (subsidised) for a fortnightly collection service may apply to single residential occupancies on separate parcels of land subject to Council's Guidelines for Effluent Removal Services. Additional pump-out services are subject to an additional charge.

The full cost recovery rate applies to all properties that have access to the sewer. A differential rate is continued in the 2015-16 Fees & Charges for those properties that have access to the sewer compared to properties where the service is not available.

Waste Management Service	Rate per Week \$	Annual Charge \$	Percentage Increase (decrease) %	Anticipated Revenue \$
<b>UNSEWERED AREAS</b>				
1 Waste Management/ Weekly Sullage Service	26.10	1,357.20	3.2	28,501
1 Waste Management/Fortnightly Sullage Service	26.10	678.60	3.2	6,107
<b>SEWERED AREAS</b>				
1 Waste Management/ Weekly Sullage Service	72.60	3,775.20	3.0	15,101
			<b>Total</b>	<b>49,709</b>

The charge to residents using Council’s sullage removal service was previously subsidised by the Domestic Waste Management charge paid by all residential ratepayers. Due to a change in the Local Government Act, Council was unable to continue this practice from 2004-05. A special rate variation was applied for and received to subsidise the cost of this service for those households not having access to sewerage services.

Each year, funding for the sullage services is increased by the IPART rate increase on Council’s notional yield, however as more households connect to the sewer the subsidy required will decrease. The former Division of Local Government, determined that Council will retain the current special rate variation and may re-direct any savings to environmental enhancement projects across the City. It is proposed that this initiative continue again in 2015-16 with projects totalling \$847,802 funded from the Environment/Sullage Reserve.

Projects proposed to be funded from Reserve in the 2015-16 budget at this time are:

- Urban Drainage Maintenance/Embellishment - \$400,000
- On-Site Sewer Management - \$141,508.
- Litter Bin Tipping (Street and Parks) contribution- \$80,000
- Urgent Tree Removal - \$70,000
- RID Squad Contribution - \$58,430
- Weekend Litter Removal - \$32,864
- Support of Bushcare Groups - \$30,000
- Biodiversity Operational Budget - \$20,000
- Waterways Maintenance - \$15,000

Funding for remaining sullage services in the other villages, specified in the application for the special rate rise in 2004-05, will be increased by the IPART Rate increase percentage allowed to Council in its notional yield for 2015-16.

User Charges Volume Based	Charge per 100 litres \$	Anticipated Revenue
Commercial Effluent Removal	2.67	6,000
Mixed Commercial/Domestic Effluent Removal	2.17	n/a

### On Site Sewerage

Sewer Management Systems Periodic Charges	Fee \$	Anticipated Revenue
Approval to Operate a Sewage Management System (including one inspection) Domestic	61.00	24,045



## BORROWINGS

Council's borrowings are monitored by the Office of Local Government. Council advises the OLG of its borrowing program on an annual basis and Council's proposed borrowing program for 2016 is included in the 2015-16 Budget. Loans are obtained from Financial Institutions and secured by a charge on Council's income.

Council's current annual borrowing program for infrastructure over recent years has been \$3.2m. One of the key structure changes to Council's ongoing budgets proposed by the Financial Capacity Review is the phased removal of this ongoing, general revenue funded, "operational borrowings". This change if implemented will unlock and increase long term financial capacity and allow for greater flexibility in Council's annual budgets. Further details will be discussed at the 16 March Councillor briefing, however it is proposed that the 2015-16 borrowing program be reduced by \$1,000,000 to \$2,200,000 as the first stage of implementing the revised strategy. It is important to note that the revised strategy is not opposed to borrowings, just attempting to remove borrowings without an associated revenue stream.

In addition to the reduced infrastructure borrowings, specific purpose borrowings of \$913,000 are included in the annual budget to fund the majority of the unfunded portion of AREAS projects. This funding strategy was developed during the 2007-08 budget preparation and will continue until 2016-17.

A further \$2,000,000 is proposed to be borrowed in June 2016 to part fund the transfer of open space land at Caddens (WELL) to Council which is required to be completed by July 2015. Debt service repayments for this loan will be funded by contributions in the s94 WELL Contributions Plan.

The other new loan proposed to be borrowed in June 2016 is for \$2,812,000. This loan is in relation to the Glenmore Park Stage 2 VPA whereby the developer agreed to deliver part of the active open space facilities and the remainder of the work is to be completed by Council. A loan is required to be taken out to complete these facilities, with the developer to make contributions to Council to repay the loan.

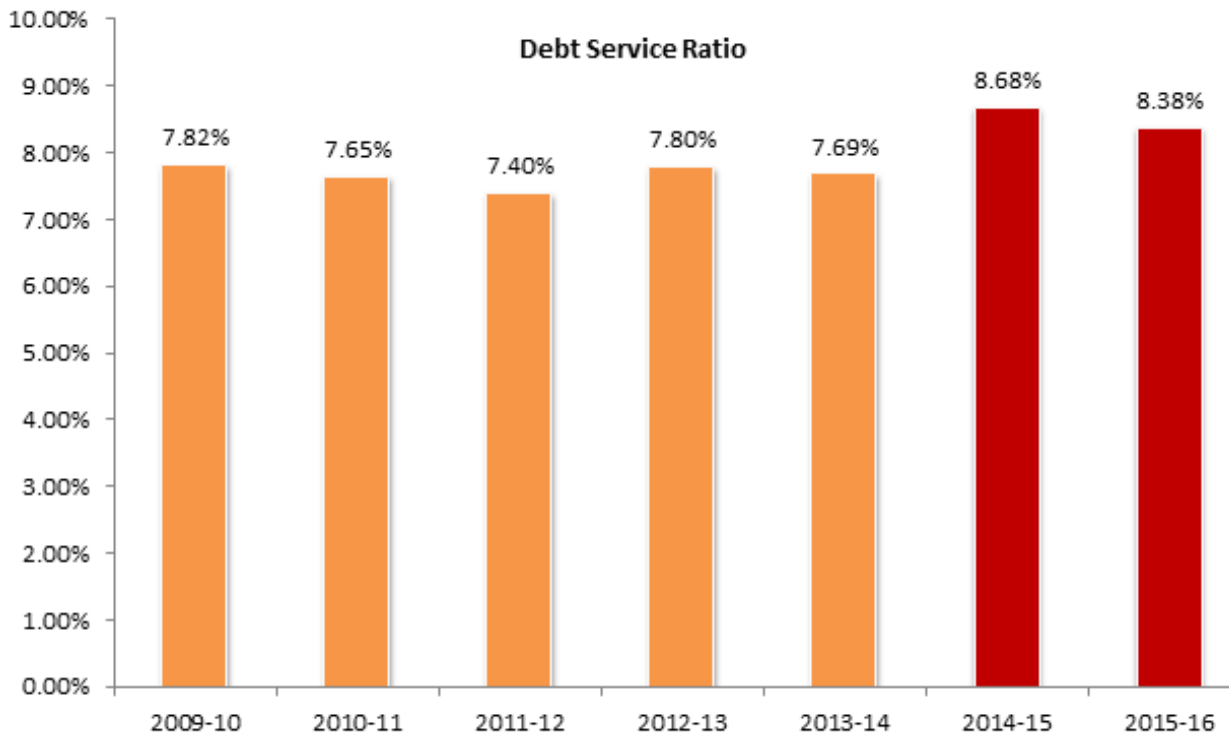
Borrowing levels for the past few years are shown in the following table:

NEW MONEY BORROWINGS						
	2010-11 \$m	2011-12 \$m	2012-13 \$m	2013-14 \$m	2014-15 \$m	2015-16 \$m
Infrastructure Borrowings	3.2	3.2	3.2	3.2	3.2	2.2
Asset Renewal	0.9	0.9	0.9	0.9	0.9	0.9
Property Acquisition	0.8	2.15	-	1.98	0.9	
Caddens Open Space Land (WELL)	-	-	-			2.0
City Centres Renewal and Improvement Program and Shared Pathways	-	2.0	1.6	2.6#		
Organics Bin Purchase			1.4			
Glenmore Pk Stage 2- Open Space Embellishment						2.8
CBD Drainage Program					5.7#	
Penrith Progression				1.5		
<b>Total</b>	<b>\$4.9m</b>	<b>\$8.25m</b>	<b>\$7.1m</b>	<b>\$10.2m</b>	<b>\$10.7m</b>	<b>\$7.9m</b>

# Additional borrowings relating to successful applications to the NSW Local Government's Infrastructure Renewal Scheme, which provides an interest rate subsidy. Each loan has a dedicated funding source and has resulted in accelerating the delivery of the programs.

Any additional projects, above the borrowing targeted by the debt reduction policy, will be included in accordance with a practice of utilising additional loan funds only where there will be a positive net cash flow achieved. The figures do not include any refinancing of existing loans which may occur periodically when contractual arrangements and interest rate differentials make it advantageous.

The table below indicates the actual and future Debt Service Ratios based on predicted borrowings.



## GRANTS

Grant income of \$24.8m is anticipated to be received from various Government Departments to fund capital and operational projects during 2015-16. This figure represents an increase of \$1.1M (5%) compared with the original 2014-15 budget.

Schedule of Anticipated Grants for 2015-16		\$'000
Financial Assistance Grant		10,868
Roads, Footpath & Buildings		3,894
Children's Services		2,507
Emergency Services Management		2,434
Pensioner Rate Subsidy		1,399
Traffic Management, Parking & Road Safety		1,322
Other		959
Libraries		603
Community Safety		425
Community & Cultural Development		223
Environmental Health		205

### Financial Assistance Grant

A significant part of Council's annual revenue (\$11.2m in 2014-15 and \$11.5m in 2013-14) is derived from the Financial Assistance Grant. Local Government financial assistance grants are general purpose grants that are paid to local councils under the provisions of the Commonwealth Local Government (Financial Assistance) Act 1995.

The grant to be received in 2014-15 consists of two components (1) a general component (\$9.0m) and (2) a roads component (\$2.2m). The calculation of the grant is an extremely complex exercise and Council has no control over many of the factors. In addition, each year an adjustment is required for the previous year's grants that takes into account variations in the actual CPI and population shares compared to the estimates used to determine that year's grants.

As part of the 2014-15 Federal Budget the Government announced that it "...will achieve savings of \$925.2 million over four years by pausing indexation of the Local Government Financial Assistance Grants Programme for three years commencing 1 July 2014." Accordingly, there will be no further adjustments to the overall national funding pool for CPI and population growth until the 2017-18 year.

Over recent years population growth had a significant input in the calculations and has been slower in NSW compared to other parts of the Country. This slow growth will impact NSW share of the grants and part of the annual budget process, indexation of negative 3.5% has been applied to the previous year's actual general purpose grant with any change to the roads component amount will be reflected in the roads budget, which has been Council practice in recent years.

## RESERVES

An integral part of Council's financial capacity is the administration of funds held for specific purposes. Council holds these funds in reserves and differentiates them into External & Internal Restrictions. External Restriction accounts have been established to control specific receipts and payments made by Council. These funds are tied in nature and carry specific conditions of use, which are managed throughout the budget process. Internal Restrictions are aimed at supporting a self-funding strategy concept whereby agreed funds are transferred into each reserve and utilised for a specific purpose.

Total reserves are budgeted to increase to \$63.1m by 30 June 2016 (\$47.2m in 2014-15 original budget). Of this amount, \$48.7m (\$32.7m in 2014-15) will be held in reserves required by external legal obligations and \$14.4m (\$14.5m in 2014-15) in accordance with Council resolutions and policy.

Budgeted Position	2014-15 Original \$'000	2015-16 Original \$'000
Externally Restricted Cash Reserves		
S94	13,190	18,023
Other	19,538	30,663
Internally Restricted Cash Reserves	14,470	14,391
<b>Total Cash Reserves</b>	<b>47,198</b>	<b>63,077</b>

### 2015-16 Reserve Movements Budget Estimates for period ended 30 June 2016

Reserve	Opening Balance	Budgeted Transfers To	Budgeted Transfer From	Closing Balance
<b>Internal Reserves</b>				
Alister Brass Foundation	76,941	2,500	-	79,441
Asset Renewal & Established Areas Strategy	691,053	5,329,882	5,982,221	38,714
Asset Reserve	6,700,932	517,429	3,783,709	3,434,651
Bicentenary Celebrations & Civic Events	33,000	-	-	33,000
Carparking/Traffic Facilities	40,226	360,710	-	400,936
Cemetery Reserve	377,437	152,033	-	529,470
Children's Services Reserves	61,560	-	10,000	51,560
City Planning	9,339	-	9,339	-
Corporate Procedures and Systems Reserve	27,286	2,517,928	2,377,863	167,351
Election Reserve	360,143	170,000	-	530,143
Employee's Leave Entitlements	5,300,048	-	-	5,300,048
Environmental Awareness Programs	192,004	-	120,000	72,004
Grant Funded Projects Reserve	265,277	50,000	47,980	267,297
Insurance Reserve	3,149,313	470,164	102,534	3,516,943

Reserve	Opening Balance	Budgeted Transfers To	Budgeted Transfer From	Closing Balance
<b>Internal Reserves</b>				
International Relationships	55,157	-	-	55,157
Legal Reserve	232,361	-	-	232,361
New District Library Resources	329,778	70,222	-	400,000
OOSH Bus Fleet Replacement Program	211,236	40,500	50,000	201,736
Plant & Motor Vehicle Replacement Res.	1,053,457	693,337	820,000	926,793
Property Development Reserve	5,198,919	8,634,180	11,660,187	2,172,912
Recreation Reserve	31,370	2,726	-	34,096
Revote Reserve	278,203	-	278,203	-
S377 Committee Closure Proceeds	81,749	-	-	81,749
Salary System Training & Development Res	164,369	-	-	164,369
Samuel Marsden Road Riding Facility	1,452	-	-	1,452
Stormwater Management Service Charge	669,212	1,787,647	2,456,859	-
Sustainability Revolving Fund	562,134	233,676	-	795,810
Town Centre Review and Administration	18,471	-	-	18,471
Voted Works	365,006	159,000	4,500	519,506
<b>Total Internal Reserves</b>	<b>26,537,434</b>	<b>21,191,933</b>	<b>27,703,395</b>	<b>20,025,972</b>
<b>Internal Loans</b>				
Baseball Facilities	(4,200)	2,800	-	(1,400)
Costs to Advance Next Years Projects	(318,426)	-	115,500	(433,926)
Whitewater Canoe Slalom	(334,288)	209,130	194,421	(319,579)
<b>Total Internal Loans</b>	<b>(656,914)</b>	<b>211,930</b>	<b>309,921</b>	<b>(754,905)</b>
Section 94 in deficit internal loan	(9,381,792)		702,590	(10,084,382)
<b>Total Internal Reserves &amp; Loans</b>	<b>16,498,727</b>	<b>21,403,863</b>	<b>28,715,906</b>	<b>9,186,685</b>

BUDGET AND REVENUE

ASSET RENEWAL AND REPLACEMENT

CAPITAL AND OPERATING PROJECTS

SPECIAL RATE INITIATIVES

PERFORMANCE MEASUREMENT

GLOSSARY

## 2014-15 Reserve Movements Budget Estimates for period ended 30 June 2015

Reserve	Opening Balance	Budgeted Transfers To	Budgeted Transfer From	Closing Balance
<b>External Reserves</b>				
Civic Improvement S94	(2,210,038)	-	-	(2,210,038)
Claremont Meadows S94	(923,377)	375,104	449,851	(998,124)
Cultural Facilities S94	(3,735,727)	168,000	456,184	(4,023,911)
Erskine Business Park S94	2,932,153	41,146	84,108	2,889,192
Erskine Pk Residential Area S94	96,875	250	72,300	24,825
Footpath Construction S94	16,537	210	14,267	2,480
Glenmore Park S94	13,241	186	-	13,427
Glenmore Park Stage 2 S94	(17,925)	782,897	178,083	586,889
Kingswood Neighbourhood Centre S94	(37,356)	7,250	-	(30,106)
Lambridge Industrial Estate S94	(2,457,369)	-	364,834	(2,822,203)
Penrith City District Open Space S94	12,387,470	1,637,079	1,161,400	12,863,149
Penrith City Local Open Space S94	779,208	340,929	468,072	652,065
Waterside S94	490,804	6,887	2,953	494,738
WELL Precinct	1,205,150	16,912	725,562	496,500
Funding for S94 Plans in deficit	9,381,792	-	(702,590)	10,084,382
<b>Total Section 94 Reserves</b>	<b>17,921,438</b>	<b>3,376,851</b>	<b>3,275,024</b>	<b>18,023,265</b>
<b>Other External Reserves</b>				
Waste Disposal Reserve	5,592,136	3,635,631	2,064,162	7,163,605
Environment / Sullage Reserve	114,855	841,746	847,802	108,799
Unexpended Loans	13,912,795	5,898,000	4,652,424	15,158,371
Unexpended Grants	2,943,043	8,691,713	10,634,541	1,000,215
Contributions	7,263,970	2,689,526	2,771,691	7,181,805
Waste and Sustainability Improvement Payments	724,419	-	674,419	50,000
<b>Total Other External Reserves</b>	<b>30,551,218</b>	<b>21,756,617</b>	<b>21,645,039</b>	<b>30,662,795</b>
<b>Total External Reserves</b>	<b>48,472,656</b>	<b>25,133,468</b>	<b>24,920,063</b>	<b>48,686,060</b>
<b>Other Internal Reserves/Committees</b>				
Children's Services Cooperative Reserves	1,023,386	68,880	62,895	1,029,371
Other (Committees)	478,122	26,661	-	504,783
Bonds & Deposits	3,669,611	-	-	3,669,611
<b>Total Other Internal Reserves</b>	<b>5,171,119</b>	<b>95,541</b>	<b>62,895</b>	<b>5,203,765</b>
<b>Grand Total of Reserves</b>	<b>70,142,502</b>	<b>46,632,872</b>	<b>53,698,864</b>	<b>63,076,510</b>
<b>Controlled Entity</b>				
<b>Total Controlled Entity Reserve Movements</b>	<b>-</b>	<b>230,744</b>	<b>-</b>	<b>230,744</b>
<b>RESERVE MOVEMENTS PER BUDGET</b>		<b>46,863,616</b>	<b>53,698,864</b>	

## ENTITIES

The Council subsidy for all entity budgets has now been established, and the overall impact of the Controlled Entities on the 2015-16 budget is discussed below.

Included in the 2015-16 budget at this stage are the following subsidies/contributions:

- Penrith Aquatic and Leisure Limited – total of \$980,000 (2014-15 – \$980,000)
- Penrith Performing and Visual Arts Ltd - total of \$1.585m (2014-15 - \$1.547m).
- Penrith Whitewater Stadium – Nil

In addition, the 2015-16 budget currently includes:

- A contribution to the RID Squad of \$58,430
- A subsidy to the Children's Services Co-operative of \$120,000, a decrease of \$45,000 (27%) from 2014-15, for the shortfall in funding that results from providing care to children with additional needs under the Inclusion Support Scheme (ISS). Whilst Federal Funding is provided to support services providing care to children with additional needs, this falls significantly short of the true cost incurred. The subsidy provided by Council as a community obligation/social justice contribution therefore assists the Board in meeting this shortfall.
- A subsidy request of \$50,000 (Other Services) - to the Glenmore Park Child and Family Centre has been flagged by the Children's Services Manager. The Centre became fully operational in 2010-11 and during the establishment phase of operations Council has maintained operational responsibility for the services to build community interest and commitment to the facility and ensure the full potential of the centre can be realised. As it is eventually planned for the Centre to come under the control of the Children's Services Cooperative and a review is currently being undertaken into this operational model. Details of this review, and resulting recommendations, was provided at the Ordinary Meeting of 27 April 2015.
- A total subsidy of \$601,831 to the Penrith Business Alliance, including \$250,000 from the SRV commencing in 2012-13. (The subsidy for 2014-15 was \$620,049 and included an additional allocation of \$25,000 to undertake a review of operations).

## FINANCIAL STABILITY - LIQUIDITY

Council maintains a strong financial position which can be seen in a number of measures:

1. Strong Cash flows – Council's capital expenditure is substantially funded from operations or other internal sources. Projected base borrowings for 2014-15 are \$9.69m (including \$4.7m of renewal loans and \$850,000 for the purchase of a property in St Marys).
2. Secure cash flows – rate and domestic waste revenue is a charge on the land with essentially 100% collection over time. Any additional increase in rates requires IPART approval.
3. Level of Cash Reserves – Council holds sufficient cash to maintain its operations. Council's expenditure is also relatively insensitive to economic conditions reducing the likelihood of unexpected demands on the organisation.

## BUDGETED STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2016

CURRENT ASSETS	\$'000
Cash Assets	2,000
Investment Securities	31,073
Receivables	6,120
Inventories	2,610
Other	500
<b>Total Current Asset</b>	<b>42,303</b>

NON-CURRENT ASSETS	\$'000
Cash Assets	-
Investment Securities	5,000
Receivables	2,000
Inventories	-
Other	-
Property, Plant & Equipment	2,672,034
Investment Properties	22,749
Investments accounted for using the equity method	2,900
<b>Total Non-Current Assets</b>	<b>2,704,683</b>
<b>Total Assets</b>	<b>2,746,986</b>

CURRENT LIABILITIES	\$'000
Payables	(11,830)
Interest Bearing Liabilities	(7,000)
Provisions	(26,489)
<b>Total Non Current Liabilities</b>	<b>(45,319)</b>

NON-CURRENT LIABILITIES	\$'000
Payables	-
Interest Bearing Liabilities	(53,311)
Provisions	(1,472)
Investments accounted for using the equity method	-
<b>Total Non Current Liabilities</b>	<b>(54,783)</b>
<b>Total Liabilities</b>	<b>(100,102)</b>
<b>Net Assets</b>	<b>\$2,646,883</b>

EQUITY	\$'000
Accumulated Surplus	(1,979,009)
Asset Revaluation Reserve	(667,874)
<b>Total Equity</b>	<b>(2,646,883)</b>



# LONGER TERM FINANCIAL PLAN

As part of the Council Resource Strategy each Council must prepare a Long Term Financial Plan (LTFF) for a minimum of ten years which is to be updated at least annually as part of the development of the annual Budget. The aim of the LTFF is to ensure that Council identifies financial issues at an early stage and reviews their effect on future activities. The LTFF must be reviewed in detail as part of the four yearly review of the Community Strategic Plan. The LTFF process involves four main elements:

- Planning Assumptions
- Revenue Forecasts
- Expenditure Forecasts
- Sensitivity Analysis.

Council's LTFF and model is capable of extrapolating the current year base budget, incorporating recurrent projects, future capital projects and associated recurrent costs, debt servicing, rates projections, and has the capacity for a number of budget variables to be applied. Future years' forecasts are linked to the current budget and provide a means of assessing the long-term financial implication of current year decisions. The Model is able to hold multiple views of possible future outcomes with each view representing a particular set of assumptions and what the outcomes would be if these assumptions happen to occur.

Penrith City Council has long been faced with the challenge of establishing and maintaining long term financial sustainability. The last five years has seen an increasing focus on the overall financial sustainability of local government in NSW, with none more so than the recently announced NSW Government's Fit for the Future requirements in response to the Independent Review Panel recommendations. In addition several key events have highlighted our vulnerability to changes in the financial climate including the Global Financial Crisis (GFC), that saw both investment losses for Council and an increased contribution required by the Local Government Super Scheme (LGSS) for the Defined Benefits Scheme (DBS) along with reduced income resulting from the slowdown in the economy, Penrith's 'weak' rating as part of the TCorp review of local government financial sustainability, review of the Federal Assistance Grants, proposed changes to section 94 developer contributions and the Asset Renewal & Established Areas Strategy (AREAS) Special Rate Variation (AREAS) which is set to end in 2015-16.

The combination of these factors triggered the current review of Council's financial capacity. Consequently over the past 12-18 months, and in preparation for the expiry of the AREAS SRV (details of the AREAS SRV can be found in the "Special Initiatives" section of this document), detailed discussions have been occurring with management and the Finance Working Party (FWP) and Councillors as we review Council's financial capacity. The review to date has focused on our current sustainable position and also considered future aspirations that are outside our current capacity along with structural budget changes that will better secure our long term financial future.

The LTFF continues to foreshadow Council's intention to apply to renew the AREAS SRV.

A key and immediate element of the Financial Capacity Review has been the development of a revised borrowing strategy. The revised strategy will reduce Council's annual General Infrastructure borrowings from \$3.2m to nil over 5 years, with the implementation commencing with the 2015-16 budget and the full strategy being incorporated into the base scenario of the LTFF.

In addition, the ongoing potential legislative changes that have been proposed by the NSW Government in relation to the planning legislation are yet to be fully confirmed, however two of the known issues Penrith City Council will face in the very near future are the termination of the Cultural Facilities Plan, and challenges collecting contributions for the Lambridge Industrial Estate Plan, which are both supporting external loans that delivered works in advance of

contributions. The LTFP has acknowledged these additional calls on general revenue with the following strategies incorporated into the base scenario.

Implemented Strategy	Impact ('000)	From	Comment
Cultural Facilities Plan	\$650	2016-17	Over 10 years
Lambridge Industrial Estate	\$375	2016-17	Over 10 years

As mentioned above the base scenario for Council's LTFP continue to incorporate the renewal of the AREAS SRV and now incorporates the revised Borrowings Strategy and implemented strategy to address s94 deficits that are unlikely to be recovered.

### Alternate Scenario

The progress of the Financial Capacity Review has seen a number of identified financial initiatives developed that will strengthen our long term financial position including fundamental changes to service cost alignments, Property Development "dividends" and increased investments in Asset Management, ICT and Major Project funding and design. Councillors have endorsed these initiatives and requested that broader community consultation be undertaken. A summary of the recommended strategies are provided following;

#### ASSET MANAGEMENT, RENEWAL AND BACKLOG

The 2011-12 SRV established an asset renewal program for all asset classes. As IPART did not approve the full SRV request it resulted in these programs being funded at reduced levels and the program needing to be recast over a longer timeframe. A detailed review of our programs, including the impact of the reduced funding on the progress of asset renewal, the impact of now accelerating the reduction of the current backlog along with how these programs and maintenance provisions will accommodate the growth of the City has been undertaken. Options are being finalised as part of the Capacity Review and the Fit for the Future consultations that will inform the Community's service level and asset condition expectations, however initial estimates indicate that a further \$4m of annual funding may be required for the Building Asset Renewal Program. In addition the current \$650,000 annual contribution to the Building Asset Renewal program from the Property Development Reserve will not be sustainable beyond 2015-16. The alternate scenario of the LTFP recommends the following additional funding allocations of:

Recommended Strategy	Impact ('000)	From	Comment
Address Buildings Backlog	\$1,500	2018-19	Over 8 years
Additional Building Renewal	\$2,500	2018-19	Ongoing
Replace Property funds for Renewal	\$650	2016-17	Ongoing

#### REALIGN SERVICE COSTS

The comprehensive service review being completed ensures that all service costs are realigned, where required. A key influence on this recommendation has been the Property Strategy that has been developed by the Finance Working Party and is to be implemented over the coming months. Refocusing the activities of Council's Property Development function to ensure that an alternate and sustainable revenue stream is provided has been central to the work done by the FWP, and to achieve this capacity must be built. This is forecast to enable the payment of an annual dividend of \$1.8m back to Council's general operations from 2021-22 to support service delivery. In addition this strategy recommends that the bulk of parking enforcement activities be funded from general revenue, thereby leaving revenue in the Parking Reserve to help finance future parking infrastructure. The alternate scenario of the LTFP recommends the following additional funding allocations of:

Recommended Strategy	Impact ('000)	From	Comment
<b>Property</b>			
Property Development "Dividend"	\$1,800	2021-22	Ongoing
Fund subsidised rental	(\$775)	2016-17	Ongoing
Funeral Parlour loan repayments	(\$384)	2016-17	Loan term
<b>Car Parking</b>			
Re-establish Parking proceeds Reserve	(\$815)	2016-17	Ongoing

#### PRODUCTIVITY INITIATIVES

New savings resulting from the current service review and continuous improvement have been targeted by this strategy which has also recognised the need for increased investment in ICT to drive productivity initiatives. The alternate scenario of the LTFP recommends the following additional funding allocations/(savings) of:

Recommended Strategy	Impact ('000)	From	Comment
Operational Budget savings – 0.5%	(\$1,000)	2016-17	0.25% in 2015-16
Increased base investment in ICT	\$200	2016-17	Ongoing
Once off ICT investment	\$1,500	2016-17	Over 2 years

#### MAJOR PROJECTS AND REGIONAL CITY INFRASTRUCTURE

As the City matures into our Regional City status capacity will need to be established for both project planning and implementation to ensure that we are in the best position to obtain the expanded infrastructure we will require. Detailed options will need to be modelled to create this capacity and ensure that our City's needs are identified and mapped, particularly over a 5-10 year horizon. The alternate scenario of the LTFP recommends the following additional funding allocations of:

Recommended Strategy	Impact ('000)	From	Comment
Major Projects Reserve/ Contribution	\$1,500	2018-19	\$3.3m from 2021-22
Design cost allowance	\$200	2016-17	Ongoing

#### ACCOMMODATING RESPONSIVENESS

As the demands on the organisation grow it will be essential that the budget has capacity to quickly respond to any emerging priorities and opportunities as they arise. A number of initiatives have been developed to provide that flexibility and respond to the pressures of the day. The alternate scenario of the LTFP recommends the following additional funding allocations of:

Recommended Strategy	Impact ('000)	From	Comment
Annual once off Project allocation	(\$450)	2016-17	Ongoing
Recurring costs (Service adjustments)	(\$100)	2016-17	Cumulative/ ongoing
Surplus Budget	(\$1,000)	2020-21	0.5% Op Ex

In addition to the proposed strategies discussed above, which include some funding mechanisms, the Alternate scenario for the LTFP acknowledges that additional revenues will be required to provide a long term financially sustainable position and has incorporated a future SRV that will ensure Council is well placed to address our obligations to the Community and pass the stringent Fit For the Future criteria.

The extensive community consultation already underway will continue to ensure their expectations are aligned and to inform the willingness to pursue a future SRV, phased over a number of years, to achieve the outcomes of the alternate scenario, and any other funding or service changes that may be required.

It is noted that Council's Fit for the Future submission will be made in line with the Alternate Scenario of the LTFP.

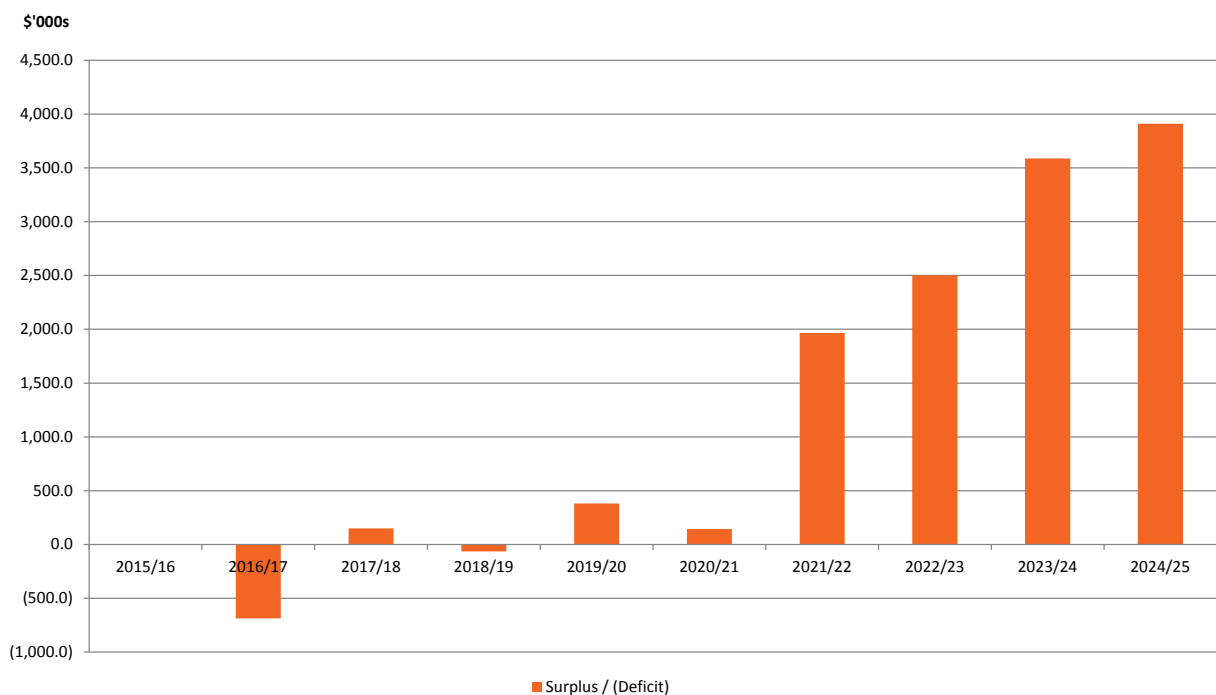
Consequently this revision of the 2013-17 Delivery Program (including the 2015-16 Operational Plan) incorporates the following action for 2015-16;

**2015-16 Operational Plan action:**

*Complete community consultation to ensure all service and infrastructure needs are being addressed and explore associated funding options, including an additional general special rate variation alongside the renewal of the AREAS special rate variation*

**Estimates in the LTFP**

The following outlines the projected budget results under the base and alternate scenarios outlines above.



	2015/ 16	2016/ 17	2017/ 18	2018/ 19	2019/ 20	2020/ 21	2021/ 22	2022/ 23	2023/ 24	2024/ 25
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Base Scenario	0.0	(686.4)	149.0	(65.1)	380.6	143.7	1,965.6	2,500.7	3,587.8	3,910.9
Alternate Scenario	0.0	(1,135.6)	2,113.3	(406.4)	3,470.1	3,465.2	5,402.7	6,114.0	7,379.2	7,881.4

# LONG TERM FINANCIAL - BASE SCENARIO

Base Year	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25
<b>OPERATIONS FROM ORDINARY ACTIVITIES</b>										
<b>Operating Revenue</b>										
Rates & Annual Charges	121,814.0	123,217.3	126,868.6	130,834.0	135,131.7	139,683.5	144,373.9	149,221.1	154,230.2	159,406.5
User Charges & Fees	5,502.1	5,582.6	5,582.6	5,582.6	5,582.6	5,582.6	5,582.6	5,582.6	5,582.6	5,582.6
Fees for Commercially Available Services	32,184.3	32,223.8	32,745.9	33,320.0	33,911.3	34,518.8	35,144.5	35,789.0	36,452.9	37,136.6
Interest Income	2,064.2	2,051.8	2,062.9	2,073.6	2,085.4	2,097.9	2,110.8	2,124.1	2,137.9	2,152.2
Other Operating Revenues	1,876.1	1,876.1	1,876.1	1,876.1	1,876.1	1,876.1	1,876.1	1,876.1	1,876.1	1,876.1
Operating Grants	22,522.8	23,875.9	21,184.3	21,421.8	21,665.1	22,176.7	22,445.6	22,721.2	23,003.4	23,292.6
Operating Contributions	2,970.8	3,049.7	3,016.6	2,982.5	2,947.4	2,873.7	2,835.1	2,797.0	2,765.1	2,743.2
Profit on Sale of Assets	(485.9)	(485.9)	(485.9)	(485.9)	(485.9)	(485.9)	(485.9)	(485.9)	(485.9)	(485.9)
<b>TOTAL OPERATING REVENUE</b>	<b>188,448.4</b>	<b>191,391.3</b>	<b>192,851.1</b>	<b>197,604.7</b>	<b>202,713.7</b>	<b>208,098.3</b>	<b>213,652.4</b>	<b>219,387.7</b>	<b>225,312.0</b>	<b>231,436.6</b>
<b>Operating Expenditure</b>										
Employee Costs	(86,501.8)	(87,468.3)	(89,796.7)	(92,549.7)	(95,601.5)	(98,744.9)	(101,982.5)	(105,317.3)	(109,273.1)	(113,389.7)
Employee Costs - ELE	(2,731.6)	(2,731.6)	(2,731.6)	(2,731.6)	(2,731.6)	(2,731.6)	(2,731.6)	(2,731.6)	(2,731.6)	(2,731.6)
Interest Charges	(3,337.4)	(3,345.3)	(3,048.7)	(2,756.0)	(2,333.6)	(2,187.9)	(1,778.2)	(1,352.0)	(1,039.6)	(767.8)
Depreciation & Amortisation	(22,796.4)	(22,796.4)	(22,685.9)	(22,994.5)	(23,307.5)	(23,624.8)	(23,946.6)	(24,273.0)	(24,604.0)	(24,939.6)
Materials	(28,313.9)	(29,743.6)	(26,661.7)	(27,218.8)	(27,836.9)	(28,532.5)	(29,248.9)	(29,986.8)	(30,746.8)	(31,529.7)
Contracts	(33,632.1)	(34,267.5)	(34,596.2)	(35,341.4)	(36,182.7)	(37,056.2)	(37,963.4)	(38,905.5)	(39,884.0)	(40,900.4)
Other Operating Expenses	(16,181.9)	(15,778.6)	(16,212.8)	(16,512.9)	(16,861.3)	(17,231.2)	(17,674.6)	(18,014.9)	(18,430.2)	(18,861.9)
Other Expenses - Internal Charges	510.2	510.2	510.2	511.0	511.0	511.0	511.0	511.0	511.0	511.0
<b>TOTAL EXPENDITURE</b>	<b>(192,984.9)</b>	<b>(195,621.1)</b>	<b>(195,223.4)</b>	<b>(199,593.9)</b>	<b>(204,344.1)</b>	<b>(209,598.1)</b>	<b>(214,814.8)</b>	<b>(220,070.1)</b>	<b>(226,198.3)</b>	<b>(232,609.7)</b>
<b>Operating Result before Capital Grants &amp; Contributions</b>	<b>(4,536.5)</b>	<b>(4,229.8)</b>	<b>(2,372.3)</b>	<b>(1,989.2)</b>	<b>(1,630.4)</b>	<b>(1,499.8)</b>	<b>(1,162.4)</b>	<b>(682.4)</b>	<b>(886.3)</b>	<b>(1,173.1)</b>
Capital Grants and Contributions	22,414.3	22,414.3	25,646.5	28,532.0	23,945.4	22,937.0	22,894.6	22,243.5	28,348.7	20,734.0
<b>OPERATING RESULT</b>	<b>17,877.8</b>	<b>18,184.5</b>	<b>23,274.2</b>	<b>26,542.8</b>	<b>22,315.0</b>	<b>21,437.2</b>	<b>21,732.2</b>	<b>21,561.1</b>	<b>27,462.4</b>	<b>19,560.9</b>

GLOSSARY	ASSET RENEWAL AND REPLACEMENT	BUDGET AND REVENUE
PERFORMANCE MEASUREMENT	CAPITAL AND OPERATING PROJECTS	
SPECIAL RATE INITIATIVES		

## LONG TERM FINANCIAL - BASE SCENARIO

	Base Year	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25
<b>FUNDING STATEMENT (Source &amp; Application)</b>											
Add back non funded Expenses -	22,796.4	22,796.4	22,685.9	22,994.5	23,307.5	23,624.8	23,946.6	24,273.0	24,604.0	24,939.6	25,279.9
Depreciation											
Add back non funded Expenses - ELE	2,731.6	2,731.6	2,731.6	2,731.6	2,731.6	2,731.6	2,731.6	2,731.6	2,731.6	2,731.6	2,731.6
Funds Received from Sales of Assets	7,094.0	7,094.0	9,534.0	2,934.0	3,934.0	2,434.0	2,434.0	2,434.0	2,434.0	2,434.0	2,434.0
Loans Received	5,324.9	5,324.9	5,302.7	2,411.9	6,064.5	1,311.9	211.9	211.9	211.9	211.9	211.9
3803 - Budget Surplus (502.8)											
Funds Transferred (to) / from Reserves held	4,089.2	4,536.8	(5,634.2)	1,212.5	(7,313.9)	375.7	5,673.9	(4,203.8)	498.9	(3,749.5)	(3,565.1)
<b>Net Fund Available</b>	<b>59,411.1</b>	<b>60,668.2</b>	<b>57,894.2</b>	<b>58,827.3</b>	<b>51,038.7</b>	<b>51,915.2</b>	<b>56,730.2</b>	<b>47,007.8</b>	<b>57,942.8</b>	<b>46,128.5</b>	<b>45,450.6</b>
<b>Application of Funds</b>											
Asset Acquired (non current)	(48,117.2)	(49,463.2)	(47,329.0)	(46,941.8)	(40,122.5)	(41,834.3)	(48,543.3)	(38,883.1)	(50,204.7)	(38,411.5)	(38,535.7)
Loan Repayments Made	(11,293.9)	(11,205.0)	(11,251.6)	(11,736.5)	(10,981.3)	(9,700.3)	(8,043.2)	(6,159.1)	(5,237.4)	(4,129.2)	(3,004.0)
<b>Total Application</b>	<b>(59,411.1)</b>	<b>(60,668.2)</b>	<b>(58,580.6)</b>	<b>(58,678.3)</b>	<b>(51,103.8)</b>	<b>(51,534.6)</b>	<b>(56,586.5)</b>	<b>(45,042.2)</b>	<b>(55,442.1)</b>	<b>(42,540.7)</b>	<b>(41,539.7)</b>
<b>Net Cost funded from Rates &amp; Other Income</b>	<b>0.0</b>	<b>0.0</b>	<b>(686.4)</b>	<b>149.0</b>	<b>(65.1)</b>	<b>380.6</b>	<b>143.7</b>	<b>1,965.6</b>	<b>2,500.7</b>	<b>3,587.8</b>	<b>3,910.9</b>

# LONG TERM FINANCIAL PLAN - ALTERNATE SCENARIO

	Base Year	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25
<b>OPERATIONS FROM ORDINARY ACTIVITIES</b>											
<b>Operating Revenue</b>											
Rates & Annual Charges	121,814.0	123,217.3	129,223.2	135,717.5	142,742.8	150,248.6	155,256.0	160,429.7	165,775.0	171,297.7	177,003.6
User Charges & Fees	5,502.1	5,582.6	5,582.6	5,582.6	5,582.6	5,582.6	5,582.6	5,582.6	5,582.6	5,582.6	5,582.6
Fees for Commercially Available Services	32,184.3	32,223.8	32,745.9	33,320.0	33,911.3	34,518.8	35,144.5	35,789.0	36,452.9	37,136.6	37,840.9
Interest Income	2,064.2	2,051.8	2,070.4	2,089.2	2,109.6	2,131.5	2,145.4	2,159.8	2,174.7	2,190.1	2,206.0
Other Operating Revenues	1,876.1	1,876.1	1,876.1	1,876.1	1,876.1	1,876.1	1,876.1	1,876.1	1,876.1	1,876.1	1,876.1
Operating Grants	22,522.8	23,875.9	21,184.3	21,421.8	21,665.1	21,914.2	22,176.7	22,445.6	22,721.2	23,003.4	23,292.6
Operating Contributions	2,970.8	3,049.7	3,016.6	2,982.5	2,947.4	2,911.1	2,873.7	2,835.1	2,797.0	2,765.1	2,743.2
Profit on Sale of Assets	(485.9)	(485.9)	(485.9)	(485.9)	(485.9)	(485.9)	(485.9)	(485.9)	(485.9)	(485.9)	(485.9)
<b>TOTAL OPERATING REVENUE</b>	<b>188,448.4</b>	<b>191,391.3</b>	<b>195,213.2</b>	<b>202,503.8</b>	<b>210,349.0</b>	<b>218,697.0</b>	<b>224,569.1</b>	<b>230,632.0</b>	<b>236,893.6</b>	<b>243,365.7</b>	<b>250,059.1</b>
<b>Operating Expenditure</b>											
Employee Costs	(86,501.8)	(87,390.2)	(89,796.7)	(92,655.6)	(95,819.7)	(99,081.9)	(102,445.4)	(105,913.2)	(110,009.6)	(114,274.7)	(118,715.2)
Employee Costs - ELE	(2,731.6)	(2,731.6)	(2,731.6)	(2,731.6)	(2,731.6)	(2,731.6)	(2,731.6)	(2,731.6)	(2,731.6)	(2,731.6)	(2,731.6)
Interest Charges	(3,337.4)	(3,345.3)	(3,048.7)	(2,756.0)	(2,333.6)	(2,187.9)	(1,778.2)	(1,352.0)	(1,039.6)	(767.8)	(537.2)
Depreciation & Amortisation	(22,796.4)	(22,796.4)	(22,685.9)	(22,994.5)	(23,307.5)	(23,624.8)	(23,946.6)	(24,273.0)	(24,604.0)	(24,939.6)	(25,279.9)
Materials	(28,313.9)	(29,821.7)	(26,111.7)	(26,668.8)	(27,286.9)	(27,982.5)	(28,698.9)	(29,436.8)	(30,196.8)	(30,979.4)	(31,786.0)
Contracts	(33,632.1)	(34,267.5)	(34,796.2)	(35,541.4)	(36,382.7)	(37,256.2)	(38,163.4)	(39,105.5)	(40,084.0)	(41,100.4)	(42,156.3)
Other Operating Expenses	(16,181.9)	(15,778.6)	(16,212.8)	(16,512.9)	(16,861.3)	(17,231.2)	(17,615.5)	(18,014.9)	(18,430.2)	(18,861.9)	(19,310.8)
Other Expenses - Internal Charges	510.2	510.2	510.2	511.0	511.0	511.0	511.0	511.0	511.0	511.0	511.0
<b>TOTAL EXPENDITURE</b>	<b>(192,984.9)</b>	<b>(195,621.1)</b>	<b>(194,873.4)</b>	<b>(199,349.8)</b>	<b>(204,212.3)</b>	<b>(209,585.1)</b>	<b>(214,868.6)</b>	<b>(220,316.0)</b>	<b>(226,584.8)</b>	<b>(233,144.4)</b>	<b>(240,006.0)</b>
<b>Operating Result before Capital Grants &amp; Contributions</b>	<b>(4,536.5)</b>	<b>(4,229.8)</b>	<b>339.8</b>	<b>3,154.0</b>	<b>6,136.7</b>	<b>9,111.9</b>	<b>9,700.5</b>	<b>10,316.0</b>	<b>10,308.8</b>	<b>10,221.3</b>	<b>10,053.1</b>
Capital Grants and Contributions	22,414.3	22,414.3	25,646.5	28,532.0	23,945.4	22,937.0	22,894.6	22,243.5	28,348.7	20,734.0	19,900.4
<b>OPERATING RESULT</b>	<b>17,877.8</b>	<b>18,184.5</b>	<b>25,986.3</b>	<b>31,686.0</b>	<b>30,082.1</b>	<b>32,048.9</b>	<b>32,595.1</b>	<b>32,559.5</b>	<b>38,657.5</b>	<b>30,955.3</b>	<b>29,953.5</b>

GLOSSARY	PERFORMANCE MEASUREMENT	SPECIAL RATE INITIATIVES	CAPITAL AND OPERATING PROJECTS	ASSET RENEWAL AND REPLACEMENT	BUDGET AND REVENUE
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## LONG TERM FINANCIAL PLAN - ALTERNATE SCENARIO

	Base Year	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25
<b>FUNDING STATEMENT (Source &amp; Application)</b>											
Add back non funded Expenses -	22,796.4	22,796.4	22,685.9	22,994.5	23,307.5	23,624.8	23,946.6	24,273.0	24,604.0	24,939.6	25,279.9
Depreciation											
Add back non funded Expenses - ELE	2,731.6	2,731.6	2,731.6	2,731.6	2,731.6	2,731.6	2,731.6	2,731.6	2,731.6	2,731.6	2,731.6
Funds Received from Sales of Assets	7,094.0	7,094.0	9,534.0	2,934.0	3,934.0	2,434.0	2,434.0	2,434.0	2,434.0	2,434.0	2,434.0
Loans Received	5,324.9	5,324.9	5,302.7	2,411.9	6,064.5	1,311.9	211.9	211.9	211.9	211.9	211.9
3803 - Budget Surplus	(502.8)										
Funds Transferred (to) / from Reserves held	4,089.2	4,536.8	(8,045.5)	(1,216.4)	(11,422.3)	(3,181.5)	2,097.5	(7,800.1)	(3,117.9)	(7,387.5)	(7,224.8)
<b>Net Fund Available</b>	<b>59,411.1</b>	<b>60,668.2</b>	<b>58,195.0</b>	<b>61,541.6</b>	<b>54,697.4</b>	<b>58,969.7</b>	<b>64,016.7</b>	<b>54,409.9</b>	<b>65,521.1</b>	<b>53,884.9</b>	<b>53,386.1</b>
<b>Application of Funds</b>											
Asset Acquired (non current)	(48,117.2)	(49,463.2)	(48,079.0)	(47,691.8)	(44,122.5)	(45,799.3)	(52,508.3)	(42,848.1)	(54,169.7)	(42,376.5)	(42,500.7)
Loan Repayments Made	(11,293.9)	(11,205.0)	(11,251.6)	(11,736.5)	(10,981.3)	(9,700.3)	(8,043.2)	(6,159.1)	(5,237.4)	(4,129.2)	(3,004.0)
<b>Total Application</b>	<b>(59,411.1)</b>	<b>(60,668.2)</b>	<b>(59,330.6)</b>	<b>(59,428.3)</b>	<b>(55,103.8)</b>	<b>(55,499.6)</b>	<b>(60,551.5)</b>	<b>(49,007.2)</b>	<b>(59,407.1)</b>	<b>(46,505.7)</b>	<b>(45,504.7)</b>
<b>Net Cost funded from Rates &amp; Other Income</b>	<b>0.0</b>	<b>0.0</b>	<b>(1,135.6)</b>	<b>2,113.3</b>	<b>(406.4)</b>	<b>3,470.1</b>	<b>3,465.2</b>	<b>5,402.7</b>	<b>6,114.0</b>	<b>7,379.2</b>	<b>7,881.4</b>



# ASSET RENEWAL AND REPLACEMENT PROGRAMS

## ASSET RENEWAL

Asset Management remains a key focus of Council's Community Strategic Plan with funds committed in recent years for substantial increases in road maintenance and building asset renewal.

### Roads Asset Renewal

Council's established policy has been to maintain, and where possible increase, its annual allocation for the maintenance of roads in order to prevent a decline in the overall condition of the City's roads.

The Australian Road Research Board survey vehicle completed a survey of the City's Road network in 2005 and this formed the basis for Council's commitment to increase resources for road assets to \$10m p.a. by June 2009. The increased funding to achieve this target was phased in over four years with 2008-09 being the final year having a total of \$10.27m allocation for Road Asset Renewal. A further road network survey was undertaken in 2013. An analysis of the survey, together with modelling of future condition based on current funding levels indicated that the network has improved and can be maintained in its current condition if current funding levels (indexed) are maintained. Currently components of this budget allocation are indexed to cover increases in materials and also to fund new assets built or dedicated to Council. There is a one off additional \$1.038m in the 2015-16 Roads budget from an additional contribution from the Federal Government under the Roads to Recovery Program.

Funding of approximately **\$14.93m** is provided in the 2015-16 budget for Roads Asset Renewal works.

### Building Asset Renewal

Council owns and operates a property portfolio of over 286 buildings with a replacement value of over \$383m. Routine building maintenance is provided for within operational budgets. Following the Asset Renewal and Established Areas Strategy special rate rise approved in 2006-07 the Building Asset Renewal Program achieved the required funding of \$1,500,000 in 2008-09 (indexed from 2015-16), in addition the 2011-12 SRV included a further \$400,000 annually from 2011-12 onwards for the Building Asset Renewal Program. The Financial Capacity Review being undertaken will look to confirm if this elevated level of expenditure remains adequate or if additional is needed, ensuring our future needs will be addressed along with addressing the current backlog.

Funding of **\$2.7m** is provided in the 2015-16 budget for the Building Asset Renewal Program (including increases of \$24,000 in the AREA's component).

### Parks Asset Renewal

Parks assets include playground equipment, fencing, lighting, irrigation systems, signage, park furniture and seating and sporting field surfaces. These assets have a current replacement value of approximately \$20m.

Previously, fixed assets in parks had either been repaired or replaced using funds from the Parks Operational Budget. In some cases Parks assets have been replaced using funds in the Capital Works Program. Using funds from the Parks Operational budget for Asset Renewal is ineffective in preserving assets over the long term and puts pressure on the delivery of the specified standard of service for ongoing Parks mowing and maintenance.

A revised 10 year asset renewal strategy, incorporating the outcomes of the Sportsground Management Strategy, has been developed to renew existing assets so that they are contemporary and meet community expectations. The total value of the program is \$8.5m.

The SRV included an additional \$480,000 for the Parks Asset Renewal Program annually from 2011-12 increasing to \$530,000 in 2015-16 and then indexed annually. This brings the proposed allocation in 2015-16 for Parks Asset Renewal to **\$780,000**, (\$87,500 of which has been allocated to supplement S94 Local Open Space expenditure.)

### Public Amenities Replacement

A Public Toilet Replacement program was developed in 2008 to initiate an ongoing program of toilet replacement which aims to provide improved safety, amenity and public perception of the City's public toilets. This program was in response to the 2007 Community Survey and previous surveys, in which the provision and maintenance of public toilets was consistently ranked of high importance but low satisfaction ratings.

The cost of replacing a stand-alone public toilet ranges from \$100,000-\$200,000 depending on its size. The estimated cost of a 10-year program to either demolish and construct new or refurbish current amenities to incorporate "Crime Prevention Through Environmental Design" (CPETD) treatments and accessibility requirements is approximately \$2.7 million.

A 10-year program was adopted by Council in 2008-09. There are 22 stand-alone public toilets across the city at varying standards of condition. For the ten year program to be completed requires an annual average allocation of \$240,000. Annual funding of \$150,000 was allocated in the 2008-2009, 2009-2010 and 2010-2011, with an additional \$90,000 provided from SRV funding from 2011-12.

By December 2014 the replacement and/or refurbishment of eight (8) public amenity facilities across the LGA had been completed. The upgrade of new facilities of Penrith Cemetery, (Kingswood) and Victoria Park, (St Marys) are programmed for completion in 2015-16. A further 8 facilities across the city are listed for replacement and/or refurbishment under the program over the next few years.

The proposed allocation for 2015-16 for Public Amenities Replacement is **\$540,000**.

## Path Paving Program

Prior to the development of the 2007-08 Management Plan the footpath paving program received an annual general revenue allocation of \$750,000. This allocation was to fund the identified footpath paving program which required the continuation of this allocation up to and including 2012-13, for a total of \$4.5m. A strategy was proposed and subsequently implemented to accelerate this program through loan borrowings to fund a \$4m program over two years. The loan repayments generated by borrowing for the accelerated program are being funded through general revenue and total \$600,000 from 2012-13. This strategy identified that at the completion of the program a need would remain to provide additional footpaths and proposed that an annual allocation of \$150,000 be provided. This annual program of \$150,000 is primarily focussed on missing links in the existing network available to pedestrians.

A growing demand from the community for a broader network of shared pathways to provide dual service for pedestrians and cyclists was identified in 2010. On this basis the 2011-12 SRV included additional annual funding of \$690,000 to advance the key elements of the priority network of shared pathways, and \$320,000 to fund maintenance and renewal of Council's path network from 2013-14.

In 2015-16 the total allocation to Path Paving, Shared Pathways, and Pathway Modification and Improvement is **\$1.14m**.

## ASSET REPLACEMENT PROGRAMS

Council over recent years has developed a number of asset replacement and refurbishment programs. In its Strategic Plan Council has identified Asset Management as a major issue and set an objective to **"Maintain assets to agreed standards"**.

Current asset replacement programs include:

### Plant

This comprehensive program is based around the individual plant life cycles. Council charges all jobs plant hire where plant is used. The internal plant hire rates cover all expenses and depreciation. Funds recovered for depreciation through hire rates are allocated to plant purchase.

All plant is purchased and disposed of via competitive tender or government contract or auction other than minor plant and equipment which is sold at auction only.

### Motor Vehicles

Council purchases all motor vehicles through government supply contracts or competitive quotes and disposes of them at auction at intervals which maintain an optimum rate of return. The current change over period for the light vehicle fleet is two years and nine months, and this has been incorporated into estimates for 2015-16.

### Computer Equipment

New and replacement equipment is acquired via the competitive tender process or under Government contract. A 3-year replacement cycle for desktop computers and communication equipment is in place.

# CAPITAL AND OPERATING PROJECTS

## CAPITAL AND OPERATING PROJECTS

At the Ordinary Meeting of 27 April 2015, Council endorsed a list of Capital and Operating Projects to be included in the Operational Plan. These projects may be categorised as follows:

1. 1. Established annual works programs, encompassing a number of specific projects or capital works, which by policy have a 'notional' funding level assigned in the initial preparation of the Plan, which may then be approved or varied by Council (further commented on below)
2. 2. Continuation of the 10-year Asset Renewal and Established Areas Strategy (AREAS) Special Rate Variation programs for road and building asset renewal and established areas revitalisation which commenced in 2006-07 and are included in the Capital and Operating Projects lists and Service budgets included in this document.
3. 3. Continuation of programs commencing in 2011-12 resulting from the SRV which focus on maintaining existing assets and service levels, enhanced services, and City Centre upgrade and renewal for Penrith and St Marys.

### Established Capital Works Programs

Funding for the established annual works programs, noted above, is drawn from Council's general revenue (which can be applied to priorities at Council's discretion), grants (normally 'tied' to a particular purpose), Section 94 contributions (required to be used for works proposed in the relevant S94 Plan), and reserves. In each case, specific projects or works within the particular Program are recommended to Council for the coming year. Council has the opportunity, according to its contemporary priorities, to adjust the program either in its funding level or by the addition or deletion of particular components.

Once the Operational Plan has been adopted, projects may be added to these Programs by Council decisions reflecting consideration of the annual Operational Plan through Revotes, through re-allocation of savings in the Quarterly Reviews, or Voted Works allocations.

Established Capital Works Program	\$'000
Roads Reconstruction	2,054
Path Paving Program	164
Shared Pathways (SRV)	190
Building Asset Renewal Program(Pt AREAS)	2,698
Urban Drainage Construction Program	590
Kerb & Guttering	413
Traffic & Transport Facilities Program	308
Construction of Bicycle Facilities	30
Park Asset Renewal (SRV)	780
Public Amenity Replacement Program	540
Desktop Hardware / Software	350
Library Resources - Capital	690
Neighbourhood Renewal (SRV)	190
City Centre Improvements (SRV)	4,634

In addition, the Federal Government-funded Roads to Recovery program (\$2,105,531 is separately identified in the Operating Projects listing (as these works are considered to be additional asset maintenance and not new infrastructure).

## Section 94 Projects

Section 94 of the Environmental Planning and Assessment Act (s94) allows Council to require the payment of a contribution, towards the provision of public amenities and services, if a proposed development is likely to require the provision of, or increase the demand for such amenities and services. In order to levy s94 contributions, Council must first prepare and adopt a plan detailing the additional infrastructure that will be required and the cost of providing it. At certain times it may be necessary to re-exhibit adopted plans where there are fundamental changes to the plan e.g. increased cost of providing the asset or changes to the laws governing the management of contribution plans.

A summary of the Section 94 program capital works expenditure for 2015-16 under each relevant Plan is provided below.

2015-16 S94 Projects	
Plan/ Project	S94 Funded Budget
<b>Local Open Space S94</b>	
Playground, Shade and Landscaping at Kevin Dwyer Park, Colyton	26,000
Playground and Shade at Peppermint Reserve, Kingswood	50,000
New Playground at Coronation Grove, Cambridge Gardens	70,000
Drainage at Cook Park, St Marys	38,000
New Floodlights at Greygums Oval, Cranebrook	69,000
Boronia Park - 2 Mini & Mod Fields Reconstruction	25,000
Floodlight Upgrade Myrtle Road	90,000
Cook Park Irrigation Systems	25,000
Chameleon Reserve Amenity Building	20,000
Park Gym Equipment at Myrtle Road Reserve, Claremont Meadows	50,000
<b>Total Local Open Space S94</b>	<b>463,000</b>
<b>Footpath Construction S94</b>	
Caddens Road, Kingswood (north side)	14,267
<b>Total Footpath Construction S94</b>	<b>14,267</b>
<b>District Open Space S94</b>	
Tench Reserve Provision of new Facilities & Amenities	650,000
River Road Reserve Provision of new Facilities	285,000
Regatta Park East Provision of new Facilities	130,000
Regatta Park West Provide BBQ Facilities & Shade Structure	44,400
Great River Walk Our River Masterplan	52,000
<b>Total District Open Space S94</b>	<b>1,161,400</b>
<b>Erskine Park Residential Area S94</b>	
Chameleon Reserve Amenity Building	72,300
<b>Total Footpath Construction S94</b>	<b>72,300</b>
<b>Total S94 Projects</b>	<b>1,710,967</b>

\* Construction of the car park at Cranebrook Park is dependent on the acquisition of a stilling basing adjacent to the park which is currently being transitioned from Penrith Lakes Development Corporation to State Government

A summary of capital and operating projects by service is set out below. Specific programs are set out in Schedule 1.

# CAPITAL PROJECTS

DESCRIPTION	BUDGET\$	FUNDING
<b>Building Maintenance &amp; Construction</b>		
Bus Shelters Program	85,000	General Revenue
Building Asset Renewal (SRV)	2,697,872	General Revenue / Loan
JSPAC Theatre Lighting and Audio Upgrades	500,000	Grant
<b>TOTAL BUILDING MAINTENANCE &amp; CONSTRUCTION</b>	<b>3,282,872</b>	
<b>Children's Services</b>		
Building Upgrades	150,000	Contribution
CS IT Replacement Capital	25,460	Contribution
OOSH Bus Fleet Replacement	95,000	Reserve
CS Playground Upgrades	195,000	Contribution
<b>TOTAL CHILDREN'S SERVICES</b>	<b>465,460</b>	
<b>City Parks</b>		
T.A.F. Parks Asset Renewal Program	100,000	Contribution
Park Asset Renewal (SRV)	692,500	General Revenue
Andromeda Oval Drainage	49,285	General Revenue / Grant
Local Open Space s94 funded capital works	25,000	Section 94 Contribution
Playground, shade and landscaping Kevin Dwyer Park Colyton	63,500	General Revenue / Section 94
Playground and shade Peppermint reserve Kingswood	100,000	General Revenue / Section 94
New Playground Coronation Grove Cambridge Gardens	70,000	Section 94
Drainage - Cook Park, St Marys	38,000	Section 94
New Floodlights - Greygums Oval, Cranebrook	69,000	Section 94
<b>TOTAL CITY PARKS</b>	<b>1,207,285</b>	
<b>Civil Construction &amp; Maintenance</b>		
Construction of Bicycle Facilities	30,000	General Revenue
Kerb & Guttering	413,000	General Revenue
Dedication - Subdivision Roads	13,000,000	Contribution
Dedication - Drainage Works	6,000,000	Contribution
Rural Roads Widening	156,000	Grant
Roads Reconstruction (2)	2,054,100	General Revenue / Grant
Path Paving Program	164,267	General Revenue / Section 94
Shared Pathways (SRV)	190,000	General Revenue
Urban Drainage Construction Program	590,000	General Revenue / Reserve
Traffic and Transport Facilities Program	308,174	General Revenue
<b>TOTAL CIVIL CONSTRUCTION &amp; MAINTENANCE</b>	<b>22,905,541</b>	
<b>Community &amp; Cultural Development</b>		
Disabled Access Improvements	35,000	General Revenue
<b>TOTAL COMMUNITY &amp; CULTURAL DEVELOPMENT</b>	<b>35,000</b>	
<b>Community Safety</b>		
Community Safety Program	191,866	General Revenue
Safer Streets Public Space CCTV Program	299,880	Grant
<b>TOTAL COMMUNITY SAFETY</b>	<b>491,746</b>	

DESCRIPTION	BUDGET\$	FUNDING
<b>Design &amp; Project Management</b>		
CBD Stormwater Design	541,793	Reserve
City Centre Improvements (SRV)	4,634,126	General Revenue / Contribution / Reserve
Tench Reserve Provision of new Facilities & Amenities	650,000	Section 94
River Road Reserve Provision of new Facilities	285,000	Section 94
Regatta Park East Provision of new Facilities	130,000	Section 94
Regatta Park West Provide BBQ Facilities & Shade Structure	44,400	Section 94
Cranebrook Wetlands & Cumberland Plains - Capital	801,319	Grant / Reserve
Accessible Ramp and Toilet - St Marys Old Council Chambers	175,000	Reserve
Penrith CBD Drainage Upgrade Program (LIRS)	750,000	Reserve
Great River Walk Our River Masterplan	375,000	Grant/S94/Reserve
TOTAL DESIGN & PROJECT MANAGEMENT	8,386,638	
<b>Emergency Services Management</b>		
SES Equipment Priority List	20,000	General Revenue
Rural Fire Service Equip-Grant Funded	550,980	Grant / Asset Sales
TOTAL EMERGENCY SERVICES MANAGEMENT	570,980	
<b>Financial Services</b>		
Motor Vehicle Purchases	3,555,000	Asset Sales / Gen Rev / Reserve
TOTAL FINANCIAL SERVICES	3,555,000	
<b>Plant Maintenance</b>		
Plant Replacement	1,090,150	Asset Sales / General Revenue
TOTAL PLANT MAINTENANCE	1,090,150	
<b>Information Technology</b>		
Corporate Procedure Systems	257,500	Reserve
Desktop Hardware / Software	350,200	Reserve
Telephony Upgrade	200,000	Reserve
TOTAL INFORMATION TECHNOLOGY	807,700	
<b>Libraries</b>		
Library Resources - Capital	689,688	General Revenue
Library Special Purpose Prjcts -Building	164,768	Grant
Library Management System	80,000	Grant / Reserve
TOTAL LIBRARIES	934,456	
<b>Neighbourhood Facilities Management</b>		
Neighbourhood Centres/Halls Improvements	89,000	General Revenue
TOTAL NEIGHBOURHOOD FACILITIES MANAGEMENT	89,000	
<b>Place Management</b>		
Neighbourhood Renewal (SRV)	190,000	General Revenue
Mayoral Youth Challenge	100,000	General Revenue / Reserve
TOTAL PLACE MANAGEMENT	290,000	

BUDGET AND REVENUE

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AND REPLACEMENTCAPITAL AND OPERATING  
PROJECTSSPECIAL RATE  
INITIATIVESPERFORMANCE  
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## CAPITAL PROJECTS (CONTINUED)

DESCRIPTION	BUDGET\$	FUNDING
<b>Property Development &amp; Management</b>		
Land Acquisition - Planning Purposes	4,592,000	Reserve
Property Development Expenditure Project (1)	482,000	Reserve
Land Acquisition S94	2,600,000	Section 94 / Loan
Property Development Expenditure Project (2)	215,000	Reserve
TOTAL PROPERTY DEVELOPMENT & MANAGEMENT	<u>7,889,000</u>	
<b>Public Domain Maintenance</b>		
Public Amenity Replacement Program	540,000	General Revenue
TOTAL PUBLIC DOMAIN MAINTENANCE	<u>540,000</u>	
<b>Recreation &amp; Leisure Facilities Management</b>		
Chameleon Reserve Amenity Building	100,000	Section 94 / Reserve
Boronia Park – 2 Mini & Mod Fields Reconstruction	73,200	Contribution / Section 94
Floodlight Upgrade Myrtle Road	105,500	Section 94 / Grant
Floodlight Upgrade Paterson Oval	52,980	Grant / Reserve
Grounds Redevelopment - Andrews Road Baseball Complex	64,605	Contribution
Park Gym Equipment Myrtle rd reserve Claremont Meadows	50,000	Section 94
Various Fencing Works At Samuel Marsden Baseball Complex	17,000	Contribution
TOTAL RECREATION & LEISURE FACILITIES MANAGEMENT	<u>463,285</u>	
<b>Regulatory Control</b>		
RID Squad Motor Vehicle Purchases	240,000	Asset Sales / Reserve
TOTAL REGULATORY CONTROL	<u>240,000</u>	
<b>Traffic Management &amp; Road Safety</b>		
LTC / Urgent Traffic Facilities	78,076	General Revenue
National Black Spot Program	400,000	Grant
NSW Bike Plan River Cities Program (SRV)	865,000	General Revenue
State Black Spot Program	301,000	Grant
TOTAL TRAFFIC MANAGEMENT & ROAD SAFETY	<u>1,644,076</u>	
<b>TOTAL CAPITAL PROJECTS</b>	<b>54,888,189</b>	



# OPERATING PROJECTS

DESCRIPTION	BUDGET\$	FUNDING
<b>Bushland Management</b>		
Kingswood Park Rehabilitation Project	40,000	Grant / Reserve
TOTAL BUSHLAND MANAGEMENT	40,000	
<b>City Parks</b>		
Green Waste Mulcher	20,000	General Revenue
Implement Plans of Management (SRV)	176,538	General Revenue
Control of Aquatic Plants (SRV)	5,000	Reserve
TOTAL CITY PARKS	201,538	
<b>City Partnerships</b>		
International Relations	77,569	General Revenue
TOTAL CITY PARTNERSHIPS	77,569	
<b>Civil Construction &amp; Maintenance</b>		
Rural Roads Resealing	59,500	General Revenue
Road Resealing/ Resheeting (Pt AREAS)	4,941,598	General Revenue / Reserve
Traffic Facilities - Regulatory	426,000	Grant
Roads Maintenance - Roads to Recovery	2,105,531	Grant
The Driftway - Road Maintenance	33,000	General Revenue
Shared Pathways Maintenance (SRV)	320,000	General Revenue
Maintenance of GPT Constructions	340,000	Reserve
TOTAL CIVIL CONSTRUCTION & MAINTENANCE	8,225,629	
<b>Community &amp; Cultural Development</b>		
Computerised Community Directory System	4,500	General Revenue
Cultural Development Officer - City	7,000	General Revenue
Social Planning Coordination (SRV)	117,695	General Revenue
Penrith Active Living and Community Participation	38,008	Reserve
TOTAL COMMUNITY & CULTURAL DEVELOPMENT	167,203	
<b>Community Safety</b>		
Graffiti Removal Strategy (AREAS)	257,470	Reserve
TOTAL COMMUNITY SAFETY	257,470	
<b>Design &amp; Project Management</b>		
RMS Local Roads Package	400,000	Contribution
Allen Place Ramp Removal and Deck Maintenance	250,000	Reserve
City Centre Car Parking Strategy Decked Car Park	100,000	Reserve
TOTAL DESIGN & PROJECT MANAGEMENT	750,000	
<b>Development Applications</b>		
Environmental Planning (SRV)	93,618	General Revenue
TOTAL DEVELOPMENT APPLICATIONS	93,618	

BUDGET AND REVENUE

ASSET RENEWAL AND REPLACEMENT

CAPITAL AND OPERATING PROJECTS

SPECIAL RATE INITIATIVES

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## OPERATING PROJECTS (CONTINUED)

DESCRIPTION	BUDGET\$	FUNDING
<b>Environmental Health</b>		
On Site Sewer Management Strategy	192,214	Contribution / Reserve
Biodiversity Strategy	20,000	Reserve
Integrated Catchment Management	133,139	Reserve
Natural Systems Resourcing (SRV)	112,807	General Revenue
Waterways Health Monitoring Program	35,000	Reserve
Cranebrook Wetlands & Cumberland Plains	630,000	Grant / Reserve
TOTAL ENVIRONMENTAL HEALTH	<u>1,123,160</u>	
<b>Financial Services</b>		
Investigate Grant Funding Opportunities	<u>99,749</u>	General Revenue
TOTAL FINANCIAL SERVICES	<u>99,749</u>	
<b>Floodplain &amp; Stormwater Management</b>		
Floodplain Management Resourcing	117,459	Reserve
Flood Studies SMSC	<u>450,000</u>	Reserve
TOTAL FLOODPLAIN & STORMWATER MANAGEMENT	<u>567,459</u>	
<b>Information Technology</b>		
Website Maintenance	45,590	General Revenue
Digital Economy Strategy Implementation	<u>230,344</u>	General Revenue / Reserve
TOTAL INFORMATION TECHNOLOGY	<u>275,934</u>	
<b>Libraries</b>		
Library Special Purpose Prjcts-Promotion	15,611	Grant
Library Resources - Operating	<u>220,000</u>	General Revenue
TOTAL LIBRARIES	<u>235,611</u>	
<b>Business Improvement</b>		
Business Improvement	<u>31,660</u>	General Revenue / Reserve
TOTAL BUSINESS IMPROVEMENT	<u>31,660</u>	
<b>Marketing</b>		
City Marketing & Events Sponsorship	122,000	General Revenue
Cancer Council Relay for Life Sponsorshp	3,000	General Revenue
Australia Day	<u>177,000</u>	General Revenue
TOTAL MARKETING	<u>302,000</u>	
<b>Communications</b>		
Corporate Advertising	<u>102,453</u>	General Revenue
TOTAL COMMUNICATIONS	<u>102,453</u>	
<b>Regional Planning and Advocacy</b>		
Penrith Business Alliance	601,831	General Revenue
Advocacy Programme	5,000	General Revenue
Penrith Progression Strategy	<u>198,827</u>	Reserve
TOTAL REGIONAL PLANNING AND ADVOCACY	<u>805,658</u>	

# OPERATING PROJECTS (CONTINUED)

DESCRIPTION	BUDGET\$	FUNDING
<b>Neighbourhood Facilities Management</b>		
Hall Hire - Fee Waiver	3,000	General Revenue
TOTAL NEIGHBOURHOOD FACILITIES MANAGEMENT	<u>3,000</u>	
<b>Place Management</b>		
Urban Design (AREAS)	172,912	Reserve
Neighbourhood Renewal Resourcing (AREAS)	410,569	Reserve
Neighbourhood Renewal Projects (AREAS)	38,232	Reserve
Magnetic Places (SRV)	<u>50,000</u>	General Revenue
TOTAL PLACE MANAGEMENT	<u>671,713</u>	
<b>City Planning</b>		
Externally Commissioned Studies	15,000	General Revenue
Integrated Local Plan	125,000	General Revenue
Badgerys Creek Airport	<u>60,000</u>	Reserve
TOTAL CITY PLANNING	<u>200,000</u>	
<b>Property Development &amp; Management</b>		
Property Development Operational Project	155,000	Reserve
Opportunity Sites Project	<u>35,000</u>	Reserve
TOTAL PROPERTY DEVELOPMENT & MANAGEMENT	<u>190,000</u>	
<b>Public Domain Maintenance</b>		
Enhanced Public Domain Team (Pt AREAS)	3,789,831	General Revenue / Reserve / Loan
Enhanced Public Domain (SRV)	<u>149,069</u>	Reserve
TOTAL PUBLIC DOMAIN MAINTENANCE	<u>3,938,900</u>	
<b>Recreation &amp; Leisure Facilities Management</b>		
Western Sydney Academy of Sport	<u>12,000</u>	General Revenue
TOTAL RECREATION & LEISURE FACILITIES MANAGEMENT	<u>12,000</u>	
<b>Regulatory Control</b>		
Audit Ind Comm & Ag Activities	132,241	Reserve
Companion Animals Act Education Program	10,000	General Revenue
Online Waste Planning & Data Collection	15,000	Contribution
Illegal Dumping & Waste Disposal- Urban Estates	224,086	Contribution
Compliance Evidence Assistance/Training	<u>40,333</u>	Contribution
TOTAL REGULATORY CONTROL	<u>421,660</u>	
<b>Corporate Planning</b>		
Strategic Research and Planning	<u>40,000</u>	General Revenue
TOTAL CORPORATE PLANNING	<u>40,000</u>	
<b>Sustainability Planning</b>		
Sustainability Programs (SRV)	58,000	Reserve
Sustainability Resourcing (SRV)	<u>311,968</u>	General Revenue
TOTAL SUSTAINABILITY PLANNING	<u>369,968</u>	

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## OPERATING PROJECTS (CONTINUED)

DESCRIPTION	BUDGET\$	FUNDING
<b>Traffic Management &amp; Road Safety</b>		
Road Safety Project	14,000	General Revenue / Grant
Penrith City Centre Parking Strategy	143,170	Reserve
TOTAL TRAFFIC MANAGEMENT & ROAD SAFETY	<u>157,170</u>	
<b>Waste Management</b>		
Biodegradable Bags - Purchase & Delivery	850,000	Reserve
E - Waste	160,000	Reserve
Contamination Management	300,000	Contribution
The Arts & Waste Minimisation (TAWM)	30,000	Contribution
Innovation Officer	65,000	Contribution
TOTAL WASTE MANAGEMENT	<u>1,405,000</u>	
<b>Workforce Development</b>		
Corporate Training Budget	245,000	General Revenue
Management & Leadership Development Prog	50,000	General Revenue
Traineeship Program	39,000	Grant
Skills & Knowledge Assessment Process	10,000	General Revenue
TOTAL WORKFORCE DEVELOPMENT	<u>344,000</u>	
<b>TOTAL OPERATING PROJECTS</b>	<b>21,110,122</b>	

# SPECIAL RATE INITIATIVES

## ASSET RENEWAL AND ESTABLISHED AREAS STRATEGY (AREAS)

In the 2006-07 financial year, Council was given Ministerial approval to increase rates by an additional 5.2% above the Ministerial (IPART) rate increase, to provide increased investment in infrastructure renewal and public domain maintenance (including roads, buildings, graffiti removal and street cleaning), as well as maintenance of the Penrith City and St Mary's Town Centres, and programs addressing the needs of the City's older areas. Funding for AREAS will be increased each year by the Ministerial (IPART) rate increase, 2015-16 being the last year of the SRV.

As was noted when the special rate variation was developed the additional rate revenue does not match Council's ongoing commitment to the AREAS programs and additional general revenue funds will be required. In the 2007-08 budget it was determined that the bulk of the gap between the increased rate revenue and the increased commitment to the asset renewal components of the strategy would be funded from loan funds.

	2011-12 \$'000	2012-13 \$'000	2013-14 \$'000	2014-15 \$'000	2015-16 \$'000
<b>Increased Budget - AREAS Programs</b>					
Road Asset Renewal	2,157	2,222	2,289	2,357	2,414
Building Asset Renewal	928	955	984	1,014	1,038
Established Areas Revitalisation	1,946	2,005	2,065	2,127	2,178
<b>Total Increased Budget</b>	<b>5,031</b>	<b>5,182</b>	<b>5,338</b>	<b>5,498</b>	<b>5,630</b>
<b>Additional Funding to Support AREAS</b>					
Special Rate Increase (5.2% above rate pegging)	3,453	3,557	3,664	3,774	3,865
Additional Loan Borrowing (above current \$2.8m program)	400	400	400	400	400
Asset Renewal borrowings	913	913	913	913	913
<b>Total Additional Funding</b>	<b>4,766</b>	<b>4,870</b>	<b>4,977</b>	<b>5,087</b>	<b>5,178</b>
<b>Estimated General Revenue Funds Required</b>	<b>265</b>	<b>312</b>	<b>361</b>	<b>411</b>	<b>452</b>

## 2011-12 SPECIAL RATE VARIATION (SRV)

During the development of the 2011-12 Operational Plan investigations by management in consultation with Councillors identified a number of unfunded priorities within the current Delivery Program as well as challenges in continuing to deliver existing services and programs. On this basis an application was made for a Special Rate Variation (SRV) which was approved by IPART commencing in 2011-12.

The SRV incorporates increases to be phased in over 4 years (5.8%, 5.5%, 5.0%, and 4.5% respectively) with the 2014-15 budget being the last year of the SRV. The approved SRV represents the original requested increase reduced by 0.5% in each year included in the application. The four year phase in of the SRV is now complete and is included in the base rate for 2015-16. This SRV provides funding to maintain existing assets and service levels as well as provide for a number of key priorities within the current Delivery Program which can be grouped under the following categories:

1. Maintaining existing assets and service levels
2. Enhanced services
3. City centres upgrades and renewal for Penrith and St Marys

The rate increases and programs of works to be funded from the approved 2011-12 SRV are shown in the table below as reported to Council's Ordinary Meeting of 27 June 2011.

	2011-12	2012-13	2013-14	2014-15	Ongoing
Special Rate Variation	3	2.5	2	1.5	
Ministerial Rate (IPART)	2.8	3	3	3	LGCI
	<b>5.8</b>	<b>5.5</b>	<b>5</b>	<b>4.5</b>	
<b>Maintaining Existing Assets and Service Levels</b>					
Parks Asset Renewal	480,000	480,000	480,000	480,000	*530,000
Building Asset Renewal	400,000	400,000	400,000	400,000	*400,000
Shared Pathways Asset	150,000	150,000	320,000	320,000	320,000
Public Amenity Asset	90,000	90,000	90,000	90,000	90,000
Penrith Business Alliance		250,000	250,000	250,000	250,000
Sustainability and Environmental Initiatives		800,000	800,000	800,000	800,000
Maintain Other Existing Services	740,000	723,000	1,256,800	1,739,600	1,739,600
<b>Enhanced Services</b>					
Enhanced Public Domain	190,000	160,000	160,000	160,000	160,000
Neighbourhood Renewal	150,000	240,000	240,000	240,000	240,000
Shared Pathways	500,000	640,000	640,000	640,000	690,000
<b>City Centres Upgrades and Renewal - Penrith &amp; St Marys</b>					
City Centre Improvements	1,600,000	1,600,000	1,600,000	1,600,000	*1,600,000
Debt Servicing					
Shared Pathways		80,000	80,000	80,000	80,000
City Centres		210,000	420,000	420,000	420,000
	<b>4,300,000</b>	<b>5,823,000</b>	<b>6,736,800</b>	<b>7,219,600</b>	<b>7,319,600</b>



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# PERFORMANCE MEASUREMENT

## Council's corporate planning framework

The Integrated Planning and Reporting (IPR) framework for Local Government was introduced in 2009 as an amendment to the *Local Government Act 1993*. The IPR framework requires a hierarchy of documents including a long-term *Community Strategic Plan*, a *Community Engagement Strategy*, a *Resourcing Strategy* and a *Delivery Program* (including the *Operational Plan*) for each elected council term (see diagram below). It was introduced to help councils improve the strategic planning for their community, and financial, workforce and asset management.

The *Community Plan* identifies the long term aspirations our community want to see delivered in the City over the next 20 years. As the 'big picture' plan for the City, the *Community Plan* identifies some outcomes that are beyond Council's responsibilities. The *Community Plan* recognises that others in our community (individuals, businesses, governments, community organisations and agencies) also contribute to future outcomes and are key partners in delivering the outcomes the community would like to see. Through collaboration it is possible to achieve a coordinated approach and value for money in meeting our community's needs and priorities. The *Community Engagement Strategy* outlines how Council will engage with its community, key partners and stakeholders in the development and review of the *Community Plan*.

The *Delivery Program 2013-2017* details the 4 year work program that Council will implement, within its responsibilities and capacity, which contributes to the community outcomes. It includes the 1 year *Operational Plan*.

The *Community Plan* and *Delivery Program* are informed by a *Resourcing Strategy* and *City Strategy*. The *Resourcing Strategy* outlines Council's capacity to manage assets and deliver services over the next 10 years. It includes a *Workforce Plan*, an *Asset Management Plan*, and a long term *Financial Plan*. The *City Strategy* examines the long term issues facing our City and community through 7 themes (housing, jobs and economy, transport and access, infrastructure delivery, community wellbeing, the environment and places), and details Council's policy responses and goals to achieve a sustainable future.



## MEASURING OUR PROGRESS

Council has developed community indicators to measure progress towards the outcomes in the Community Plan, and performance measures in the Delivery Program to measure progress towards the strategies. Some of the indicators are based on data that can be collected regularly, however, the timeframes for collection (such as the census) do not always align with are not always consistent with our statutory reporting requirements. Information is also collected through an independent community survey that Council carries out every year.

Each year, Council's *Annual Report* provides a summary of our progress towards an environmentally, socially and economically sustainable City, and Council's performance, in managing its budgets and delivering programs and services. The reporting framework below builds a picture of Council's performance and progress towards achieving the community outcomes.

Document	What does it measure?	How is it reported and what period does it cover?
<b>Community Strategic Plan</b> - Community indicators	Progress towards achieving the community outcomes	End of Term Report – a progress report is prepared by the outgoing Council every 4 years
<b>Council's Delivery Program (including the Operational Plan)</b> - Performance measures	<p>These are assessment methods to measure the effectiveness of the activities each Council service delivers.</p> <p>It also measures Councils' contribution towards the strategies that help achieve the community outcomes.</p>	<p>Annual Report – a progress report for the financial year (July-June) is prepared by Council every year</p> <p>Six Monthly Performance Report – a progress report for each six months (July-December and January-June) is presented to Council</p> <p>Quarterly Performance Report – a status report on the budget for each three months (July-September, October-December, and January-March) is presented to Council</p>

Council has regularly conducted a City-wide telephone survey of residents in Penrith to provide the organisation with an understanding of the perceptions and needs of our local communities regarding a broad range of services and facilities. To align with the IPR requirements the Customer Survey is done annually and will provide information on the majority of performance measures included in the Delivery Program.

## GLOSSARY

**Action(s):** A resourced critical project or action that that will be completed in a 1-2 year timeframe. Actions form part of the annual Operational Plan.

**Ad valorem:** The method of calculating the amount payable by multiplying the value of land by a rate in the dollar.

**AREAS:** Asset Renewal and Established Areas Strategy.

**Capital Budget:** Council's planned expenditure on purchase, sale or construction of items that will provide benefits in future years.

**Capital Projects:** Projects, which involve expenditure on capital works.

**Capital Works Program:** Council's adopted program for the provision of capital projects.

**CBD:** Central Business District.

**CCC:** Child Care Centre.

**City Strategy:** Examines the key issues facing us over the next 10-20 years and outlining how Council will respond. The *City Strategy* includes issues that are not within Council's direct control. The issues and policy responses in the *City Strategy* inform the *Community Plan* and Council's 4 year *Delivery Program*. The *City Strategy* addresses seven themes – housing, jobs and economy, transport and access, infrastructure delivery, community wellbeing, the environment and places.

**Civil Assets:** Includes roads, drainage systems, bridges, traffic facilities, footpaths, cycleways, signs and street furniture.

**Community Plan:** Identifies the long term aspirations our community want to see delivered in the City over the next twenty years. As the 'big picture' plan for the City, the *Community Plan* identifies some outcomes that are beyond Council's responsibilities. The *Community Plan* recognises that others in our community (individuals, businesses, governments and agencies) also contribute to future outcomes.

**Community Outcomes:** The community outcomes are high level objectives or aspirations of the community for the future

of our City – the things that define more specifically what the long-term vision for our City will look like. The outcomes are established by the community, through community engagement and feedback on their aspirations for the future of the City.

**Community Engagement Strategy:** The *Community Engagement Strategy* outlines how Council engaged with its community and partners in developing the *Community Plan*. Over time it will be reviewed to outline how Council will ensure regular engagement and discussion with our communities about their needs and aspirations for the City.

**DA:** Development Application.

**Delivery Program:** Is Council's work program over 4 years. The *Delivery Program* sets out clear priorities, ongoing activities and specific actions Council will undertake, within its responsibilities and capacity, towards achieving the community outcomes in the *Community Plan*.

**EEO:** Equal Employment Opportunities

**Indicators:** Are assessment methods for determining whether the community outcomes in the *Community Plan* are being achieved. These are found in the *Community Plan*.

### Integrated Planning and Reporting

**Legislation and Framework (IPR):** The IPR framework for Local Government was introduced in 2009 as an amendment to the Local Government Act 1993. These reforms replace the former Management Plan and Social Plan with an integrated framework.

The IPR framework consists of a hierarchy of documents including a long-term *Community Strategic Plan*, a *Community Engagement Strategy*, a *Resourcing Strategy* and a *Delivery Program* (including *Operational Plan*) for each elected council term. The IPR framework was developed to assist Council's to improve their long term community, financial and asset planning.

**LEP:** local environmental plan.

**LTFM:** Long-term financial model.

**OH&S:** Occupational Health and Safety.

**Operating Budget:** A record of annual transactions that are not Capital (see Capital Budget).

**Operating Projects:** Projects, which involve expenditure on services or programs of a non-capital nature.

**Operational Plan:** Is Council's annual plan which outlines specific actions, tasks or projects to be undertaken. It includes Council's annual budget.

**Performance Measures:** Are the assessment methods to determine the effectiveness of the service and activities detailed in the *Delivery Program*.

**Restricted Assets (Reserves):** Cash and investments that may only be spent on the purpose for which the money was received.

**RFS:** NSW Rural Fire Service.

**Section 94 (S94):** The section of the Environmental Planning & Assessment Act, which allows Council to require developers to contribute to the cost of community facilities.

**Section 94 Plan:** The formal plan whereby Council collects contributions under Section 94.

**Stakeholders:** Individuals, groups and organisations who have an interest in Council's operations.

**Untied Income:** Money received by Council that is not required to be spent on any particular program.

**Waterside:** Urban development area between the Penrith Lakes Scheme, Andrews Road and Cranebrook.

**Results Based Accountability (RBA):** RBA is a framework for developing performance measures and community indicators. It is a framework that aims to set indicators that measure not just what you do, but also the effectiveness of what you do, and whether what you are doing is actually having an achieving the outcomes that you intended it to and therefore providing benefit to the community.

**Resource Strategy:** Outlines Council's capacity to manage assets and deliver services over the next ten years. The *Resource Strategy* includes three key elements- a Workforce Plan, an Asset Management Plan, and a long term Financial Plan. To prepare the *Resource Strategy*, Council determines its capacity and how to effectively manage its finances, the sustainability of its workforce, and the overall cost of its community assets.

**Service Activities:** Are the principal activities that each of Council's services delivers each year and generally accounts for more than 20% of a service's resources delivered over the 4 years of the *Delivery Program*. The term 'manage' when used in service activities includes coordinating, implementing, reviewing & researching to contemporary standards, up to date.

**Strategies:** Strategies are the responses outlining how we will achieve the community outcomes in the *Community Plan*. Each community outcome must be accompanied by a list of strategies that respond and will be implemented to achieve each community outcomes.

**WHS:** Work Health and Safety

## 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 पेनरिथ सिटी काउंसिल से (02) 4732 7777 पर संपर्क करें. या आप काउंसिल आएं और एक दुभाषिये की मांग 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.
SINGHALESE	ඔබට මෙය කියවීමට නොහැකි නම්, කරුණාකර දුරකථන අංක 131 450 ඔස්සේ දුරකථන පරිවර්තන සේවාව (Telephone Interpreting Service) අමතා ඔබ වෙනුවෙන් දුරකථන අංක (02) 4732 7777 අමතා පෙන්රිත් නගර සභාව (Penrith City Council) හා සම්බන්ධ කර දෙන ලෙස ඉල්ලා සිටින්න. නැතිනම් නගර සභාව වෙත පැමිණ හාන පරිවර්තකයකු ලබා දෙන ලෙස ඉල්ලා සිටින්න.
TAMIL	இதை உங்களால் வாசிக்க இயலவில்லை என்றால், 'தொலைபேசி உரைபெயர்ப்பு சேவையை 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.