



2018

DELIVERY PROGRAM 2017-2021 DRAFT OPERATIONAL PLAN 2018-19

PENRITH
CITY COUNCIL



The services, activities
and projects we'll deliver
for our community.

penrithcity.nsw.gov.au

STRATEGIC PLANNING FRAMEWORK

All local councils across the state are required to plan and report in line with the NSW Office of Local Government's Integrated Planning and Reporting Framework. This "recognises that most communities share similar aspirations: a safe, healthy and pleasant place to live, a sustainable environment, opportunities for social interaction, opportunities for education and employment, and reliable infrastructure. The difference lies in how each community responds to these needs. It also recognises that council plans and policies should not exist in isolation - that they are inter-connected. This framework allows NSW councils to draw their various plans together, understand how they interact and get the maximum leverage from their efforts by planning holistically and sustainably for the future."

The following Penrith Council documents are freely available on our website and in hard copy on request.

Community Strategic Plan

Our *Community Plan* is a 'big picture' plan based around the seven Outcomes our community has told us will improve Penrith as a place to live, work and visit. These are long term goals and Council cannot deliver them alone – we need to work with state and federal government, businesses, other organisations and our community to achieve these Outcomes together. Our Community Plan not only sets out where we want to be, but also where we are now and how we'll know we're on the right track.



Delivery Program and Operational Plan

Our *Delivery Program*, which incorporates our Operational Plan, sets out Council's role in delivering the Outcomes over the four years from 2017-21. It's our commitment to our community, and includes the services, activities and projects we will deliver, our annual budget, our detailed works programs and how we will measure our performance to ensure we're delivering the right services the best way we can.



Community Engagement Strategy

This document identifies the various stakeholders in our City's future and sets out how Council plans to engage with each of these groups to develop and review our *Community Strategic Plan*.



Resourcing Strategy

We cannot deliver the services the community needs without properly managing our people, our assets and our money. The *Resourcing Strategy* looks at the key risks and opportunities we're likely to face over the next 10 years, and how they may impact our long term financial sustainability. It looks at how we will use our resources and what we need to do to ensure our assets and our workforce are best placed to deliver on our commitments over the next four years.



WELCOME

This document, Council's *Delivery Program 2017-21*, sets out our role in delivering the seven Outcomes our community told us will improve Penrith as a place to live, work and visit over the next four years.

It includes our annual Operational Plan and budget, and details the services, activities and projects we will deliver, our works programs and how we will measure our performance to ensure we're delivering the right services the best way we can. We will report publicly on our progress against this program every six months to make sure we stay on track.

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.



PENRITH AT A GLANCE

POPULATION: 200,000
POP. BY 2031: 260,000
AREA: 404km²

55KM WEST OF SYDNEY'S CBD

1.3 million
ANNUAL VISITORS

64,830

DWELLINGS



19% of dwellings
medium or high density

47.8HA

of City Centre land
owned by Council

80%

20%



Rural and
Rural-Residential

Urban

3%

of our population
identify as Aboriginal
or Torres Strait Islander



56%

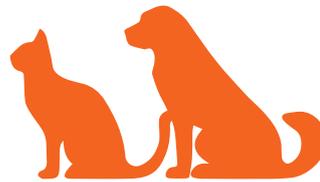
of Penrith's
workforce are
local residents

REGISTERED
CATS

22,000

REGISTERED
DOGS

74,000



12,412

Local Businesses

Median
resident
age 34

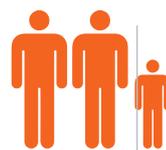
29%
RESIDENTS
AGED UNDER
20



6 INTERNATIONAL
PARTNERSHIPS

38.5%

COUPLES WITH
CHILDREN



1.6%
OF NSW

\$7.79 billion

GROSS REGIONAL PRODUCT

KEY FEATURES



3 ELECTORAL WARDS
15 Councillors (5 per ward)

36
SUBURBS
PROCLAIMED
A CITY IN 1959



25
Council
owned buildings
with **solar power**



**COUNCIL-RUN
CHILDCARE
FACILITIES**
Approx.
4000
children enrolled in
childcare centres



105
SPORTING
FACILITIES

Approx.
32000
people use Council's
sportsgrounds each
weekend for
organised sport



800
RETAIL FOOD
PREMISES

544
PLAYGROUNDS
& PARKS

- » 142 playgrounds
- » 402 Parks



- » 48 primary schools
- » 15 high schools
- » 4 special support schools

616KM
OF DRAINAGE PIPELINE

8000HA
OF LAND
ZONED NATURE
RESERVES AND
NATIONAL PARKS



2076
residential street
lights upgraded
to LED as part of
the "Light Years
Ahead" Project



3
LIBRARIES



1062KM
OF SEALED
ROAD PAVEMENT



162
carparks



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INTRODUCTION

WORK CLOSE
TO HOME

PLANNING FOR
FUTURE GROWTH

GETTING
AROUND OUR
CITY

SAFE,
VIBRANT
PLACES

OUR
ENVIRONMENT

HEALTH AND
COMMUNITY
SPIRIT

OUR COUNCIL

SCHEDULES

OUR MISSION

WE WILL...

- » Deliver the services, facilities and infrastructure that our community needs
- » Maintain our long term financial sustainability
- » Work with our community and partners to achieve more than we can alone
- » Provide an excellent customer experience to everyone who contacts us
- » Value and engage our staff

OUR VALUES

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

Our Values and Behaviours are:

- » We show respect
- » We are accountable
- » We encourage innovation

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



We show respect by

- Being responsive to others' experiences, perspectives, values and beliefs
- Listening
- Being open
- Working to understand the perspectives of others

We are accountable and

- Behave in an honest, ethical and professional way
- Identify and follow legislation, rules, policies, and codes of conduct
- Speak out against misconduct, illegal and inappropriate behaviour
- Work and lead by example

We encourage innovation by

- Being open to new ideas and change
- Offering our opinions and making suggestions
- Adapting to new situations
- Not giving up easily



A MESSAGE FROM THE GENERAL MANAGER

Council's General Manager, Alan Stoneham, will retire on 30 June after 43 years of service to the Penrith community. During his time at Council, Penrith has grown from 60,000 to 200,000 people, and our community has become increasingly diverse, meaning we have had to continually review the services we deliver and the way we deliver them. Council being declared Fit for the Future in 2016 and the release of the landmark City Deal in March 2018 show how well Council has managed change in our community over the past years.

Council is in the process of recruiting a new General Manager who will guide us through the next three years of this Delivery Program.

I am pleased to present Council's Delivery Program 2017-21, setting out what we will do during the next four years to achieve the Outcomes in the Penrith Community Strategic Plan. This program ensures Council is accountable, and stays on track to deliver quality services and infrastructure.

Council prepared the Community Plan through extensive consultation and engagement with a diverse range of people and groups. It reflects what you told us are the top priorities for Penrith – including more local jobs; better transport, parking and access around the City; safe and vibrant places, and a healthy environment. It also reflects your expectations of strong Council leadership and smart, responsible management of assets and resources.

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 to advocate strongly for what our City needs, and work closely with our city partners to deliver on these aspirations.

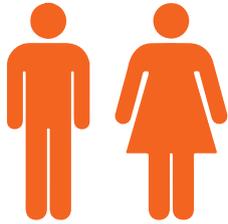
Penrith has so many unique strengths, including the people, vision and space to make things happen. There are exciting times ahead for the City, but we do face challenges, especially in ensuring there are enough jobs, services, facilities and infrastructure to meet the needs of a growing population. I am confident we can continue to plan for and meet these challenges so Penrith can thrive.

This Delivery Program gives clear actions for Council to take and we will report publicly on our progress against this program every six months to ensure we are on track. There will be many opportunities for you to have your say and help us shape the future for Penrith, and I encourage you to get involved.

ALAN STONEHAM
GENERAL MANAGER

PENRITH COMMUNITY STATS

The demographics of our community are important to help us understand how our community is changing and the types of services we need to plan for.



49.4% 50.6%
POPULATION: 200,000

17,492

NUMBER OF PEOPLE (15 YEARS AND OVER) WHO GAVE UNPAID ASSISTANCE TO A PERSON WITH A DISABILITY

10,149



1.9
AVERAGE CHILDREN PER FAMILY

2.9
AVERAGE PEOPLE PER HOUSEHOLD

2

Average motor vehicles per dwelling



Number of people who stated they have a need for assistance

30.8%

% People attending an educational institution



65,992

Number of people who have completed year 12 or equivalent

\$1,655

MEDIAN TOTAL WEEKLY HOUSEHOLD INCOME



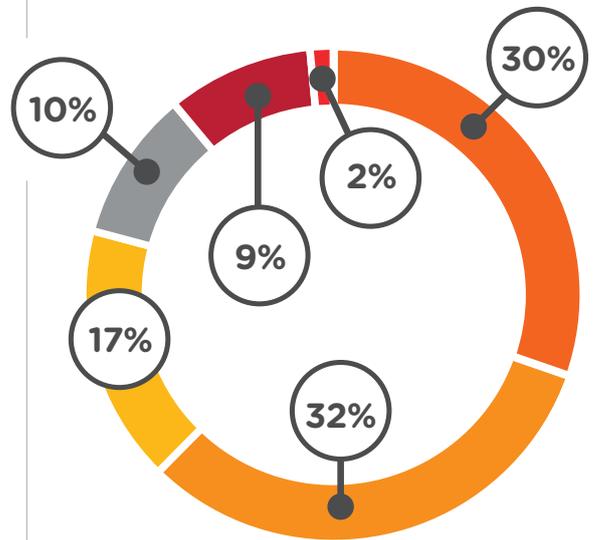
% OF POPULATION BY AGE GROUP

- 65+
- 19-65
- School age (5-18)
- Under 5

5

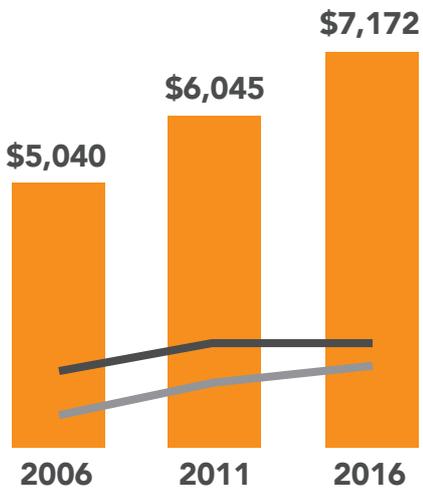
TOP LANGUAGES SPOKEN

ENGLISH, ARABIC, FILIPINO/TAGALOG, ITALIAN & MALTESE



FAMILY COMPOSITION

- Couple family with no children
- Couple family with children over 15
- One parent family with children over 15
- Couple family with children under 15
- One parent family with children under 15
- Other

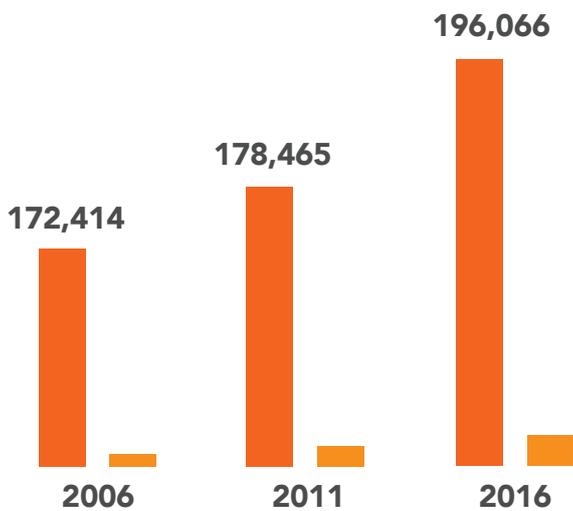


MONTHLY INCOME AND MORTGAGE/RENT COMPARISON

- Median total monthly household income
- Median monthly mortgage payment
- Median monthly rent

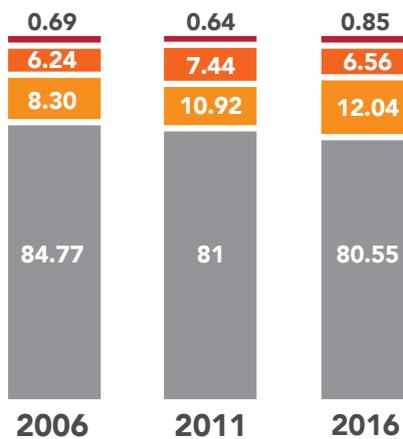
53,656

Number of dwellings that access the internet



PENRITH LGA POPULATION

- Aboriginal and Torres Strait Islander
- Other



% OF HOUSING BY TYPE

- Other
- Flat, unit or apartment
- Semi-detached, row or terrace, townhouse etc
- Separate house

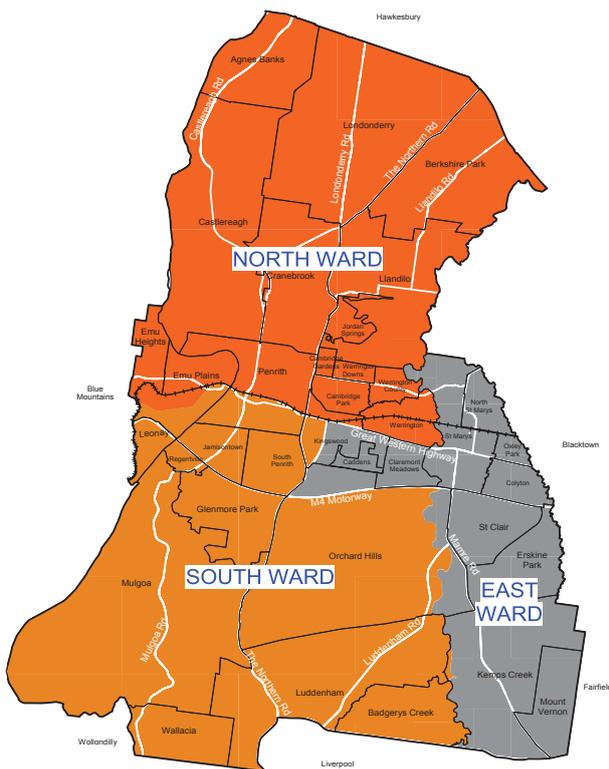
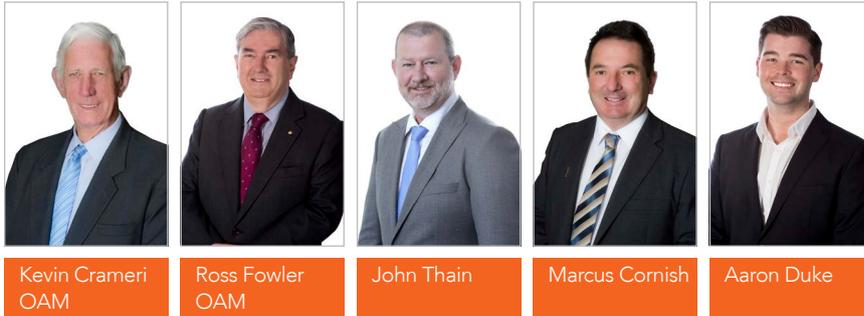
- INTRODUCTION
- WORK CLOSE TO HOME
- PLANNING FOR FUTURE GROWTH
- GETTING AROUND OUR CITY
- SAFE, VIBRANT PLACES
- OUR ENVIRONMENT
- HEALTH AND COMMUNITY SPIRIT
- OUR COUNCIL
- SCHEDULES

OUR COUNCILLORS

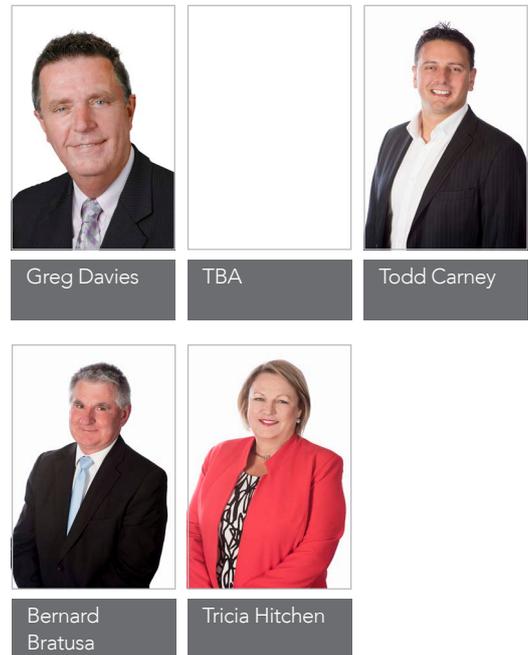
The Penrith local government area is made up of three wards, with five Councillors representing each ward. Our Councillors were elected in September 2016 to represent the interests of our community and the Penrith region and will serve until the next local government election in September 2020. Each September the Council elects a and Deputy Mayor, and a new Mayor will be elected in September 2018.

Our Councillors bring with them a wealth of knowledge, and while each Councillor represents a particular ward, a Councillor's ultimate consideration must be the current and future interests of the City as a whole.

NORTH WARD COUNCILLORS



EAST WARD COUNCILLORS



SOUTH WARD COUNCILLORS



COUNCIL'S LEADERSHIP AND ORGANISATIONAL STRUCTURE

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

GENERAL MANAGER - ALAN STONEHAM	
Assistant General Manager - Craig Butler	
<i>Departments</i>	<i>Functions</i>
Corporate Communications, Marketing & Events	City Partnerships; Communications; Council & Executive Support; Events and Marketing
CHIEF GOVERNANCE OFFICER - Stephen Britten	
<i>Departments</i>	<i>Functions</i>
Governance	Council & Corporate Governance; Information Management
Legal Services	Internal Audit; Legal Services; Risk Management; Insurance
CHIEF FINANCIAL OFFICER - Andrew Moore	
<i>Departments</i>	<i>Functions</i>
Corporate Planning	Corporate Planning
Financial Services	Financial Services; Purchasing & Supply
Information & Communication Technology	GIS/Mapping; Information Technology
Property Development & Management	Property Development and Management
EXECUTIVE MANAGER CITY ASSETS - Brian Steffen	
<i>Departments</i>	<i>Functions</i>
Asset Management	Security & Emergency Services Management; Strategic Asset Management Planning
City Presentation	Asset Maintenance & Renewal; Civil Maintenance & Renewal; Fleet & Plant Management; Public Space Maintenance
Design and Projects	Design & Projects
Facilities Management	Cemeteries, Neighbourhood Facilities Management; Recreation Facilities Management
EXECUTIVE MANAGER PEOPLE AND CAPABILITY - Sandy Davies	
<i>Departments</i>	<i>Functions</i>
Customer Experience	Customer Experience
Workforce & Organisational Development	Sustainability; Workforce & Organisational Development
EXECUTIVE MANAGER COMMUNITY AND CHIEF OPERATING OFFICER - Vicki O'Kelly	
<i>Departments</i>	<i>Functions</i>
Community & Cultural Development	Community & Cultural Development
Children's Services	Children's Services
Innovative Performance	Innovative Performance
Library Services	Libraries
EXECUTIVE MANAGER CITY ECONOMY AND PLANNING - Kylie Powell	
<i>Departments</i>	<i>Functions</i>
City Planning	City Planning
Economic Initiatives	Advocacy; Economic Initiatives
Place Management	Community Safety; Place Management
EXECUTIVE MANAGER ENVIRONMENT & CITY DEVELOPMENT - Wayne Mitchell	
<i>Departments</i>	<i>Functions</i>
Development Services	Development Applications; Fire Safety & Certification
Engineering Services	Development Engineering; Floodplain & Stormwater Management; Traffic Management, Parking & Road Safety
Environmental Health & Compliance	Environmental Health; Development Compliance; Regulatory Control
Waste and Resource Recovery	Waste and Resource Recovery

DISABILITY INCLUSION ACTION PLAN

There are approximately 36,000 residents identified as living with disability in our City, including over 11,000 with a profound or severe disability who need assistance with daily activities. Penrith's growing ageing population will also experience the challenges associated with increasing frailty, including mobility issues, hearing loss and vision impairment.

Council strives to be a Local Government leader with regard to access and inclusion, and to include people with a disability in community places, programs and events. Council's first *Disability Action Plan (2003-2006)* and the *Penrith Inclusion Plan – People with Disability 2009-2013* have delivered important progress in making our City more accessible and inclusive.

Council's Access Committee provides advice to our organisation on access and inclusion matters. Relevant policies, plans, and development applications are referred to the Committee for review and comment. In addition to Councillors, the Access Committee includes six community members with lived experience of disability and/or expertise in access and inclusion.

There is always more to do and Council continues to ensure that access and inclusion are priority considerations across all Council's services and activities.

Under the *NSW Disability Inclusion Regulation 2014*, councils are required to complete Disability Inclusion Action Planning (DIAP) by 1 July 2017. The NSW DIAP Guidelines for Local Government (November 2015) encourage councils to integrate Disability Inclusion Action Planning within the overall community strategic planning process and the 2017-21 *Delivery Program*. The guidelines also highlight the importance of community consultation and the engagement of people with disability in the DIAP process.

The DIAP community consultation builds on Penrith Council's extensive engagement over many years with people with disability, their families, carers, advocates and service providers.

COMMUNITY CONSULTATION

Between March and August 2016, more than 120 people with disability, their family members, carers, advocates and staff working in the local disability sector contributed to our DIAP consultation process.

Council organised two public community forums in Penrith and St Marys, organised 12 focus groups and meetings with people with a disability, service providers, and hosted a "Have Your Say" website, in addition to receiving consultation submissions in alternate formats.

The key issues identified included:

- accessible parking
- pedestrian access and continuous paths of travel
- community awareness about disability, stigma and stereotyping of people with disability
- accessible toilets and the need for adult change facilities
- lack of employment opportunities for people with disability
- access to information and web content
- inclusive playgrounds with amenities, and
- more seating in public spaces.

The full list of issues and outcomes from the community consultations and more details about the process are available in the *Disability Inclusion Action Planning 2017-21 Community Consultation Summary* available on Council's website.

PENRITH CITY COUNCIL ACCESS COMMITTEE VISION

A universally accessible environment
and inclusive community.

FOCUS AREAS - PRIORITY ACTIONS

The DIAP Guidelines for Local Government identify four key focus areas which have been nominated by people with disability as being of primary importance in creating an inclusive community. These are:

- Developing positive community **attitudes and behaviours**
- Creating **liveable communities**
- Supporting access to **meaningful employment**, and
- Improving access to services through better **systems and processes**.

These focus areas have been used as the framework for Council’s response to the concerns and issues identified through the DIAP consultation process.

The table on the following pages presents the focus areas, the priority actions identified from our community consultation, and the Delivery Program Outcome and Strategy that will deliver the actions over the next four years. It shows how Council is incorporating the priority disability inclusion actions in Council’s day-to-day business and service activities.



DISABILITY INCLUSION ACTION PLAN STRATEGIES AND ACTIONS

DIAP PRIORITY	WHAT IT MEANS	OUTCOME & STRATEGY
Attitudes and behaviours		
Promote diversity and inclusion through media stories and positive Council imagery	<p>Photos and stories used by Council in our communications will encompass the diversity of our community, including people with disability.</p> <p>As an inclusive community, Penrith welcomes people with disability at all our community events, not only events with a disability focus.</p>	<p>Outcome 6 - We are healthy and share strong community spirit</p> <p>Strategy 6.2 Help build resilient, inclusive communities</p> <p>Activity 6.2.6 Conduct and support events that include all members of our community</p>
Develop and implement creative projects that are inclusive of people with disability	<p>Participation in creative initiatives and arts projects provides both enjoyment as well as social and health benefits. Following the successful and nationally recognised No Boundaries inclusive multimedia arts project in 2012, Council continues to support creative arts projects that include people with disability.</p>	<p>Outcome 6 – We are healthy and share strong community spirit</p> <p>Strategy 6.3 Enhance the cultural vitality of the City</p> <p>Activity 6.3.2 Support and implement initiatives which contribute to culture and creativity</p>
Provide training to staff in quality service and responding to individual customer needs	<p>Council is committed to providing quality customer service to every member of our community.</p> <p>Training programs for our customer experience teams will provide staff with the confidence to assist people with disability engage with Council, and offer appropriate support.</p>	<p>Outcome 7 - We have confidence in our Council</p> <p>Strategy 7.5 Invest in our people</p> <p>Activity 7.5.2 'Make your mark' - Build a values based organisation, that engages our workforce and develops their talents and capabilities</p>
Liveable communities		
Facilitate accessible and adaptable housing in future housing and development strategies	<p>As our population ages, there will be increasing need for housing that can be easily adapted to meet people's mobility and access needs. Council's 'Housing Strategy' will ensure a proportion of new residential developments include dwellings that are accessible or can be easily adapted.</p>	<p>Outcome 2 - We plan for our future growth</p> <p>Strategy 2.1 Facilitate development in the City that considers the current and future needs of our community</p> <p>Activity 2.1.1 Plan for and facilitate development in the city</p>

DIAP PRIORITY	WHAT IT MEANS	OUTCOME & STRATEGY
Review accessibility elements within Council's Development Control Plan	Council's Development Control Plan (DCP) provides detailed planning and design guidelines for designers and developers planning new development/works within the local government area. In reviewing the DCP, Council will ensure that accessibility guidelines and recommendations reflect current best practice to enable fair access for all.	<p>Outcome 2 - We plan for our future growth</p> <p>Strategy 2.2 Protect the City's natural areas, heritage and character</p> <p>Activity 2.2.1 Ensure our policies, strategies and plans set a clear direction for managing the growth of our City</p> <p>Strategy 2.3 Ensure services, facilities and infrastructure meet the changing needs of our City</p> <p>Activity 2.3.2 Ensure our policies, strategies and plans provide for the services and infrastructure our City needs</p>
Implement the adopted programme for the roll out bus shelters that are compliant with the <i>Disability Discrimination Act</i>	After the design competition for accessible and environmentally sustainable bus shelters, bus shelters built by Council will follow the winning design and will be built according to the adopted schedule of works.	<p>Outcome 3 - We can get around the city</p> <p>Strategy 3.1 Work with partners to improve public transport</p> <p>Activity 3.1.2 Work with providers to review existing and plan for new public transport services</p>
Ensure the adopted PATHS strategy is implemented (subject to funding)	Council continues to roll out a strategy for delivery of new footpaths and shared pathways that are accessible, provide a continuous path of travel and can easily be traversed by people with various travel needs (using wheelchairs, walking frames, prams)	<p>Outcome 3 - We can get around the city</p> <p>Strategy 3.2 Provide a safe and efficient road and pathway network</p> <p>Activity 3.2.3 Implement the footpath and shared pathway program</p>
Finalise and implement the Pedestrian Accessibility Mobility Plan (PAMP) (*subject to RMS funding)	A PAMP will enable a comprehensive audit of existing paths of travel that will allow for identification and prioritisation of existing paths that require further work to ensure accessibility.	<p>Outcome 3 - We can get around the city</p> <p>Strategy 3.2 Provide a safe and efficient road and pathway network</p> <p>Activity 3.2.3 Implement the footpath and shared pathway program</p>

DIAP PRIORITY	WHAT IT MEANS	OUTCOME & STRATEGY
<p>Improve accessibility to the river at Tench Reserve</p>	<p>Tench Reserve is a much loved and well used park with picturesque views of the Nepean River. Upcoming redevelopment and enhancements at Tench Reserve will improve access for all people to the waterfront.</p>	<p>Outcome 4 - We have safe, vibrant places</p> <p>Strategy 4.1 Make our public places safe and attractive</p> <p>Activity 4.1.6 Manage the delivery of Council's major capital projects</p>
<p>Identify opportunities in Council's Sport, Recreation, Open Space, and Play strategy for provision of access and participation that is inclusive and accessible</p>	<p>Council maintains a range of sports fields, parks, and playgrounds, and in 2017 a new ten-year strategy is being developed. Council's Sport, Recreation, Open Space and Play Strategy will include actions that ensure people of all abilities will be able to access and enjoy these facilities.</p>	<p>Outcome 6 - We are healthy and share strong community spirit</p> <p>Strategy 6.1 Provide opportunities for our community to be healthy and active</p> <p>Activity 6.1.7 Manage sport and recreation facilities, programs and services to meet community needs</p>
<p>Accessible infrastructure improvements are incorporated into asset management plans</p>	<p>Some older Council buildings or paths which were accessible when built may not meet current standards for access. Over time Council will upgrade these amenities to ensure they are accessible for all members of the community.</p>	<p>Outcome 7 - We have confidence in our Council</p> <p>Strategy 7.2 Manage our money and our assets to be sustainable now and into the future</p> <p>Activity 7.2.6 Manage Council's assets to minimise risk, reflect lifecycle costs and meet community needs</p>
<p>.....</p> <p>Systems and processes</p> <p>.....</p>		
<p>Ensure that the community is aware of Council's Access Committee</p>	<p>The Access Committee meets six times each year and provides advice to Council about access and inclusion matters. Relevant policies, plans, and development applications are referred to the Committee for review and comment. In addition to Councillors, the Access Committee includes six community members with lived experience of disability or expertise in access and inclusion.</p>	<p>Outcome 6 – We are healthy and share strong community spirit</p> <p>Strategy 6.1 Provide opportunities for our community to be healthy and active</p> <p>Activity 6.1.2 Deliver programs and work with government and community organisations to improve health and wellbeing</p>
<p>Review the accessibility of Council's front counter</p>	<p>Council is committed to providing quality customer service to every member of our community. Many people access Council services via the front foyer, and this area needs to be easy to access for all residents.</p>	<p>Outcome 7 – We have confidence in our Council</p> <p>Strategy 7.1 Be open and fair in our decisions and dealings with people</p> <p>Activity 7.1.7 Provide a quality customer experience through the contact centre and front counter</p>

DIAP PRIORITY	WHAT IT MEANS	OUTCOME & STRATEGY
<p>Improve the accessibility of Council's website</p>	<p>Websites can be designed with features that allow easy access and navigation for people using adaptive technology (such as screen readers for people with vision impairment, or styluses for people with limited mobility). Council is continually working to improve accessibility of its website.</p>	<p>Outcome 7 – We have confidence in our Council</p> <p>Strategy 7.4 Keep our community informed about what Council is doing and how they can have their say in decisions that affect them</p> <p>Activity 7.4.2 Keep our community informed about what Council is doing</p>
<p>Provide training about accessible documents and access to information across relevant Council services</p>	<p>Public documents available on Council's website should be formatted in ways that allow easy access and navigation for people using adaptive technology (screen readers for people with vision impairment, or styluses for people with limited mobility). Council will provide training for staff in how to create accessible documents.</p>	<p>Outcome 7 – We have confidence in our Council</p> <p>Strategy 7.5 Invest in our people</p> <p>Activity 7.5.2 'Make your mark' - Build a values based organisation, that engages our workforce and develops their talents and capabilities</p>
<p>Employment</p>		
<p>Undertake projects that support local business to increase employment of people with disabilities</p>	<p>Council consultations identified that people with disability want to gain employment and people generally like to work close to home. Council will work with businesses and employment representatives to increase local opportunities for the employment of people with disability.</p>	<p>Outcome 6 – We are healthy and share strong community spirit</p> <p>Strategy 6.1 Provide opportunities for our community to be healthy and active</p> <p>Activity 6.1.2 Deliver programs and work with government and community organisations to improve health and wellbeing</p>
<p>Council's "Equal Employment Opportunity" (EEO) management plan includes an objective to increase the number of people employed by Council with disability</p>	<p>Council aims to provide leadership across the City on the employment of people with disability. Council will develop a revised EEO plan in 2017 that includes actions to increase the number of people with disability employed at Council</p>	<p>Outcome 7 – We have confidence in our Council</p> <p>Strategy 7.5 Invest in our people</p> <p>Activity 7.5.2 'Make your mark' - Build a values based organisation, that engages our workforce and develops their talents and capabilities</p>

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FIT FOR THE FUTURE

In October 2015 Council was one of seven metropolitan councils deemed 'Fit for the Future' by the Independent Pricing and Regulatory Tribunal (IPART). To be Fit for the Future, we needed to demonstrate how we met the criteria of sustainability; effective infrastructure and service management, efficiency, and scale and capacity as measured by the seven indicators set by the Office of Local Government. The indicators cover a range of critical council activities, focussing on long term financial sustainability and responsible asset management. A summary of the indicators appears below:

Operating performance ratio

Our operating expenses must be less than or equal to our revenue, not including grants and capital contributions.

Own source revenue

No more than 40% of our overall revenue can come from grants and contributions.

Building and Asset Renewal Ratio

We need to spend enough on renewing our assets to compensate for the value they lose each year through depreciation.

Infrastructure Backlog Ratio

The 'value' of our infrastructure backlog should be no more than 2% of the total value of our assets.

Asset Maintenance Ratio

We need to be undertaking all required asset maintenance, in accordance with our Asset Management Plan.

Debt service ratio

The cost of servicing our debt must be no more than 20% of our income, not including income from grants and contributions.

Real operating expenditure

The cost of delivering our services should decrease over time. The absolute cost may increase if the population increases, but the net cost per person must decrease.

In order to meet all seven indicators within five years, we reviewed our financial strategies, applied for a Special Rate Variation to help fund asset renewal and reduce debt, and committed to an ongoing program of productivity improvements. Key strategies that we will implement throughout this Delivery Program are:

1. Introduce service level agreements and service specifications that reduce duplication and double handling
2. Improve overall performance of key business processes
3. Comprehensive improvement plans that show a decrease in operating expenditure per capita over time, achieved through savings realised through improved productivity and efficiency in service delivery and asset management
4. Pursue efficiencies, economies of scale, resource and knowledge sharing through the Strategic Alliance with Blue Mountains City Council and Hawkesbury City Council
5. Implement the Building and Infrastructure Asset Renewal program as outlined in the Asset Management Strategy
6. Grow our own source revenue
7. Improve our operating performance through realisation of targeted cost savings and productivity improvements

We will report on our progress every year, so the community can see whether we are making the progress we expected in those areas that needed improvement. The following table shows figures for 16-17; preliminary figures for 17-18 (confirmed once the annual statements are prepared) and the results predicted in the Fit for the Future submission.

INDICATOR	BENCHMARK	RESULT 16-17 AS AT 30 JUNE 2017	RESULT 17-18 AS AT 30 JUNE 2018	FFF SUBMISSION 19-20 ⁽¹⁾
<p>Operating Performance Ratio</p> <p>This ratio measures Council's achievement of containing operating expenditure within operating revenue.</p>	Greater than or equal to break-even average over 3 years	7.41%		2.64%
<p>Own Source Revenue</p> <p>This ratio measures the degree of reliance on external funding sources.</p>	Greater than 60% average over 3 years	71.89%		78.70%
<p>Infrastructure Renewal Ratio</p> <p>This ratio is used to assess the rate at which infrastructure assets are being renewed against the rate at which they are depreciating. Includes Buildings, Roads and Drainage assets.</p>	Greater than 100% average over 3 years	45.47%		63.83%
<p>Infrastructure Backlog Ratio</p> <p>This ratio shows what proportion the backlog is against the total value of Council's infrastructure. Includes Buildings, Roads and Drainage assets.</p>	Less than 2%	1.08%		1.17%
<p>Asset Maintenance Ratio</p> <p>This ratio compares the actual versus required annual asset maintenance.</p>	Greater than 100% average over 3 years	110.39%		100.74%
<p>Debt Service Ratio</p> <p>This ratio measures the availability of operating cash to service debt including interest, principal and lease payments.</p>	Greater than 2 x (Times) or 0%	3.16 x (Times) or 6.99%		6.29%
<p>Real Operating Expenditure</p> <p>This ratio measures the cost of delivering Council's services per capita. Decreases in this ratio indicates efficiency improvements by Council.</p>	A decrease in Real Operating Expenditure per capita over time	0.98		0.84

(1) This is the predicted result for 2019-20, as included in Council's June 2014 Fit For The Future submission.

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SPECIAL RATE VARIATION

The Special Rate Variation (SRV) is part of an overall package of financial and organisational reform which will position Council for long term financial sustainability and deliver improvement in financial performance.

Council applied for and was granted an SRV in 2016. The SRV should not be considered in isolation, but rather as one of a number of strategies that will work together to deliver the desired changes to our financial environment and fulfil the aspirations of our community. Although the SRV will fund asset renewal and maintenance, address backlog, realign existing services, improve service levels and facilitate major projects, it is not the only funding source as these initiatives will also be funded through productivity savings, growth in own source revenue and rationalisation of assets.

The SRV provides capacity for Council to respond to the community's aspirations for the city including significant city shaping and infrastructure

opportunities and additional commitment to asset renewal. It will maintain existing commitments to a range of programs including public domain, graffiti removal, neighbourhood renewal, building and road asset renewal. It will also allow for reform of our financial structure to reduce reliance on general borrowing and increase investment in technology that will provide long term productivity improvements.

Council will specifically report on how it is spending the SRV funds in our Annual Report. For more detailed information on the SRV and works it will help fund for the coming year, see page 124 and the schedules starting on page 61.



ORGANISATIONAL PERFORMANCE

Organisational performance indicators help us understand how the organisation as a whole is performing in key areas. Council needs to measure and report on how well we're delivering on what we have said we'll do. As well as reporting on our service activities and actions, we've also developed some more general indicators to help us understand whether we're working efficiently to deliver our services. As a number of these indicators are new, they may change over the next four years if we find they are not useful. How we perform against each of these indicators, and any changes will be reported each year as part of our Annual Report.

OUTCOME 1: WE CAN WORK CLOSE TO HOME

Utilisation rates of Council provided childcare places

This will measure whether Council's Children's Services are operating at target utilisation rates, and whether there is capacity for parents seeking care of different types. This will provide an indication of whether lack of child care overall may be preventing people from being in the workforce or from working the hours they'd like to work.

Number of attendees at Library Education programs

This will help Council to determine the popularity of educational programs such as HSC revision session or children's story time sessions. Increasing trend of attendees over time will indicate sessions are positively received.

OUTCOME 2: WE PLAN FOR OUR FUTURE GROWTH

Approvals for different styles of housing

Applications submitted and approved for different styles of dwelling, including single dwellings, dual occupancies, town houses and apartments. Over time, this will show whether the diversity of housing stock in Penrith is increasing, and whether a variety of housing types are being provided to suit different types of family.

Number of planning proposals

This will capture the number of requests to amend the LEP, submitted in the form of planning proposals for development on specific sites which does not comply with the current planning controls. An increasing trend in applications to amend the LEP would be a sign that it may require a more comprehensive review.

Number of formal variations to planning policies

This will capture the formal variations that Council makes to its planning policies to approve a proposed development. This will provide an indication of both how relevant our policies are and how strong Council is in applying them.

OUTCOME 3: WE CAN GET AROUND THE CITY

Number of complaints received regarding defects on Council roads

The number of people who lodge a complaint or request around road defects (potholes, missing signs, other damage); and the satisfaction of some with Council's response. This will provide an indication of unscheduled / unanticipated damage to Council's roads that may affect usability of the network. Customer satisfaction is important given the high priority the community places on the condition of the road network.

Metres of path paving added to the network

This will provide information on increases in the pathway network, demonstrating that Council is working to increase the connections for walking and cycling within the City.

Utilisation rate of parking spaces

This will provide limited information at this stage, as parking pods are only installed certain carparks. This should increase as more pods are installed. Comments from Rangers on tickets issued may also provide supporting information about utilisation of particular car parks and where parking spaces are under pressure.

OUTCOME 4: WE HAVE SAFE, VIBRANT PLACES

Average utilisation rates of community facilities

This will give an indication of how much Council's community facilities are being used, which will provide an indication of both whether they are meeting community needs, and the extent to which the community is looking to use our facilities for one off or ongoing functions.

Number of reported incidents of graffiti

Research has shown the presence (or absence) of graffiti impacts community perception of how safe an area is – areas with more graffiti are perceived as more dangerous. Additionally, the research has also shown that the most effective way to reduce incidents of graffiti is to remove it quickly when it does occur. A decreasing trend in this area will demonstrate not just an improvement in graffiti but will reflect overall perception of the safety and amenity of our public spaces.

% of community / customer requests related to public amenity

Customer complaints about our public domain will tell us both when our agreed servicing has not been completed adequately, and when they feel that the service levels are not high enough.

Progress on key revitalisation projects

This will measure whether we are delivering to time and budget on programs to improve key public spaces in the City. For the 2017-21 Delivery Program projects measured will be the CBD improvement program and revitalisation of the River.

OUTCOME 5: WE CARE FOR OUR ENVIRONMENT

Corporate waste generation and diversion from landfill

How much waste is generated by Council, how much is recycled and how much is sent to landfill.

% of Council's electricity supplied from low carbon sources (target of 10% by 2030)

How much of Council's energy is supplied from low carbon sources such as solar and wind power, and accredited GreenPower.

% reduction in Council's greenhouse gas emissions (target of 40% reduction by 2030 based on 2010-11 levels)

Greenhouse gasses are major contributors to climate change. Reduction in our greenhouse gas emissions is a key way that Council can work to minimise the impact of climate change and demonstrate environmentally responsible leadership.

Council's use of potable water

Use of potable water is significantly influenced by rainfall. Tracking water use, however, is still important as it provides an indicator of Council's overall approach to sustainable resource use.

Hectares of land under active management

This will provide information about areas of natural bushland that are being managed to minimise weed invasion and promote biodiversity.

OUTCOME 6: WE ARE HEALTHY AND SHARE STRONG COMMUNITY SPIRIT

Number of food premises with 5 stars in the 'scores on doors' program

This will provide an indication of the effectiveness of Council's food safety regime in promoting good behaviour and protecting public health.

Number of visitors to Council's leisure and cultural facilities

How many people are accessing leisure or cultural facilities run by Council or our entities. This will tell us whether programs offered are popular with the community and respond to community needs.

Council run and supported community events

The number of events council either runs or supports, which have a focus on building community spirit.

Use of Council's libraries

How many people are accessing Councils' library facilities, resources and programs.

Number of local club sporting members a % of the population aged between 5 and 50

Membership of local sporting clubs is out of the control of council, but it does provide an indication of potential utilisation rates of Council sporting facilities. This will help Council to track growth in particular sports or in particular clubs to anticipate where facility upgrades may be required.

OUTCOME 7: WE HAVE CONFIDENCE IN OUR COUNCIL

Deviation from budget

Council's actual income and expenditure in a financial year compared to the expected income and expenditure for that year. Frequent or large scale negative deviations from budget may indicate a risk to long term financial sustainability.

% Overall increase in Council's digital presence

Council's digital presence through a range of platforms, including our website and social media. Council's digital presence is an important part of overall engagement with the community and keeping the community and stakeholders informed about what Council is doing. Although digital presence is not the only form of communication, increasing digital presence will provide some indication of the effectiveness of our communication strategies.

Number of informed participants in community engagement activities

The number of people who visit an engagement activity – digital or otherwise – and actively engage – ask questions, open a document, click on a link, return a survey etc. Active engagement is critical to understand which of Council's engagement activities or platforms, and which projects, are most accessed by the community. This data will inform future engagement activities to maximise chances of good community involvement.

Total number of Councillor decisions made at meetings closed to the public

The number of formal decisions made by Council at meetings which cannot be accessed by members of the public. This reflects council transparency in representative decision making. Although some decisions must be kept confidential for commercial reasons, the majority of Council decisions should be made in public forums.

Number of successful liability claims against Council as a % of total claims

The number successful claims against Council for any form of liability (poor or incorrect information supplied, poor maintenance, trip hazards etc.). Successful liability claims indicate both the quality of Council services and the appropriateness of

risk management. An increasing trend, either organisation wide or in relation to particular risks, will help guide where specific action to reduce risk may need to be taken.

% of employees that use their full entitlement of sick leave in a year

Short term absenteeism is a useful measure of employee engagement – engaged employees are less likely to take unplanned leave. If short term absenteeism is high, it is likely that productivity will suffer both due to lower engagement and due to other team members having to cover absent team members work.

Days lost to Work Health and Safety incidents

Work days lost as a result of workplace injury. This is an indication of how well Council is implementing work health and safety measures and procedures to reduce incidents of workplace injury.

Increase in employee satisfaction for top 3 opportunities and employee satisfaction maintained or increased for top 3 strengths

This will measure how well Council is addressing areas that are negatively affecting employee engagement. This indicator cannot be measured until ways to address the issues raised in the 2017 survey have been implemented and employees resurveyed.

% of reports of unauthorised activities investigated within target timeframes

Whether Council is meeting target timeframes for investigating reports of unauthorised activities. This could include illegal dumping; unauthorised land uses or non-compliance with conditions of consent.

Customer satisfaction rating

Score or rating provided by customers who have recently contacted Council on the quality of the customer service provided.



DELIVERY PROGRAM STRUCTURE

The next section of this document provides the details of all the activities Council will undertake in the four years from 1 July 2018 to 30 June 2019 - our Delivery Program. It also includes the specific actions we will undertake from 1 July 2017 to 30 June 2018 - our Operational Plan. These activities and actions link to the Community Plan through the strategies and Outcomes.

Strategies also appear in our Community Plan		This is the function in Council that will do this
STRATEGY 1.1 Attract investment to grow the economy and increase the range of businesses operating in the region		
WHAT WE WILL DO FROM 2017-21 (4 YEAR ACTIVITIES)		FUNCTION
1.1.1	Deliver actions identified in the Economic Development Strategy, Penrith Progression and Penrith Health and Education Precinct action plan	Economic Initiatives
1.1.2	Facilitate investment in the city through partnerships with key stakeholders	Economic Initiatives
1.1.3	Actively promote and market the New West	Economic Initiatives
1.1.4	Deliver city centre transformation through development of key council sites	Economic Initiatives
2017 - 18 action		
	a. Start engaging with the community and stakeholders on potential designs for the City Park	Economic Initiatives
1.1.5	Promote Penrith as a place to visit and invest in through marketing and events	Marketing and Events
1.1.6	Manage Council's property portfolio to stimulate investment	Property Development

These are actions that will be done this year

These are our 4 year activities

More detailed information on our asset renewal programs, budget and revenue, capital and operating projects and special rate initiatives appear in the Schedules at the end of this document.

Over the four years of the 2017-21 Delivery Program the activities and actions performed by different functions may change. Any changes will be tracked from year to year to provide continuity over the full term of the Delivery Program.

In 2018-19 there will be a focus on property, productivity and people facilitated by a temporary realignment of some functions. Reporting lines will change for Children's Services; Corporate Planning and Information and Communication Technology, while Business Performance will become part of a new Innovative Performance Department created for the next 12 months to identify and implement productivity improvements. Some actions to be completed by these functions may change responsibility during the year.

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Outcome 1

WE CAN WORK CLOSE TO HOME

Our community has told us that more jobs close to home, particularly for young people, is an important priority in planning for the future. Council actively supports a strong and balanced local economy delivering local jobs, to ensure our residents have a variety of employment opportunities. We need to make our City attractive for emerging and innovative industries and build on the opportunities that already exist.

Of our 100,500 employed local residents, close to 56,400 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 to find work. This increases travel costs and time away from home, affecting the health and wellbeing of our community.

Outcome 1 looks at how Council, together with other levels of government and our partners, can attract investment, facilitate job diversity and growth, and encourage local workforce skills and training. This will help Penrith be more resilient to changes in regional, national and international economic circumstances.

The State Government's *A Plan for Growing Sydney* and the supporting *Western City District Plan* provide a blueprint for Penrith, the Blue Mountains and Hawkesbury over the next 20 years. These plans focus on creating a liveable '30 minute' City where people can live, work

and play without travelling too far. Greater Penrith is expected to deliver an extra 10,500 jobs in the next 20 years, with a focus on the Penrith City Centre and Penrith Health and Education Precinct. Council will continue to collaborate with all levels of government and business to exceed this target, working on our more ambitious target of 55,000 new jobs by 2031, and giving our community more opportunities to find a job that suits them. A commitment under the Western Sydney City Deal to establish a Western Sydney Investment Attraction office, move the NDIS Quality and Safeguards Commission to Penrith and sell the Multi User Depot to the north of Penrith Station will all help meet this target, with establishment of specialist STEM (Science, Technology Engineering, Maths) education facilities building on the opportunities presented by the Badgerys Creek Aerotropolis.

STRATEGIES

Strategy 1.1 Attract investment to grow the economy and increase the range of businesses operating in the region

Strategy 1.2 Provide access to lifelong learning to maximise opportunities for our community

Department/Service	Manager
Children's Services	Janet Keegan
Corporate Communications, Marketing and Events	TBA
Economic Initiatives	Kate Speare
Library Services	Sarah Dean
Place Management	Jeni Pollard
Property Development and Management	TBA
Workforce and Organisational Development	Linda Ross

STRATEGY 1.1

Attract investment to grow the economy and increase the range of businesses operating in the region

WHAT WE WILL DO FROM 2017-21 (4 YEAR ACTIVITIES)	FUNCTION
1.1.1 Deliver actions identified in the Economic Development Strategy, Penrith Progression and Penrith Health and Education Precinct action plan 2018 - 19 action a. Deliver actions to facilitate The Quarter	Economic Initiatives
1.1.2 Facilitate investment in the city through partnerships with key stakeholders	Economic Initiatives
1.1.3 Actively promote and market the New West 2018 - 19 action a. Develop an economic analysis and long-term marketing strategy for the Western Sydney Airport	Economic Initiatives
1.1.4 Deliver city centre transformation through development of key council sites 2018 - 19 actions a. Finalise site readiness and due diligence in preparation for stakeholder engagement and designs for the City Park b. Determine approach to delivery for the City Park	Property Development and Management Economic Initiatives
1.1.5 Promote Penrith as a place to visit and invest in through marketing and events 2018 - 19 action a. Develop and implement a strategic marketing plan for the New West brand b. Review Council's major events sponsorship policy to ensure maximum return on investment	Marketing and Events
1.1.6 Manage Council's property portfolio to stimulate investment	Property Development and Management

STRATEGY 1.2

Provide access to lifelong learning to maximise opportunities for our community

WHAT WE WILL DO FROM 2017-21 (4 YEAR ACTIVITIES)	FUNCTION
1.2.1 Deliver high quality children's services	Children's Services
1.2.2 Support young children to be successful lifelong learners	Children's Services
1.2.3 Deliver quality library services that meet the community's changing needs 2018 - 19 actions a. Implement upgrades to the print and payment system b. Implement Radio Frequency Identification (RFID) to all branches	Libraries
1.2.4 Deliver a work experience and traineeship program that adds value to the community, students and Council	Workforce and Organisational Development



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Outcome 2

WE PLAN FOR OUR FUTURE GROWTH

Effective management of our growth has consistently been identified as the biggest issue of concern to our community. Generally, people accept that Penrith will grow, but want to make sure the things that make Penrith special are not lost, and that services, infrastructure and facilities exist to support the growing population.

Outcome 2 recognises the desire to ensure our City’s future urban growth protects our rural and natural lands, respects our heritage and provides housing that meets community needs without compromising the character and amenity of our neighbourhoods. It recognises Council’s role in encouraging and regulating high quality development, and ensuring the necessary investment is made in infrastructure and services.

Under *A Plan for Growing Sydney* Penrith will see accelerated development in both greenfield and infill housing, delivering an additional 6,600 dwellings by 2022 to improve housing choice and

give our community more options to keep living in their local community as they age. Council must prepare a local housing strategy, considering how our housing range and affordability caters for the different life stages of our community over the longer term. Commitments under the City Deal will see a formal planning partnership between the NSW Government and Liverpool, Penrith, Campbelltown, Camden, Wollondilly and Blacktown; incentives to fast track development of local housing strategies and the investigation of a potential new growth area for Greater Penrith to the Eastern Creek corridor.

STRATEGIES

Strategy 2.1	Facilitate development in the City that considers the current and future needs of our community
Strategy 2.2	Protect the City’s natural areas, heritage and character
Strategy 2.3	Ensure services, facilities and infrastructure meet the changing needs of our City

Department/Service	Manager
City Planning	Natasha Baker
Corporate Communications, Marketing and Events	TBA
Development Services	Peter Wood
Economic Initiatives	Kate Speare
Engineering Services	Adam Wilkinson

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STRATEGY 2.1

Facilitate quality development in the City that considers the current and future needs of our community

WHAT WE WILL DO FROM 2017-21 (4 YEAR ACTIVITIES)	FUNCTION
2.1.1 Plan for and facilitate development in the City	City Planning
2.1.2 Provide engineering advice for development applications, strategic planning and policy development	Development Engineering
2.1.3 Assess development proposals efficiently and make decisions that are open and fair	Development Services
2018 - 19 actions a. Engage with stakeholders on ways to improve development assessment b. Undertake a program of continuous service enhancement	
2.1.4 Ensure buildings constructed are safe and healthy	Development Services
2.1.5 Contribute to and influence changes in policy to ensure the best outcomes for our community	Fire Safety and Certification

STRATEGY 2.2

Protect the City's natural areas, heritage and character

WHAT WE WILL DO FROM 2017-21 (4 YEAR ACTIVITIES)	FUNCTION
2.2.1 Ensure our policies, strategies and plans set a clear direction for managing the growth of our City	
2018 - 19 actions a. Progress the Penrith Local Housing Strategy b. Progress the planning of a new release area under the accelerated housing delivery program	City Planning
2.2.2 Undertake research and projects in response to emerging issues	City Planning
2.2.3 Guide quality development outcomes through provision of expert advice and quality customer service	Development Applications

STRATEGY 2.3

Ensure services, facilities and infrastructure meet the changing needs of our City

WHAT WE WILL DO FROM 2017-21 (4 YEAR ACTIVITIES)	FUNCTION
2.3.1 Represent the changing needs of our growing community to other levels of government	Advocacy
2.3.2 Ensure our policies, strategies and plans provide for the services and infrastructure our City needs	City Planning
2.3.3 Seek to influence planning legislation and related government policies to ensure the best outcomes for our community	
2018 - 19 action a. Prepare a submission on corridor preservation for major transport infrastructure	City Planning



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Outcome 3

WE CAN GET AROUND THE CITY

Our community has told us they want a strong focus on improving roads, public transport, parking and pathways to reduce traffic congestion, enhance liveability and provide safe and efficient access to all areas of our 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. Over 56,000 local residents travel to work outside our City, relying on cross-City and cross-regional travel which can be difficult with the existing public transport network.

An integrated shared pathway network throughout our City - linked to public open space, schools, shops, community facilities and public transport - is vital to create connections and encourage people to walk

and cycle. Council will keep adding to and improving our pathways and working with developers to deliver shared pathways for new communities.

If Penrith is to grow as envisioned by the State Government, good transport will be essential to creating a liveable City. Planning to upgrade The Northern Road and Mulgoa Road has already commenced, and the Western Sydney City Deal includes a commitment to the first stage of the North South Rail Link between St Marys and Badgerys Creek in place by 2026, supported in the shorter term by an express bus service. Investigation of the outer Western Sydney Orbital will also commence.

STRATEGIES

Strategy 3.1	Work with partners to improve public transport
Strategy 3.2	Provide a safe and efficient road and pathway network
Strategy 3.3	Provide parking to meet the needs of the City
Strategy 3.4	Improve passenger and freight transport connections in the region

Department/Service	Manager
City Presentation	John Gordon
Design and Projects	Michael Jackson
Engineering Services	Adam Wilkinson
Environmental Health and Compliance	Greg McCarthy

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STRATEGY 3.1

Work with partners to improve public transport

WHAT WE WILL DO FROM 2017-21 (4 YEAR ACTIVITIES)	FUNCTION
3.1.1 Implement the bus shelter renewal program	Civil Maintenance and Renewal
3.1.2 Work with providers to review existing and plan for new public transport services	Traffic Management, Parking and Road Safety

STRATEGY 3.2

Provide a safe and efficient road and pathway network

WHAT WE WILL DO FROM 2017-21 (4 YEAR ACTIVITIES)	FUNCTION
3.2.1 Maintain the City's roads and pathways	Civil Maintenance and Renewal
3.2.2 Implement the road asset renewal program	Civil Maintenance and Renewal
3.2.3 Implement the footpath and shared pathway program	Civil Maintenance and Renewal
3.2.4 Provide detailed designs for Council's roads and pathways	Design and Projects
3.2.5 Manage the delivery of Council's major transport infrastructure projects	Design and Projects
3.2.6 Certify future public assets being delivered as part of development	Devt. Engineering
2018 - 19 action a. Participate in the development of uniform engineering design standards	
3.2.7 Provide technical advice on traffic issues and plan for the delivery of roads and shared pathways	Traffic Management, Parking and Road Safety
3.2.8 Manage programs and initiatives that improve road safety and efficiency	Traffic Management, Parking and Road Safety
3.2.9 Identify areas and causes of traffic congestion that affect main roads	Traffic Management, Parking and Road Safety
2018 - 19 action a. Lobby for funding to upgrade roads where there are identified areas of significant congestion	

STRATEGY 3.3

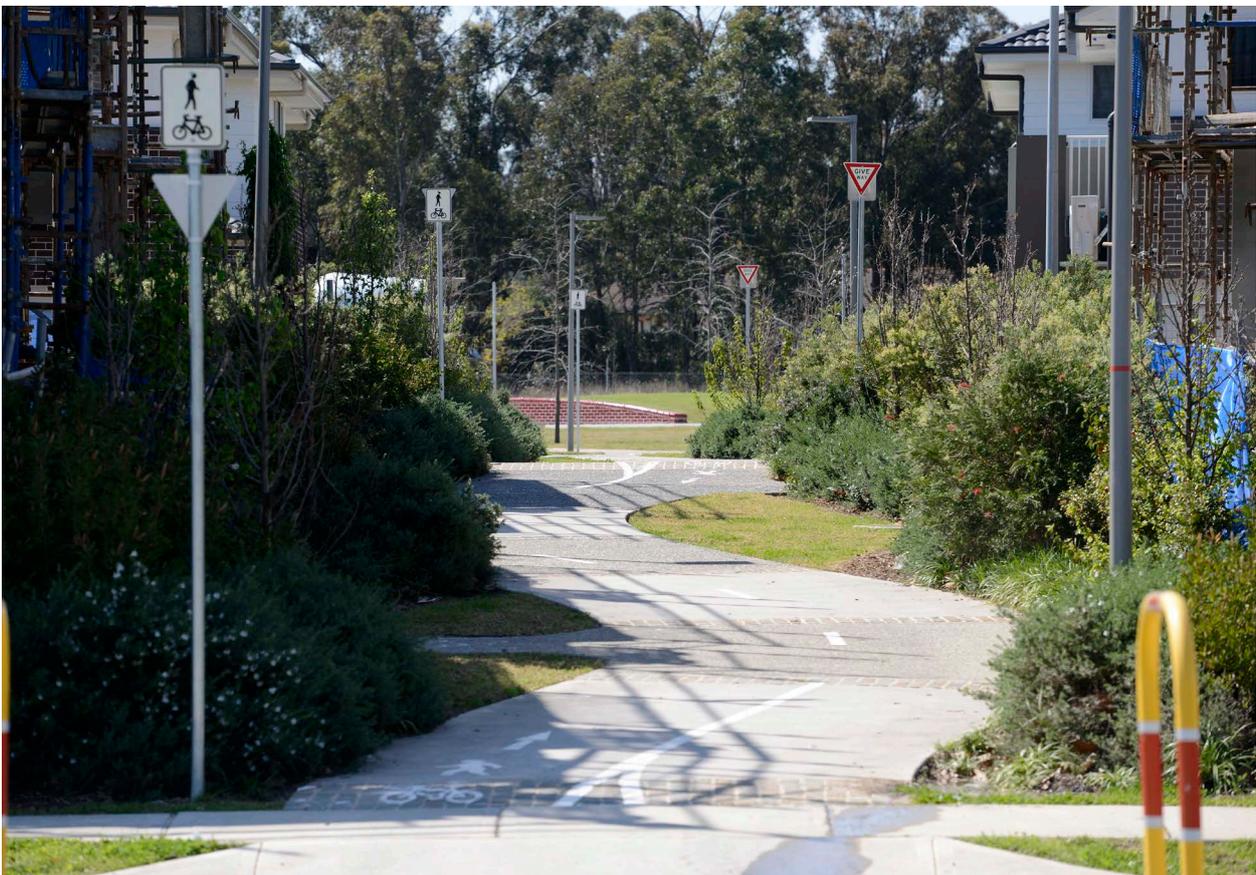
Provide parking to meet the needs of the City

WHAT WE WILL DO FROM 2017-21 (4 YEAR ACTIVITIES)	FUNCTION
3.3.1 Maintain Council's car parks	Public Space Maintenance
3.3.2 Help ensure efficient and fair use of parking spaces across the City	Regulatory Control
3.3.3 Provide technical advice on parking issues and plan for the delivery of parking infrastructure	Traffic Management, Parking and Road Safety
2018 - 19 action	
a. Finalise detail design and commence construction of Soper Place development	Design and Projects

STRATEGY 3.4

Improve passenger and freight transport connections in the region

WHAT WE WILL DO FROM 2017-21 (4 YEAR ACTIVITIES)	FUNCTION
3.4.1 Work with government to deliver regional transport infrastructure that meets the needs of our community	Traffic Management, Parking and Road Safety
2018 - 19 action	
a. Advocate for regional transport infrastructure	Advocacy
3.4.2 Contribute to all processes that support delivery of Stage 1 of the North-South rail link, in time for the opening of Western Sydney Airport	





Outcome 4

WE HAVE SAFE, VIBRANT PLACES

Outcome 4 recognises the community’s desire to feel safe in our neighbourhoods and have clean, welcoming and vibrant public places. This covers physical aspects – lighting, paving, somewhere to sit that is shady in summer and protected in winter – as well as social aspects such as meeting places, eating options and events.

The character of our City has in part been shaped by its location, the unique balance of rural, natural and urban areas, and the Nepean River. It has been characterised by a great lifestyle, close-knit community and family-friendly environment. Our centres offer a range of community services, retail, commercial, educational, entertainment and cultural activities.

As the City grows our lifestyle needs change, but residents have told us it is important to them that

the character and sense of place in our centres and neighbourhoods is not lost. Council will continue to focus on revitalising the older established areas of the City, and working with developers to ensure new residential areas have what they need to be safe and vibrant places.

Council is focused on renewing our major centres in Penrith, St Marys and Kingswood; activating the public areas along the Nepean River, and improving the connections between the Penrith City Centre and the River.

STRATEGIES

Strategy 4.1	Make our public places safe and attractive
Strategy 4.2	Help make our major centres and important community places safe and attractive
Strategy 4.3	Work with our communities to improve wellbeing and infrastructure in their neighbourhoods

Department/Service	Manager
Asset Management	Hans Meijer
City Presentation	John Gordon
Community Safety	Jeni Pollard
Design and Projects	Michael Jackson
Environmental Health and Compliance	Greg McCarthy
Facilities Management	Andrew Robinson
Place Management	Jeni Pollard
Property Development and Management	TBA

STRATEGY 4.1

Make our public places safe and attractive

WHAT WE WILL DO FROM 2017-21 (4 YEAR ACTIVITIES)	FUNCTION
4.1.1 Maintain and renew Council's public buildings	Asset Maintenance and Renewal
4.1.2 Implement the Public Amenity Replacement Program	Asset Maintenance and Renewal
4.1.3 Manage Council's cemeteries	Cemeteries
4.1.4 Provide designs and plans for Council's buildings	Design and Projects
4.1.5 Manage the development of master plans and designs for Council's public spaces	Design and Projects
2018 - 19 action	Property Development and Management
a. Finalise design of road alignment for River Road and obtain relevant approvals to commence construction	
b. Facilitate engagement to determine vision and activation plan for Regatta Park	Economic Initiatives
4.1.6 Manage the delivery of Council's major capital projects	Design and Projects
4.1.7 Maintain a Community Safety Plan for the City	
2018 - 19 action	Community Safety
a. Finalise development and commence delivery of the Community Safety Plan 2018-22	
4.1.8 Maintain Council's public spaces	Public Space Maintenance
4.1.9 Manage public trees across the City	Public Space Maintenance
4.1.10 Help make our public spaces and community facilities safe and pleasant places to be	Regulatory Control
4.1.11 Implement the Building Asset Renewal Program*	Strategic Asset Management Planning
4.1.12 Provide security for Council property and public areas	Security and Emergency Services

* To transition to City Presentation during the 2017-21 period.

STRATEGY 4.2

Help make our major centres and important community places safe and attractive

WHAT WE WILL DO FROM 2017-21 (4 YEAR ACTIVITIES)**FUNCTION**

4.2.1 Support the revitalisation of Penrith City Centre, St Marys Town Centre and other key centres in the City

2018 - 19 action

Place Management

a. Actively engage businesses to support the revitalisation of Penrith City Centre

4.2.2 Help ensure our important community places meet the needs of the people that use them

Place Management

4.2.3 Use Council's property portfolio to help make our major centres and important community places safe and attractive

Property Development and Management

STRATEGY 4.3

Work with our communities to improve wellbeing and infrastructure in their neighbourhoods

WHAT WE WILL DO FROM 2017-21 (4 YEAR ACTIVITIES)**FUNCTION**

4.3.1 Manage the use of Council's community buildings

Neighbourhood Facilities Management

4.3.2 Implement the Neighbourhood Facilities Improvement Program

Neighbourhood Facilities Management

4.3.3 Work with local communities to identify priority issues in their area

Place Management

2018 - 19 action

a. Undertake neighbourhood renewal activities in Kingswood

4.3.4 Deliver projects that address local issues and improve the wellbeing of local communities

Place Management





Outcome 5

WE CARE ABOUT OUR ENVIRONMENT

Our community has told us that protecting our river, creeks, waterways and bushland areas for present and future generations is important. They also want to be supported to use resources and manage their household waste more efficiently.

One of Penrith’s defining attributes is our natural environment including beautiful waterways and a diverse range of native species and ecological communities. Our City contains approximately 17% of the remnant vegetation of the Cumberland Plain - the highest proportion in 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 having biodiversity value. Outcome 5 recognises the need to balance population growth with the need to respect our 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 future, such as heatwaves, storms and bushfires.

Heat is particularly an issue for Western Sydney, and Council is looking at ways to ‘cool-down’ the City. Our organisation continues to lead by example in terms of reducing waste generation and energy and water use.

We also deliver education and awareness programs to help our communities to live more sustainably. Outcome 5 reflects our efforts to achieve a healthier, better protected and well managed environment that responds to a changing climate.

STRATEGIES

Strategy 5.1	Protect and improve the environment of our City
Strategy 5.2	Support our community to use resources wisely
Strategy 5.3	Minimise risks to our community from natural disasters and a changing climate

Department/Service	Manager
Asset Management	Hans Meijer
City Presentation	John Gordon
Design and Projects	Michael Jackson
Environmental Health and Compliance	Greg McCarthy
Engineering Services	Adam Wilkinson
Sustainability	Carmel Hamilton
Waste and Resource Recovery	Tracy Chalk

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STRATEGY 5.1

Protect the environment of our City

WHAT WE WILL DO FROM 2017-21 (4 YEAR ACTIVITIES)	FUNCTION
5.1.1 Maintain Council's drainage infrastructure	Civil Maintenance and Renewal
5.1.2 Provide designs and plans for Council's drainage infrastructure	Design & Projects
5.1.3 Help protect and improve our City's natural environment	
2018 - 19 actions	
a. Complete the environmental assessment and final validation of site remediation for the former Gipps Street landfill site	Environmental Health
b. Commence community consultation regarding amendments to the 2007 Masterplan once Validation has been achieved	
c. Prepare and adopt an amended masterplan for the Gipps Street recreation area	
5.1.4 Provide advice on protection of the environment and community health	Environmental Health
5.1.5 Maintain Council's natural areas	Public Space Maintenance
5.1.6 Collaboratively manage illegal dumping across Western Sydney (RID Squad)	Regulatory Control
5.1.7 Help minimise impacts on the environment from unauthorised activities	Development Compliance

STRATEGY 5.2

Support our community to use resources wisely

WHAT WE WILL DO FROM 2017-21 (4 YEAR ACTIVITIES)	FUNCTION
5.2.1 Provide information to our community on resource use and living sustainably	Sustainability
5.2.2 Manage resource recovery and waste collection services	Waste and Resource Recovery
2018 - 19 action	
a. Investigate regional waste initiatives	
5.2.3 Help our community understand how they can better manage waste	Waste and Resource Recovery

STRATEGY 5.3

Minimise risks to our community from natural disasters and a changing climate

WHAT WE WILL DO FROM 2017-21 (4 YEAR ACTIVITIES)	FUNCTION
5.3.1 Manage the risk to and impact on life and property from the existing and potential future use of the floodplain	Floodplain and Stormwater Mgt
5.3.2 Provide advice on floodplain and stormwater management	Floodplain and Stormwater Mgt
5.3.3 Help protect our community by supporting emergency services to prepare for and respond to emergencies	Security and Emergency Services
5.3.4 Identify opportunities to respond to a changing climate	
2018 - 19 actions	
a. Complete activities required under the Global Covenant of Mayors for Climate and Energy	Sustainability
b. Coordinate the implementation of the Cooling the City Strategy	
5.3.5 Work with partners to enhance the resilience of the City	Sustainability





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.

STRATEGIES

- Strategy 6.1** Provide opportunities for our community to be healthy and active
- Strategy 6.2** Help build resilient, inclusive communities
- Strategy 6.3** Enhance the cultural vitality of the City

Department/Service	Manager
Children's Services	Janet Keegan
City Partnerships	TBA
City Presentation	John Gordon
Community and Cultural Development	Erich Weller
Corporate Communications, Marketing and Events	TBA
Design and Projects	Michael Jackson
Environmental Health and Compliance	Greg McCarthy
Facilities Management	Andrew Robinson
Library Services	Sarah Dean

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STRATEGY 6.1

Provide opportunities for our community to be healthy and active

WHAT WE WILL DO FROM 2017-21 (4 YEAR ACTIVITIES)	FUNCTION
6.1.1 Implement the Parks Asset Renewal Program	Asset Maintenance and Renewal
6.1.2 Deliver programs and work with government and community organisations to improve health and wellbeing	
2018-19 actions	
a. Implement the Penrith Health Action Plan in collaboration with the Nepean Blue Mountains Local Health District and the Nepean Blue Mountains Primary Health Network	Community and Cultural Development
b. Contribute to the improved health of residents in older established suburbs through the Village Café (subject to RAR bid / external funding application)	
6.1.3 Provide designs and plans for Council's parks and sportsgrounds	Design & Projects
6.1.4 Help protect and improve the health of our community	Environmental Health
6.1.5 Deliver library services that support a vibrant, connected community	
2018-19 action	Libraries
a. Assist with refurbishment of Penrith Library PC area and Research Room	
6.1.6 Maintain the City's sportsgrounds, parks and open spaces	Public Space Maintenance
6.1.7 Manage sport and recreation facilities, programs and services to meet community needs	Recreation Facilities Management
6.1.8 Plan and advocate for sport and recreation facilities, services, programs and events for the City	
2018-19 action	Recreation Facilities Management
a. Complete the Penrith Sport, Recreation, Play and Open Space Strategy	
6.1.9 Support sport and recreation partners	Recreation Facilities Management
6.1.10 Help promote responsible pet ownership	Regulatory Control
6.1.11 Ensure privately owned swimming pools are safe and healthy	
2018-19 actions	
a. Undertake an education program for swimming pool safety for existing pools in residential areas	Regulatory Control
b. Undertake a program of swimming pool inspections for existing swimming pools in established residential areas	

STRATEGY 6.2

Help build resilient, inclusive communities

WHAT WE WILL DO FROM 2017-21 (4 YEAR ACTIVITIES)	FUNCTION
6.2.1 Support children and families, particularly those living in vulnerable circumstances.	Children's Services
6.2.2 Develop effective responses to the impacts of growth, redevelopment and change in our community	Community and Cultural Development
2018-19 actions	
a. Complete and launch a demographic profile of the City	
b. Coordinate the implementation of the Disability Inclusion Action Plan	
c. Support the Multicultural Working Party	
6.2.3 Work with partners to deliver events that strengthen our community	Community and Cultural Development
6.2.4 Support community service organisations working in our City	Community and Cultural Development
6.2.5 Work with Aboriginal organisations and residents to strengthen our community	Community and Cultural Development
6.2.6 Conduct and support events that include all members of our community	Marketing and Events



STRATEGY 6.3

Enhance the cultural vitality of the City

WHAT WE WILL DO FROM 2017-21 (4 YEAR ACTIVITIES)

FUNCTION

6.3.1 Create opportunities for residents to learn about different cultures through national and international partnerships

2018-19 action

- a. Review Council's community events program to assess impact and develop a proposed plan for community events for implementation in 2019 -2020 financial year

City Partnerships

6.3.2 Support and implement initiatives which contribute to culture and creativity

2018-19 actions

- a. Lead the implementation of the priorities from the 2015 Mayoral Arts and Culture Summit
- b. Implement mentoring initiatives for emerging creatives including Queen Street Riches and Textures
- c. Implement the Creative Hat project which features collaboration with Aboriginal artists and community members (subject to Create NSW funding)

Community and Cultural Development

6.3.3 Create opportunities for residents to learn about different cultures

2018-19 action

- a. Review and evaluate the effectiveness of Council's sister city and friendship arrangements and develop a proposed plan for partnerships to be implemented in 2019 – 2020 financial year

Marketing and Events



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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 and interact with our community and other stakeholders.

Our community has told us they want to know Council's finances are sound and sustainable. As well as managing our finances and assets responsibly, we need to continue to be ethical and transparent in our communication and decision-making. We will provide regular and genuine opportunities for our residents to have a say about decisions that affect them.

We are particularly focused on improving the customer experience for everyone who interacts with Council, whether in person, online, on the

phone or in writing. Council is also committed to providing a fair, productive and safe workplace.

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.

We also have an important role in building strategic partnerships (including with neighbouring councils) and advocating to other levels of government to ensure our community's needs are met.

STRATEGIES

Strategy 7.1	Be open and fair in our decisions and our dealings with people
Strategy 7.2	Manage our money and our assets to be sustainable now and into the future
Strategy 7.3	Deliver our services to provide best value for money
Strategy 7.4	Give our community the chance to have a say in decisions that affect them
Strategy 7.5	Invest in our people
Strategy 7.6	Work with our alliance partners, Blue Mountains City Council and Hawkesbury City Council, to share skills, knowledge and resources and find ways to deliver services more efficiently

Department/Service	Manager
Asset Management	Hans Meijer
City Planning	Natasha Baker
Corporate Communications, Marketing and Events	TBA
Corporate Planning	Allegra Zakis & Craig Shepherd
Customer Experience	TBA
Financial Services	Neil Farquharson
Governance	Glenn McCarthy

Department/Service	Manager
Information and Communication Technology	Jane Howard
Innovative Performance	Alan Magner
Legal Services	Matthew Bullivant
Property Development and Management	TBA
Sustainability	Carmel Hamilton
Workforce and Organisational Development	Linda Ross

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STRATEGY 7.1

Be open and fair in our decisions and our dealings with people

WHAT WE WILL DO FROM 2017-21 (4 YEAR ACTIVITIES)	FUNCTION
7.1.1 Provide accurate and timely planning information	City Planning
7.1.2 Promote ethical behaviour and open and fair decision making	Council and Corporate Governance
7.1.3 Manage Council's meeting calendar, meeting process and business papers	Council and Corporate Governance
7.1.4 Support the Councillors in meeting their obligations and roles as community representatives	Council and Corporate Governance
7.1.5 Provide advice to assist the organisation in meeting its lawful obligations	Council and Corporate Governance
7.1.6 Implement Council's Code of Conduct to a high standard with respect to allegations, breaches and investigations	Council and Corporate Governance
7.1.7 Provide a quality customer experience through the contact centre and front counter	Customer Experience
7.1.8 Help improve customer experience for everyone that contacts council	Customer Experience
7.1.9 Provide general legal services and advice to Council	Legal Services
7.1.10 Provide dispute resolution and litigation services to Council	Legal Services
7.1.11 Manage access to information requests	Legal Services
7.1.12 Support compliance and risk management across Council	Risk Management
7.1.13 Manage insurance and claims	Insurance
7.1.14 Undertake audits to help ensure Council's operations are ethical and efficient	Internal Audit
7.1.15 Manage Council's records responsibly	Information Management
7.1.16 Respond to community requests for use of Council's land (licences, easements, road closures)	Property Development and Management

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STRATEGY 7.2	
Manage our money and our assets to be sustainable now and into the future	
WHAT WE WILL DO FROM 2017-21 (4 YEAR ACTIVITIES)	FUNCTION
7.2.1 Provide accurate information to Council and the community on council's financial activities	Financial Services
2018-19 action	
a. Expand reporting to include new performance and improvement opportunity measures	
7.2.2 Support financial sustainability through financial planning and budget management	Financial Services
2018-19 actions	
a. Review the current investment policy to maximise returns on the investment portfolio	
b. Undertake a review of Debt Recovery policies and procedures	
7.2.3 Manage Council's fleet, plant and equipment to minimise risk and reflect lifecycle costs	Fleet and Plant Management
7.2.4 Manage Council's property portfolio to reduce reliance on rate income	Property Development and Management
2018-19 action	
a. Continue with community engagement for the Open Space Reinvestment Project	
7.2.5 Support financial sustainability by managing Council's purchasing policies and procedures	Purchasing and Supply
2018-19 action	
a. Carry out training on the quotation process to ensure the Vendor Panel is used by all staff	
7.2.6 Manage Council's assets to minimise risk, reflect lifecycle costs and meet community needs	Strategic Asset Management Planning
2018-19 actions	
a. Participate in asset management initiatives with the Regional Strategic Alliance	
b. Update Asset Management Plans for all asset classes	
c. Review key asset management processes, including acquisition and disposal	
7.2.7 Help staff understand how to be sustainable in their everyday actions	Sustainability
7.2.8 Identify ways Council can use resources more efficiently	Sustainability
2018-19 action	
a. Investigate the feasibility of larger scale solar renewable energy projects within the region	

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STRATEGY 7.3

Deliver our services to provide best value for money

WHAT WE WILL DO FROM 2017-21 (4 YEAR ACTIVITIES)	FUNCTION
7.3.1 Support the business performance of the organisation	Innovative Performance
7.3.2 Tell our community and stakeholders about how we are delivering on our commitments to them	Corporate Planning
2018-19 action a. Review the Business Planning process	
7.3.3 Provide information technology to support efficient service delivery	Information Technology
2018-19 actions a. Continue delivery of the Field Services Mobility project b. Commence development of a Customer Request Management System	
7.3.4 Manage our mapping and geographical information systems to meet Council's needs.	GIS/Mapping

STRATEGY 7.4

Keep our community informed about what Council is doing and how they can have their say in decisions that affect them

WHAT WE WILL DO FROM 2017-21 (4 YEAR ACTIVITIES)	FUNCTION
7.4.1 Seek to influence decisions made by other levels of government to ensure the best outcomes for our community	Advocacy
7.4.2 Keep our community informed about what council is doing	
2018-19 actions a. Conduct a review of Council's communications tactics to assess effectiveness and impact. b. Develop a proposed plan for communications tactics for implementation in 2019 – 2020 financial year	Communications
7.4.3 Talk with and listen to our community when planning for the future	Corporate Planning
2018-19 action a. Complete and implement a review of community engagement practices	
7.4.4 Ensure our corporate planning documents are a true reflection of current community needs	Corporate Planning
2018-19 action a. Trial a process to vary the agreed works program b. Conduct research into community satisfaction and wellbeing	
7.4.5 Participate in reviews and forums and make submissions that affect the community in respect to local government governance	Council and Corporate Governance

STRATEGY 7.5
Invest in our people

WHAT WE WILL DO FROM 2017-21 (4 YEAR ACTIVITIES) | **FUNCTION**

7.5.1 'Future proof for tomorrow's success'. Build partnerships, improve productivity and make the best use of technology

Workforce and Organisational Development

2018-19 actions

- a. Streamline timesheets to increase efficiency
- b. Implement a Learning Management System

7.5.2 'Make your mark'. Build a values based organisation, that engages our workforce and develops their talents and capabilities

2018-19 actions

- a. Undertake an Employee Engagement Survey
- b. Complete the Mastertek Salary Review
- c. Deliver an internal careers expo
- d. Investigate implementation of the Local Government Capability Framework

Workforce and Organisational Development

7.5.3 'Council safe; Home safe – towards Zero'. Ensure our safety systems provide and respond to the current needs of both our staff and our organisation

2018-19 actions

- a. Review the drug and alcohol policy
- b. Implement new processes for safety reporting and accountability
- c. Conduct incident investigation training for key staff

Workforce and Organisational Development

7.5.4 Respect, Accountability and Innovation. Embed our values across the organisation

2018-19 actions

- a. Create a new reward / recognition framework to promote Council values
- b. Trial an ethics hotline
- c. Continue crucial conversations training

Workforce and Organisational Development



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STRATEGY 7.6

Integrate our planning and actions with other Government authorities and the councils in the Western District

WHAT WE WILL DO FROM 2017-21 (4 YEAR ACTIVITIES)

FUNCTION

7.6.1 Support the endorsed programs of the Regional Strategic Alliance with Blue Mountains City Council and Hawkesbury City Council through active engagement and collaboration

2018-19 action

- a. Support programs in the areas of visitor economy, procurement, regional asset management, waste management, customer experience, community services and internal audit

Workforce and Organisational Development

Note: Where appropriate, specific actions will also be identified for individual functions under the relevant service activity. Where this occurs, activities and achievements will be reported under that action.

7.6.2 Inform and support the development of a new strategic alliance to support the implementation of the City Deal

Workforce and Organisational Development

7.6.3 Respond to opportunities and obligations associated with the implementation of the City Deal

Workforce and Organisational Development



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SCHEDULE 1

PROPOSED CIVIL CONSTRUCTION & MAINTENANCE PROGRAM, BUILDING ASSET RENEWAL PROGRAM, PARKS ASSET RENEWAL PROGRAM AND CITY CENTRES IMPROVEMENT PROGRAM FOR 2018-19

Roads to Recovery Program for 2018-19

NORTH WARD				
STREET	LOCATION	SUBURB	LENGTH (M)	COST (\$)
Russell Street	Old Bathurst Road to Palomino Road	Emu Heights	258	105,402
TOTAL			258	105,402
EAST WARD				
STREET	LOCATION	SUBURB	LENGTH (M)	COST (\$)
Swallow Drive	Columbia Place to Tucana Street	Erskine Park	154	265,000
TOTAL			154	265,000
SOUTH WARD				
STREET	LOCATION	SUBURB	LENGTH (M)	COST (\$)
Lansdowne Road	#120 to Calverts Road	Orchard Hills	750	111,900
Lansdowne Road	Kent Road to #120	Orchard Hills	400	115,000
TOTAL			1,150	226,900
TOTAL ROADS TO RECOVERY PROGRAM			1,562	597,302

Urban Road Resealing/Resheeting Program for 2018-19

NORTH WARD				
STREET	LOCATION	SUBURB	LENGTH (M)	COST (\$)
Oxford Street	Cambridge Park Hall to Car Parks	Cambridge Park		50,000
Goldmark Crescent	Field Place to Wilkinson Place	Cranebrook	110	44,900
Goldmark Crescent	Wilkinson Place to Stilt Avenue	Cranebrook	134	54,700
Goldmark Crescent	Stilt Avenue to Debussey Place	Cranebrook	116	47,300
Goldmark Crescent	Debussey Place to Britten Close	Cranebrook	192	78,300
Goldmark Crescent	Britten Close to Beethoven Place	Cranebrook	46	18,800
Goldmark Crescent	Beethoven Place to Andromeda Drive	Cranebrook	80	32,600
Wedmore Road	Old Bathurst Road Intersection	Emu Heights	250	120,000
Parkes Avenue	Werrington Road to Victoria Street	Werrington	533	205,000
Reid Street	End to end	Werrington	300	63,000
Henry Lawson Drive	Singleton Avenue to Dunheved Road	Werrington County	255	124,440
Dovecote Glen	Greenbank Drive to Cul de sac	Werrington Downs	64	11,200
Greenbank Drive	Brookfield Avenue to Gatehouse Cct	Werrington Downs	350	125,000
TOTAL			2,430	975,240

EAST WARD				
STREET	LOCATION	SUBURB	LENGTH (M)	COST (\$)
Barr Street	Shepherd Street to Desborough Road	Colyton	410	85,600
Coral Pea Court	Tulipwood Drive to end of road	Colyton	87	12,600
Iron Bark Way	Tulipwood Drive to Sheoak Place	Colyton	165	20,393
Linridge Place	Shepherd Street to cul de sac	Colyton	170	38,000
Marsden Road	Carpenter Street to Desborough Road	Colyton	435	337,913
Tulipwood Drive	Bluberry Drive to Coral Pea Court	Colyton	63	9,100
Sennar Road	Swallow Drive to end of road	Erskine Park	206	48,300
Mohawk Place	Senar Road to end of road	Erskine Park	222	52,000
Ohio Place	Weaver Street to end of road	Erskine Park	49	11,600
Weaver Street	Ohio Place to Otter Place	Erskine Park	101	23,700

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EAST WARD

STREET	LOCATION	SUBURB	LENGTH (M)	COST (\$)
Snowbird Place	End to end	Erskine Park	111	26,000
Pollux Close	Weaver Street to end of road	Erskine Park	96	16,200
Athiel Street	Maple Road to Boronia Road	North St Marys	307	39,900
Cypress Road	Boronia Road to Maple Road	North St Marys	265	34,400
Clyde Avenue	Cook Parade to end of road	St Clair	382	68,600
Como Place	Lilley Street to cul de sac	St Clair	150	19,500
Corio Drive	Cook Parade to Blackwell	St Clair	580	89,300
Dakota Place	Madison Circuit to cul de sac	St Clair	150	21,000
Iowa Close	Dakota Place to cul de sac	St Clair	80	8,800
Ontario Avenue	Feather Street to cul de sac	St Clair	430	55,900
Jeffrey Avenue	Corio Drive to Corio Drive	St Clair	480	62,400
Lilley Street	Feather Street to Ontario Avenue	St Clair	210	28,600
Tapi Glen	Blackwell Avenue to cul de sac	St Clair	155	20,100
Lonsdale Street	Mamre Road to Monfarville Street	St Marys	325	76,700
Pages Road	Great Western Highway to Putland Street	St Marys	275	58,100
TOTAL			5,904	1,264,706

SOUTH WARD

STREET	LOCATION	SUBURB	LENGTH (M)	COST (\$)
Talara Avenue	The Lakes Drive to Coco Drive	Glenmore Park	60	50,000
Talara Avenue	Coco Drive to Kobina Drive	Glenmore Park	234	170,000
Tuga Place	Womra Crescent to end of road	Glenmore Park	126	15,600
Friarbird Crescent	Oriole Street to end of road	Glenmore Park	203	19,100
Banjo Paterson Close	Fitzgerald Place to end of road	Glenmore Park	173	21,500
Miles Franklin Close	Banjo Paterson Close to end of road	Glenmore Park	132	16,400
Candlebark Circuit	Glenmore Parkway to Candlebark Circuit	Glenmore Park	523	68,000
Sheoak Place	Candlebark Circuit to end of road	Glenmore Park	71	8,800
Bunya Place	Candlebark Circuit to end of road	Glenmore Park	70	7,300

SOUTH WARD				
STREET	LOCATION	SUBURB	LENGTH (M)	COST (\$)
Atkinson Close	Richardson Place to end of road	Glenmore Park	170	21,100
Neilson Close	Atkinson Close to end of road	Glenmore Park	126	15,600
Blaikie Road	Mulgoa Road to start of seal	Jamisontown	640	200,000
Penrith Street	Batt Street to dead end	Jamisontown	135	48,600
Glenbrook Street	Cameron Street to Ikin Street	Jamisontown	338	102,400
Knapsack Place	Glenbrook Street to cul de sac	Jamisontown	54	9,700
Kent Road	Previous work #88 to Lansdowne Road	Orchard Hills	400	130,000
High Street	Woodriff Street to Triangle Park	Penrith	380	125,000
Darling Street	Evan Street to Doonmore Street	Penrith	243	32,600
Tornaros Avenue	Evan Street to Doonmore Street	Penrith	239	32,000
Brockamin Drive	Wardell Drive to Miranda Street	South Penrith	87	14,300
Brockamin Drive	Miranda Street to Wardell Drive	South Penrith	261	42,800
Flavel Street	End of road to Slavin Street	South Penrith	135	22,600
Flavel Street	Slavin Street to Wardell Drive	South Penrith	288	47,800
Gloria Place	Fragar Road to end of road	South Penrith	117	19,200
Miranda Street	Wardell Drive to Brockamin Drive	South Penrith	286	46,300
Nardu Place	Cul de sac to Moolana Parade	South Penrith	85	23,800
Tamina Place	Wardell Drive to end of road	South Penrith	80	8,300
Triton Place	Wardell Street to end of road	South Penrith	109	17,700
TOTAL			5,765	1,336,500
Pavement Rejuvenation Citywide			-	150,000
TOTAL URBAN ROAD RESEALING/RESHEETING PROGRAM			14,099	3,726,446

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Rural Road Resealing/Resheeting Program for 2018-19

NORTH WARD				
STREET	LOCATION	SUBURB	LENGTH (M)	COST (\$)
Wilshire Road	Jockbett Road to Wingara Glen	Agnes Banks	826	124,000
First Road	Llandilo Road to St Marys Road	Berkshire Park	1149	69,000
Fourth Road	Llandilo Road to St Marys Road	Berkshire Park	1170	70,200
Carrington Road	Parker Road to Howell Road	Londonderry	765	91,800
Castlereagh Road*	Previous work to 300m North	Castlereagh	600	156,000
TOTAL			4,510	511,000

*Rural Road Resealing Program

EAST WARD				
STREET	LOCATION	SUBURB	LENGTH (M)	COST (\$)
Abbotts Road	Mamre Road to end of road	Kemps Creek	615	110,700
The Appian Way	Capital Hill Drive to #120	Mt Vernon	500	130,000
TOTAL			1,115	240,700

SOUTH WARD				
STREET	LOCATION	SUBURB	LENGTH (M)	COST (\$)
Nepean Gorge Drive	Fairlight Road to end of road	Mulgoa	783	78,300
Henry Cox Drive	Fairlight Road to end of road	Mulgoa	593	72,300
Calverts Road	Lansdowne Road to Homestead Road	Orchard Hills	524	78,600
Galaxy Road	Queens Hill Road to End	Mulgoa	200	87,500
Fairlight Road*	Previous Work to 300m North	Mulgoa	400	59,500
TOTAL			2,500	376,200
TOTAL RURAL ROAD RESEALING/RESHEETING PROGRAM			8,125	1,127,900

* Rural Road Widening Program

Rural Road Reconstruction Program for 2018-19

NORTH WARD				
STREET	LOCATION	SUBURB	LENGTH (M)	COST (\$)
The Driftway	200m bad section from end of seal towards Blacktown Road	Londonderry	200	200,000
Eighth Avenue	Second Avenue to Councils Boundary	Llandilo	500	197,926
TOTAL			700	397,926

EAST WARD				
STREET	LOCATION	SUBURB	LENGTH (M)	COST (\$)
-	-	-	-	-
TOTAL			-	-

SOUTH WARD				
STREET	LOCATION	SUBURB	LENGTH (M)	COST (\$)
Chain-o-ponds Road	200m west of The Northern Road to previous work #87	Mulgoa	400	202,000
Littlefield Road	Previous work to Garden Hill Road	Mulgoa	650	200,000
TOTAL			1,050	402,000
TOTAL RURAL ROAD RECONSTRUCTION PROGRAM**			1,750	799,926

Urban Road Reconstruction Program for 2018-19

NORTH WARD				
STREET	LOCATION	SUBURB	LENGTH (M)	COST (\$)
Dunheved Road*	Greenbank Drive to 300m East of Greenbank Drive	Cambridge Park	350	600,000
Borrowdale Way	Dodd Place to Thornflat Road	Cranebrook	322	347,000
Total			672	947,000

EAST WARD				
STREET	LOCATION	SUBURB	LENGTH (M)	COST (\$)
Brisbane Street	Australia Avenue to Sydney Street	Oxley Park	300	339,000
Cook Parade	Banks Drive to Clyde Avenue	St Clair	322	390,000
Total			622	729,000

SOUTH WARD				
STREET	LOCATION	SUBURB	LENGTH (M)	COST (\$)
-	-	-	-	-
TOTAL			-	-
TOTAL URBAN ROAD RECONSTRUCTION PROGRAM**			1,294	1,676,000

*Includes \$300,000 (50%) from Roads & Maritime Services 2018/19 REPAIR Program grant funding

**Shares total allocation with Rural Road Reconstruction Program

Footpath Delivery Program for 2018-19

NORTH WARD			
STREET	LOCATION	SUBURB	COST (\$)
Millstream Road	Greenbank Drive to Brookfield Avenue	Werrington Downs	85,000
Brookfield Avenue	Greenbank Drive to existing footpath	Werrington County	45,000
TOTAL			130,000

EAST WARD			
STREET	LOCATION	SUBURB	COST (\$)
Reserve	Blackwell Avenue to existing at end of Napunyah Way	St Clair	75,000
Bass Street	Shepherd Street to Desborough Road	Colyton	60,000
Newmoon Place	Timesweep Drive to Reserve	St Clair	30,000
TOTAL			165,000

SOUTH WARD			
STREET	LOCATION	SUBURB	COST (\$)
Regentville Road	Batt Street to Cobb Avenue	Jamisontown	35,000
Penrose Crescent	Smith Street to Penrose Crescent	South Penrith	70,000
TOTAL			105,000
TOTAL FOOTPATH DELIVERY PROGRAM			400,000

Shared Pathways Maintenance Program for 2018-19

NORTH WARD				
STREET	LOCATION	SUBURB	AREA (SQM)	COST (\$)
Laycock Street	Braddock Public School	Cranebrook	240	40,000
Londonderry Road	Londonderry Public School	Londonderry	270	45,000
TOTAL			510	85,000

EAST WARD				
STREET	LOCATION	SUBURB	AREA (SQM)	COST (\$)
Second Avenue	Kingswood Public School	Kingswood	130	35,000
Monfarville Street	St Marys South Public School	St Marys	220	34,000
TOTAL			350	69,000

SOUTH WARD				
STREET	LOCATION	SUBURB	AREA (SQM)	COST (\$)
Woodriff Gardens	Repair/upgrade existing paths	Penrith	538	90,000
TOTAL			538	90,000
Line marking and routine maintenance of shared Pathway (Citywide)			-	36,000
TOTAL SHARED PATHWAYS MAINTENANCE PROGRAM			1,398	280,000

Kerb and Drainage Construction Program for 2018-19

NORTH WARD						
STREET	SUBURB	LOCATION	TYPE	DESCRIPTION OF WORK	COST (\$)	PRIORITY
Mills Road	Londonderry	#2	Drainage	Diverting the storm water entering the resident dam at 2 Mills Road Londonderry	50,000	1
Muscharry Road	Londonderry	#17	Drainage	Upgrading the drainage pits to alleviate water entering the property	120,000	1
Eighth Avenue	Llandilo	Second Avenue	Drainage	Stage 2 Drainage construction work at the roundabout	90,000	1
Short Street	Emu Plains	Mundy Street	Kerb & Gutter	Extending kerb and gutter around bend for approximately 20m taper road on sub station side to clear power pole and widening road shoulder and seal from new kerb to church driveway (110m K & G)	130,000	2
Total					390,000	

EAST WARD						
STREET	SUBURB	LOCATION	TYPE	DESCRIPTION OF WORK	COST (\$)	PRIORITY
Castle Road	Orchard Hills	Drainage easement	Drainage	Stabilise and improve drainage channel	125,000	2
Caddens Road	Claremont Meadows	#364	Kerb & Gutter	Constructing missing kerb and gutter and half road construction (will proceed subject to contribution by the resident under Section 217 of the Roads Act 1993)	165,000	3

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EAST WARD						
STREET	SUBURB	LOCATION	TYPE	DESCRIPTION OF WORK	COST (\$)	PRIORITY
Various Street	Colyton	Various locations	Drainage	Drainage pits improvement to increase inlet capacities to reduce flooding	60,000	3
Total					350,000	
SOUTH WARD						
STREET	SUBURB	LOCATION	TYPE	DESCRIPTION OF WORK	COST (\$)	PRIORITY
Fairlight Road	Mulgoa	#33	Drainage	Constructing pits and pipe to divert the water entering at 33 Fairlight Road	70,000	1
Luddenham Road	Luddenham	#812	Drainage	Constructing new pipeline to divert stormwater flow from pipe crossing approximately mid block of #812 to channel at western extent of property	90,000	1
Homseywood Avenue	Penrith	#13 (Hewitt Lane/ Stafford Street)	Drainage	Assessing possible improvement to pit/pipe line to minimise flooding to properties	50,000	2
Silverdale Road	Wallacia	Under bridge abutment	Drainage	Drainage improvement near the bridge abutment	143,000	1
Total					353,000	
TOTAL DRAINAGE AND KERB & GUTTER PROGRAM					1,093,000	

BUILDING ASSET RENEWAL PROGRAM 2018-19

FACILITY	DESCRIPTION	COST (\$)
Council Halls	Harold Corr Hall - Refurbishment/upgrades to roof, floor, air conditioning, lighting, doors, kitchen, toilets (includes new accessible toilet), gazebo and paved area (\$150,000 Forward Funded from 2019 and \$60,000 from 2021).	482,000
Community Buildings	Erskin Park Community Centre - Refurbishment/upgrades to roof, floor, air conditioning, lighting, toilet and kitchen. Werrington Downs Neighbourhood Centre - Refurbishment/upgrades to roof, floor, air conditioning, lighting, toilet and kitchen.	620,000
Children's Services	Strauss Road Children's Centre - Refurbishment/upgrades to roof, floor, air conditioning, lighting, toilet, kitchen and softfall rubber surface (Funded from the Children's Services CAPEX). Emu Plains Old Primary School - Refurbishment/upgrades to roof, floor, lighting, toilet, and kitchen.	196,000
Sporting Ground Buildings	Cook Park Cricket Pavilion - Refurbishment/upgrades to roof, floor, lighting, toilet and kitchen (\$25,000 Forward Funded from 2019). Penrith Pool - Plant Room (Stage 1) - Replacement of pumps, controls, tanks, pool vacuum unit and valves. Werrington Soccer/Tennis Amenities - Refurbishment/upgrades to roof, canteen, lighting and toilet. Chapman Gardens Amenities - Refurbishment/upgrades to roof, floor, lighting, toilet and canteen.	875,000
Amenities/Toilets	Cook Park Soccer Pavilion - Refurbishment/upgrades to roof, floor, lighting, toilet and canteen (\$150,000 Forward Funded from 2021 and \$300,000 from 2022). Roper Road Soccer Amenities - Refurbishment/upgrades to roof, floor, lighting, toilet and play equipment. Werrington County Tennis Amenities - Demolish and dispose of services.	550,000
DDA Compliance	Provide an accessible path of travel from both the nearest public transport and/or car parking, and provide accessible routes into the 12 (proposed) buildings and to the main functional areas of the buildings, including toilets and kitchens where provided.	800,000
Civic Centre	Workstation replacement (approx. 265), ceiling replacement, foyer tiles replacement, customer service desk replacement & foyer refurbishment.	1,177,000
Ripples St Marys	Roof replacement including air conditioning (front area, gym, offices, aerobics), façade upgrade, foyer/entry/offices upgrade, and gym ceiling replacement.	625,000
JSPAC	Theatre light replacement, and Q theatre winch replacement.	100,000
Canteen Upgrade	Saunders park amenities & canteen (St Clair), Harold Corr amenities & canteen (Cambridge Park), and Cambridge Park hall canteen & amenities (Cambridge Park).	195,000
Whitewater	Stabilise gabion baskets (lower pond).	150,000
Design	Designs and specifications for 12 buildings.	140,000

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BUILDING ASSET RENEWAL PROGRAM 2018-19

FACILITY	DESCRIPTION	COST (\$)
Internal Resource	Temporary resources to enable the planning and delivery of the Building Asset Renewal Program.	188,863
TOTAL BUILDING ASSET RENEWAL PROGRAM		6,098,863

The above work is tentative as the cost of the work is only a budget for overall estimating and setting a program. The program of work may need to be altered once quotes are obtained for individual projects. That is work may need to be reduced or added to the program to meet the budget.

CITY CENTRES IMPROVEMENT PROGRAM FOR 2018-19

CITY CENTRE IMPROVEMENTS	COST (\$)
Penrith CBD	
High Street Stage 1, Riley Street to Woodriff Street	4,525,623
TOTAL	4,525,623
TOTAL BUILDING ASSET RENEWAL PROGRAM	
	4,525,623



PARKS ASSET RENEWAL PROGRAM 2018-19

ASSET CATEGORY	DETAILS OF WORK	PARK NAME	LOCATION	COST (\$)
Playgrounds	Mayoral Challenge Project*	Cook Park	St Marys	75,000
Playgrounds	Renew play equipment and soft fall	Redstone Place	St Clair	37,500
		Downes Park	Wallacia	37,500
		Feather & Lilley Street	St Clair	37,500
		Applegum Reserve	Glenmore Park	37,500
		Grays Lane & Ellim Place	Cranebrook	66,449
		Richardson Place	Glenmore Park	37,500
		Pioneer Park	South Penrith	37,500
Irrigation system	Renew irrigation system	Peppertree Reserve	Erskine Park	34,000
		Andrews Road	Cranebrook	34,000
		Nepean Rugby	Penrith	17,000
		Rance Oval	Werrington	3,000
Litter bins and storage units	Renew storage unit & bins	Various locations	Various	11,000
Fencing and bollards	Renew existing fencing	Various locations	Various	45,000
		Jamison Park #5	South Penrith	50,000
Field surfaces	Renew grass surface	Jamison Park #6	South Penrith	50,000
		Cook Park #2	St Marys	50,000
		Cook Park #3	St Marys	50,000
		Jamison Park #7	South Penrith	30,000
Tennis court surfaces	Replace court surface	Various locations	Various	50,000
Synthetic run up Surfaces	Replace synthetic surfacing	Various locations	Various	16,000
TOTAL PARKS ASSET RENEWAL PROGRAM				806,449

* Additional funding of \$75,000 from the Mayoral Youth Challenge project.

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BUDGET AND REVENUE POLICIES & STATEMENTS

DELIVERY PROGRAM FINANCIAL ESTIMATES 2017-21				
OPERATIONS FROM ORDINARY ACTIVITIES	2017-18 AS AT DEC 2017	2018-19	2019-20	2020-21
Operating expenditure				
Employee costs	(98,322.8)	(101,083.5)	(101,974.0)	(104,663.1)
Interest charges	(2,218.0)	(2,200.6)	(1,659.3)	(1,288.0)
Depreciation and amortisation	(25,312.4)	(25,284.8)	(25,431.5)	(26,855.4)
Materials, contracts and other	(96,501.5)	(110,246.9)	(94,232.6)	(91,728.8)
Asset utilisation and overheads	6,407.7	396.9	304.2	304.2
TOTAL	(215,947.1)	(238,418.8)	(222,993.2)	(224,231.1)
Operating revenue				
Rates and annual charges	142,532.4	152,156.5	157,564.0	162,536.9
User charges and fees	46,687.2	49,258.8	46,163.6	46,798.2
Interest income	2,996.7	3,694.8	3,067.5	3,077.4
Operating grants and contributions	28,423.5	46,871.8	22,825.1	23,010.9
Profit on sale of assets	(485.9)	(485.9)	(485.9)	(485.9)
TOTAL OPERATING REVENUE	220,154.0	251,496.1	229,134.3	234,937.5
Result before capital grants and contributions				
	4,206.9	13,077.2	6,141.1	10,706.4
Capital grants and contributions	33,574.5	22,245.9	29,747.5	29,968.5
OPERATING RESULT	37,781.5	35,323.2	35,888.6	40,674.9
Funding statement (sources and application)				
Add back non funded items	28,455.6	28,574.9	28,574.6	29,998.5
Funds received from sale of assets	5,621.6	4,524.0	1,912.5	1,912.5
Loans received	3,900.0	7,600.0	1,099.0	(2.0)
Budget (surplus)/ deficit	(252.4)	-	-	-
Funds transferred (to)/from reserves held	(1,507.7)	(14,289.8)	(6,800.1)	(3,676.6)
NET FUND AVAILABLE	73,998.6	61,732.3	60,674.6	68,907.3
Application of funds				
Assets acquired	(62,167.6)	(50,653.3)	(48,547.4)	(58,354.2)
Internal loans	113.1	140.7	325.0	326.0
Loan repayments made	(11,944.0)	(11,219.7)	9,866.1	(8,322.8)
TOTAL APPLICATION	(73,998.6)	(61,732.3)	(58,088.5)	(66,351.0)
NET COSTS FUNDED FROM RATES AND OTHER UNTIED INCOME	-	-	2,586.1	2,556.3

2018-19 BUDGET BY SERVICE

SERVICE	OPERATIONAL EXPENDITURE \$'000	CAPITAL EXPENDITURE \$'000	INCOME \$'000	NET COST \$'000
Advocacy	224.1	-	-	224.1
Asset Maintenance and Renewal	1,415.7	8,800.3	(5,928.7)	4,287.3
Business Performance	345.3	-	-	345.3
Cemeteries	802.8	-	(802.2)	0.6
Children Services	26,470.8	1,303.5	(25,979.9)	1,794.3
City Partnerships	279.4	-	-	279.4
City Planning	3,150.0	1,490.9	(1,122.0)	3,519.0
Civil Maintenance and Renewal	21,422.9	23,803.7	(20,369.1)	24,857.5
Communications	865.2	-	3.9	869.1
Community & Cultural Development	2,354.4	35.0	(879.5)	1,509.8
Community Safety	418.2	191.9	-	610.1
Corporate Planning	513.3	-	(4.3)	509.0
Council and Corporate Governance	1,474.3	-	163.5	1,637.8
Council and Executive Support	4,103.6	-	700.2	4,803.8
Customer Experience	2,089.2	-	(149.0)	1,940.1
Design & Projects	24,536.1	12,176.7	(32,937.4)	3,775.4
Development Applications	5,194.5	-	(2,549.6)	2,644.9
Development Compliance	1,327.8	-	(598.9)	728.9
Development Engineering	1,459.6	-	(485.5)	974.1
Economic Initiatives	1,307.9	327.2	(508.3)	1,126.8
Environmental Health	3,029.9	385.7	(1,246.3)	2,169.3
Financial Services	5,430.1	1,136.5	(118,022.6)	(111,456.0)
Fire Safety and Certification	2,781.6	-	(1,884.6)	897.0
Fleet and Plant Management	(609.2)	3,842.2	(3,152.0)	81.0
Floodplain & Stormwater Management	870.1	-	(455.1)	415.0
GIS Mapping	753.9	-	(101.8)	652.1
Information and Communication Technology	(160.7)	433.8	563.4	836.4
Information Management	12.6	-	(107.7)	(95.0)
Legal Services	240.6	-	293.5	534.1
Libraries	6,400.4	744.7	(599.5)	6,545.6
Marketing and Events	2,435.8	-	13.0	2,448.8
Neighbourhood Facilities Management	1,614.6	112.3	(778.8)	948.1
Penrith Performing & Visual Arts	4,289.0	-	(2,161.8)	2,127.2
Penrith Whitewater Stadium	1,200.0	-	(1,200.0)	-

2018-19 BUDGET BY SERVICE				
SERVICE	OPERATIONAL EXPENDITURE \$'000	CAPITAL EXPENDITURE \$'000	INCOME \$'000	NET COST \$'000
Place Management	1,964.1	307.0	(1,567.1)	704.0
Property Development & Management	3,897.1	1,428.6	(4,498.6)	827.2
Public Space Maintenance	22,570.6	1,218.9	(3,097.8)	20,691.8
Purchasing & Supply	929.7	-	(14.3)	915.4
Recreation Facilities Management	1,420.8	1,485.9	(1,390.2)	1,516.5
Regulatory Control	3,850.1	200.0	(2,610.9)	1,439.2
Ripples Leisure Centres	6,017.7	-	(4,962.7)	1,055.0
Risk management, Insurance and Internal Audit	799.1	-	(82.6)	716.5
Security and Emergency Services	2,863.5	1,990.8	(2,555.7)	2,298.7
Sustainability	583.5	-	14.7	598.3
Traffic Management, Parking & Road Safety	1,414.8	457.5	(169.0)	1,703.3
Waste & Resource Recovery	32,597.4	-	(30,897.5)	1,699.9
Workforce and Organisational Development	2,891.7	-	401.7	3,293.4
TOTAL	209,844.0	61,873.0	(271,716.9)	-

FINANCIAL SUMMARY

FRAMEWORK

This document provides a background to Council's financial capacity and sets out Council's financial intentions for 2018-19. 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 Delivery Program*.

FINANCIAL CONTEXT

Penrith is a large Regional City with a population of approximately 200,000 and 73,777 rateable properties. The elected Councillors have a responsibility to provide a range of services, both regulated and discretionary, to meet the community's expectations and to responsibly manage over \$1.74 billion worth of assets.

Council's long term financial plan over the years has been developed giving consideration to past and future efficiency opportunities, maintaining Council's commitment to invest in our infrastructure assets, and providing services to our community in a financially prudent and sustainable way.

Penrith Council has long been faced with the challenge of establishing and maintaining long term financial sustainability as we grow into our Regional City role, cater for the increased populations within both the LGA and the regional catchment that we service, and deal with the increasing demands and expectations of our community.

Decisions made by Council almost 20 years ago to redirect significant investment to focus on asset maintenance and a policy to reduce our debt burden have laid the platform for sustainability. These decisions have been supported by a strong focus on:

- budget control
- the introduction of long term modelling (well before it was a requirement under the IP&R legislation)
- recent reviews of services and service level
- implementation of asset renewal programs across all asset classes, and
- a continuing focus on productivity improvement.

Together these strategies have enabled us to deliver a balanced budget during challenging financial times, improve the condition of our road network, and continue to meet the expectations of our community.

Council's Special Rate Variation (SRV) staged from 2016-17 to 2019-20 is also crucial to ensuring Council meets the service needs of our community. The SRV, approved by IPART, was for 9.09% in 2016-17 (including the renewal of AREAS), followed by 5.0% in 2017-18, 5.2% in 2018-19 and 5.4% in 2019-20. Council has developed financial strategies that do not just rely on the SRV, including:

- refocusing our Debt Strategy to remove recurrent general infrastructure borrowings.
- addressing the challenges of s7.11 contribution changes that will require general revenue to repay loans for works forward funded for the Cultural Facilities Plan.
- implementing an enhanced Property Development Strategy to grow an alternate income stream.
- establishing the Public Open Space Reinvestment Project (formerly Surplus Lands).
- undertaking an independently developed and audited Services Review to examine current and alternate service delivery models to drive efficient delivery of our current services into the future without compromising quality.
- reviewing our current Customer Service model and reshaping it, enabling us to respond more effectively, and realigning the current channels in which we connect with customers to ensure that we provide an efficient and quality experience for our customers.
- major restructuring and investment in our ICT infrastructure and strategy to enable us to drive productivity in service delivery.
- continuing productivity reviews to support our commitment to match the SRV with a further \$10m of ongoing productivity savings over the next 4 years, on top of the \$4.9m of savings and \$1.3m of enhanced capacity included in the 2016-17 Budget.

The financial strategies developed over the past few years also rely on reform within the organisation's processes, systems, procedures, culture and structure. Reform in these areas has already commenced and will continue over the next 2-3 years, with a focus on leveraging our property portfolio and reforming our ICT approach. Council has set targets to match the funds from the 2016-17 SRV with savings from better ways of doing things, harnessing technology improvements,

implementing new systems, and reviewing service delivery. These savings will provide the capacity to continue to service our growing City, ensuring the SRV funds are directed towards City shaping and "future-proofing" priorities. The continued implementation of our financial strategy, including the 2016-17 SRV, will be critical in ensuring we remain "fit" and can deliver on our community's expectations.



BUDGET OVERVIEW

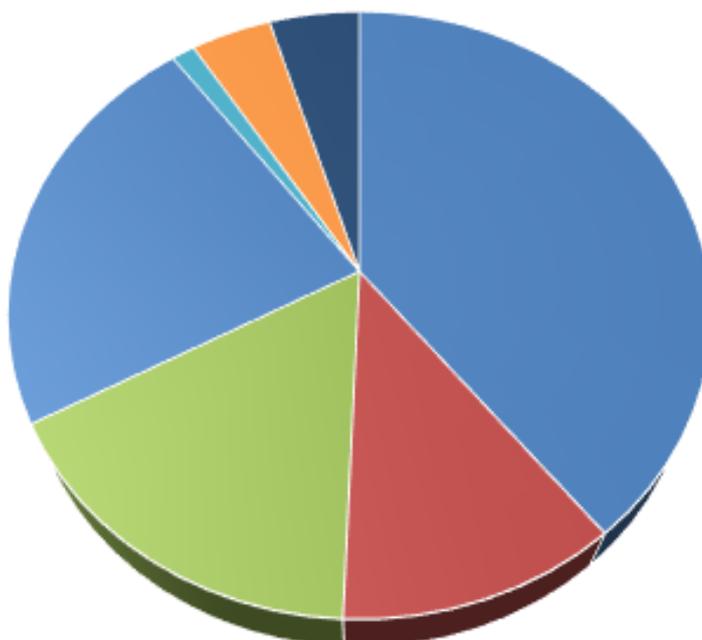
A balanced budget has currently been prepared although a number of variables remain outstanding including the Financial Assistance Grant (currently estimated to increase by 2.0% on unadjusted actual 2017-18 grant). Some capacity has been provided within the budget to allow Council to respond to any small changes in estimates.

The draft 2018-19 Budget is summarised below:

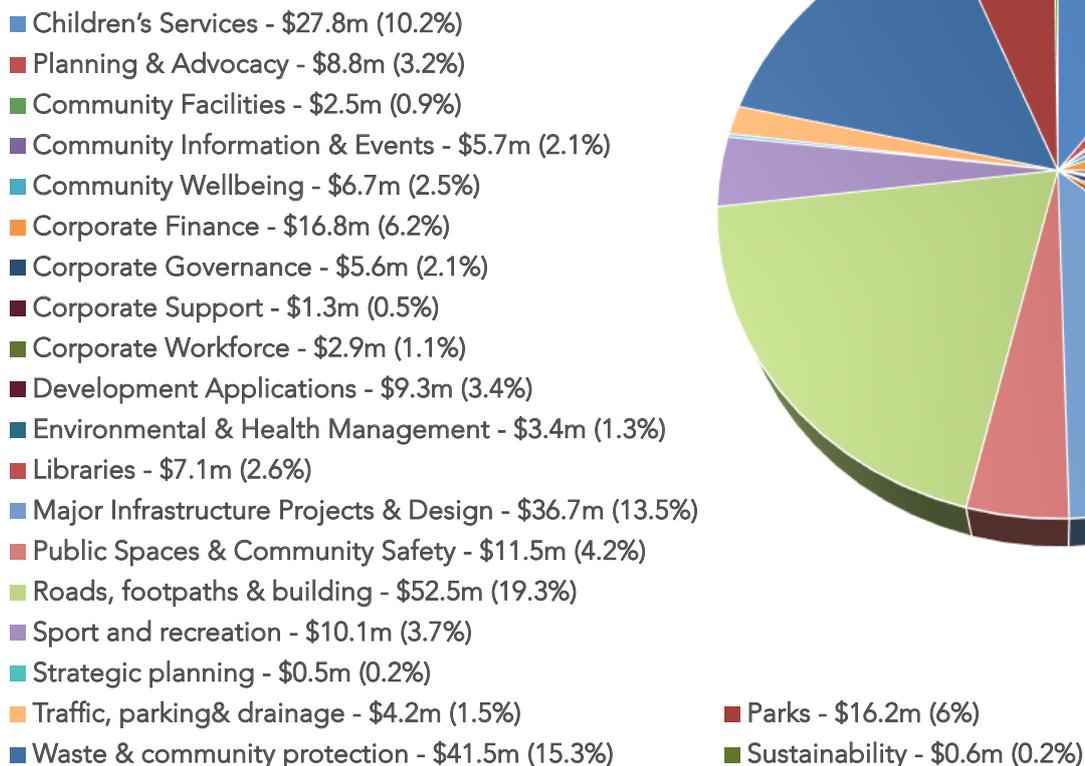
BUDGET- FUNDING SUMMARY	2017-18 ORIGINAL \$'000	2018-19 DRAFT \$'000
Income		
Rates	110,116	117,921
Fees and charges	76,863	83,495
Grants and contributions	69,450	69,118
Net Reserve Movement	(8,810)	(14,290)
Other income	12,251	15,473
TOTAL INCOME	259,870	271,717
Expenditure		
Capital works	49,871	50,653
Other funded expenses	209,999	221,064
TOTAL EXPENDITURE	259,870	271,717
NET BUDGET POSITION – SURPLUS/(DEFICIT)	0	0

WHERE WILL THE MONEY COME FROM? \$271.7M

- Rates - \$117.9m (43.4%)
- Waste management - \$34.2m (12.6%)
- Other fees & charges - \$49.3m (18.1%)
- Grants & contributions - \$68.2m (25.1%)
- Interest - \$3.7m (1.4%)
- Loans & sales - \$12.7m (4.7%)
- Net reserves - \$-14.3m (-5.3%)



WHERE WILL THE MONEY BE SPENT? \$271.7M



EMPLOYEE COSTS

The employee costs shown in the Operating Budgets have been prepared by Service. Total employee costs are predicted to increase overall by \$3.0m (3.1%) from the original 2017-18 Budget. This includes an increase for salaries and wages based on the 2.5% award increase from 1 July 2018, superannuation contributions and an allowance for staff progression through the salary system. The number of staff included in the budget, excluding controlled entities is 1,056 (full-time equivalent). Entity staff numbers will vary seasonally but have been approximated at 105 full-time equivalents.

A new Local Government (State) award commenced 1 July 2017 which outlines wage movements for local government employees over the following three years. The provisions of this award include the following:

- 2.35% increase with a minimum payment of \$20.40 per week from 1 July 2017
- 2.5% increase with a minimum payment of \$21.80 per week from 1 July 2018
- 2.5% increase with a minimum payment of \$22.30 per week from 1 July 2019

EMPLOYEE COSTS	DRAFT OPERATING BUDGET 2018-19 \$000
Salaries & wages	90,311
Accrued entitlements (includes annual, sick and long service leave)	3,290
Superannuation	7,995
Worker's Compensation	950
Sub Total	102,546
Less Capitalised Employee Costs	(1,463)
TOTAL	101,083

Worker's 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 Worker's Compensation Model was one of the reasons Council endorsed a move to the "Burning Cost" model for Worker's 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. A total of \$3.57m in savings have been transferred to Reserve from 2010 to 2017 to provide funding for any adjustments to the premium, thus insulating Council from the effects of premium changes. The Worker's Compensation Reserve is currently estimated to have a closing balance of \$3.26m as at 30 June 2018.

The Worker's compensation premium for 2018-19 is estimated to be \$950,000 which represents a decrease of \$90,000 (10.5%) on the 2017-18 original estimates.

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 2018-19. The next increase in the planned phased increases to the Superannuation Guarantee Levy is in 2021-22 when the levy will increase to 10%, eventually increasing to 12% by 2025-26.

Council currently has 71 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.

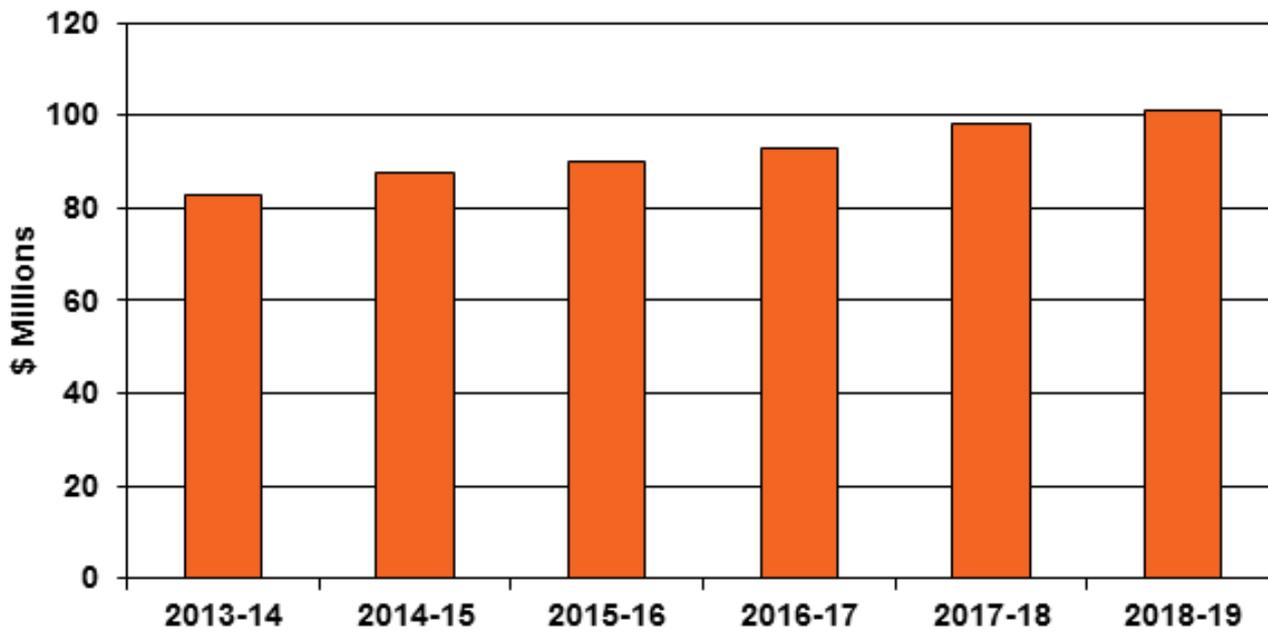
The DBS remains negatively impacted from the Global Financial Crisis (GFC). Council has been required to make increased contributions to the fund to make up for the deficits and liabilities of the fund as a result of the GFC, as well as the need for the fund to reduce its investment risks as it gets closer to maturity. LGSS have a revised methodology for calculation of the additional contribution, which is no longer only based on the individual contributions of employees but also includes a flat annual contribution. These contributions have allowed the fund to be on track to meet the regulatory funding requirements on the scheme. As a result, an additional contribution of \$734,000 is included in the 2018-19 Budget. This amount will be reviewed on an annual basis, with amended figures applying from 1 July each year. It is expected that this additional contribution will be required for the next few years.

The total superannuation expense for 2018-19 is estimated to be \$8.0m which is similar to the 2017-18 original estimates. This estimate is an accumulation of:

- » the standard 9.5% super contribution based on higher salaries, and more staff being employed in this scheme.
- » a net decrease in Defined Benefit Scheme (DBS) employees and therefore DBS costs.
- » a decrease in the Additional DBS Levy that LGS requires Council to pay (decrease of \$22,000) due to revised methodology.

Of the total superannuation budget for 2018-19, \$1.7 million relates to Children's Services and is included in the budget estimates of the Children's Services Cooperative.

Employee Costs



REVENUE POLICY

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

The pricing structures currently used are:

PRICING STRUCTURE	PRICING APPLICATION
Direct Cost Recovery Pricing *	Includes the recovery of salary, salary on-costs, and materials directly attributable to the provision of the good or service.
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.
External Cost	Price is determined by external parties carrying out the relevant works.
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.
Rate of Return Pricing	Prices are set to recover an excess over costs that may then be directed to capital improvements/development of similar facilities.
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.
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 are 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
- laws and regulations
- ability of the persons/group using the service to pay
- benefit to the community (possible subsidy), and
- benchmarking with others providing similar services.

Council may also choose to retain fees and charges at their 2017-18 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 Draft Fees & Charges provides a detailed description of each item, the current year's rate for each item, the proposed 2018-19 rate and the pricing structure applied.

RATING INFORMATION

Rating Increase - IPART Announcement

From 2011-12 onwards the responsibility for determining and announcing the rate peg was transferred from the Minister for Local Government to IPART, which uses a Local Government Cost Index (LGCI). This index, less a productivity coefficient (not applied by IPART in 2018-19), now forms the annual rate peg announced in December each year for the following financial year.

IPART also approves Special Rate Variations (SRV) for councils above the rate peg amount through an extensive application and community consultation process. In 2016 IPART approved a four year SRV for Penrith City Council from 2016-17 through to 2019-20 with rates increases of 9.09%, 5%, 5.2% and 5.4% respectively. The rate increase for 2018-19 will therefore be 5.2%.

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 so councils have the flexibility to develop a structure that best provides equity for their Local Government Area.

Council currently applies a rate structure in which rate assessments are based on property valuations (ad valorem) with a minimum amount. This means that rates are predominantly based on the land value of the property as determined by the NSW Valuer-General.

Council charges rates on three types of land categories:

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

The differentiation between rating categories and sub-categories is:

- the rate in the dollar for all residential properties is the same (subject to a minimum amount);
- the farmland rate is 50% of the residential rate;
- all business minimum amounts the same; and
- two business rating sub-categories for Penrith CBD and St Marys Town Centre which have different ad valorem rates to the Ordinary Business category.

The maximum rate revenue for the next financial year is calculated by:

- a. taking last year's revenue and adding an inflation adjustment announced by IPART or an approved SRV amount
- b. adding rates on new properties created by subdivision, and on new strata-titles, and
- c. adding income lost due to valuation objections.

Council currently has 73,777 rateable properties contributing approximately 43% 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 \$433,167 will be raised from Penrith CBD rates and \$329,690 will be raised from St Marys Town Centre rates.

Council provides a subsidy for eligible pensioners being a 50% rebate of rates and domestic waste charges to a maximum of \$250. In addition, pensioners receive a 100% rebate towards their Stormwater Service Charge of \$25 for a standard Residential property or \$12.50 for a Strata Residential property.

PROPOSED 2018-19 RATING INCOME

RATE CATEGORY	AD VALOREM RATE \$	MINIMUM RATE 2018-19 \$	MINIMUM RATE INCREASE \$	TOTAL ANTICIPATED GROSS REVENUE \$'000S	NUMBER OF PROPERTIES
Residential	0.00362022	1,059.35	52.35	93,982	69,951
Farmland	0.00181011	1,059.35	52.35	1,882	425
Business	0.00644534	1,277.25	63.10	18,883	2,757
Business - Penrith CBD Rate	0.00731541	1,277.25	63.10	2,923	410
Business - St Marys Town Centre Rate	0.00990964	1,277.25	63.10	892	234
TOTAL PROPOSED RATING INCOME				118,562*	73,777

* NB The revenues identified in this section represent the gross anticipated revenues from the Rates Levy prior to the application of Pensioner Subsidies, Provision for Doubtful debts, other subsidies and abandonments. These rates presented are indicative only and are subject to change due to supplementary valuations, categorisation changes and valuation objections processed to 30 June 2018.

Review of Local Government Rating System

Following Destination 2036, the NSW Government appointed a four-person taskforce to review the Local Government Act 1993 and the City of Sydney Act 1988. The taskforce looked at ways to modernise the legislation, to ensure that it would meet the future needs of councils and communities. The Taskforce completed its work in late 2013 and its final report and recommendations were exhibited for public comment in early 2014.

The NSW Government delivered its response to the recommendations of the Independent Panel and Acts Taskforce in September 2014, with the launch of the Fit for the Future package. One of the recommendations of the Panel was to review the Local Government rating system.

In December 2015 the NSW Government directed the Independent Pricing and Regulatory Tribunal (IPART) to review the rating legislation component of the NSW Local Government Act 1993. In April 2016 IPART released an Issues Paper in relation to the review and called for submissions from councils and other stakeholders. Penrith City Council submitted a response to the Issues Paper in May 2016.

On 22 August 2016 IPART released their draft report to the NSW Government outlining their recommendations for changing the rating legislation. The report addressed some of the main concerns raised by Council, particularly in

relation to recommending the removal of some rate exemptions and removing council subsidised pensioner concessions.

IPART has indicated that rates per household would not increase, on average, in real terms as a result of its recommendations. Proposed changes appear to have addressed the major concerns of most councils, particularly around the ability to capture income growth from new strata developments, the removal of the requirement for councils to subsidise pension rebates (as is the case in all other states), and the expanding of the rates base by removing some exemptions from rates.

A final report to the NSW Premier and Minister for Local Government was delivered by IPART in December 2016, however no further timeframe has been provided as to when any of the recommended changes will be implemented.

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"



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 an SMSC in accordance with the Office of Local Government (OLG)

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 an 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 annual SMSC, and an estimate of the revenue generated.

2018-19 ESTIMATED STORMWATER MANAGEMENT SERVICE CHARGE REVENUE			
STORMWATER CATEGORY	ANNUAL CHARGE (\$)	NO. OF PROPERTIES	2018-19 TOTAL REVENUE (\$)
Urban Residential			
Residential	25.00	43,193	1,079,825
Residential (Strata)	12.50	9,414	117,675
Residential (Pensioner)	25.00*	8,022	-
Residential (Strata - Pensioner)	12.50*	1,086	-
Urban Business			
Business	\$22.80 plus an additional \$22.80 for each 350m ² or part of 350m ² by which the area of parcel of land exceeds 350m ²	3,058	766,330
TOTAL REVENUE			1,963,831

* Council's Policy has provided a 100% rebate for eligible pensioners.

DOMESTIC WASTE MANAGEMENT

DOMESTIC WASTE

Residential properties in the Penrith City Council area, including vacant land, are required to be charged for the provision of a domestic waste management service under the *Local Government Act 1993*. Council provides a sustainable domestic waste service to maximise potential for diversion of waste from landfill that results in a higher value resource recovery than other Council services. Residents benefit as it minimises the State Waste Levy which targets landfill disposal. The 2018-19 levy is to be \$141.66 per tonne. In Penrith City, Waste Levy impacts are significantly lower than most other Councils due to the food and garden organics resource recovery program.

Council's Waste Strategy, adopted in 2017, covers all domestic, civic, and public space waste streams. The Strategy also provides for improved management of commercial waste where increasing mixed development presents challenges for maintenance of amenity.

Council's current services include collection and processing of a variety of waste streams with each stream sent to an appropriate recycling, composting, processing or disposal facility.

A 3-bin waste collection service for food and garden organics, recyclables and residual waste is provided to urban single unit dwellings. A 2-bin recycling and residual waste collection service currently extends to most non-urban properties and properties with multi-unit dwellings. Higher density multi-unit developments and residential flat buildings are provided with a 2-stream service for recycling and residual waste which are customised to the dwelling using 660L or 1100L mobile bins via chutes within the building.

To accommodate the diversity in households across the community there are a range of bin combinations and options to service properties that manage their own bins. In 2010 the Domestic Waste Working Committee, including community representatives, resolved to provide Domestic Waste operations and management as a user-pays service. This allowed residents who avoided generating excess waste to realise the financial benefit while maximising resource recovery.

The 2018-19 Domestic Waste Management Charge is calculated for full cost recovery. All waste charges are set by Council to cover the cost of domestic waste collection services, clean up, waste processing/disposal, landfill, education, communications, illegal dumping, provision for future waste service planning, new technologies and associated services.

At a State government level a proportion of the waste levy paid by Council is returned annually via the Waste Less Recycle More Initiative (Better Waste Recycling Fund). This funding is dependent upon Council satisfying criteria set by the State Government. This criteria includes household hazardous waste management, reporting to RID (Report Illegal Dumping) Online, adoption of the Waste Not Development Control Plan and adequate waste planning.

As required, all service options have been calculated to provide sufficient funds for provision and maintenance of the service with allowances for contingency, future planning, and the impact on Council's roads and infrastructure.

The Fees and Charges section of the Draft 2018-19 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	1.23	64.00	0	96,000
1 Waste Management Service				
Dom Waste – Standard Service	7.67	399.00	3.9	14,529,186
Dom Waste – Reduced Organics	7.06	367.00	4.0	1,275,692
Dom Waste – Large Service	9.08	472.00	3.5	4,406,120
Dom Waste – Weekly	11.20	583.00	3.9	4,573,052
Dom Waste – Weekly Reduced Organics	10.17	550.00	4.0	290,400
Dom Waste – Weekly Large	14.54	756.00	3.6	953,316
Dom Waste – 2 Bin Service	8.58	446.00	4.9	3,929,260
Dom Waste – 2 Bin Service – Reduced Garbage	7.88	410.00	5.1	350,140
Dom Waste - Collect and Return	9.18	478.00	3.7	3,794,364
TOTAL REVENUE				34,197,530

* Council's Policy has provided a 100% rebate for eligible pensioners.



NON-DOMESTIC WASTE

NON-DOMESTIC WASTE

An annual charge for effluent removal services applies to each residential occupancy with a single or shared pump out septic tank system. This annual charge is subsidised by Council for properties that do not have access to sewer through the General Rates base. A fortnightly or weekly 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 and the Draft 2018-19 Fees & Charges includes the following proposed charges:

WASTE MANAGEMENT SERVICE	RATE PER WEEK \$	ANNUAL CHARGE\$	PERCENTAGE INCREASE (DECREASE) %	ANTICIPATED REVENUE \$
Unsewered Areas				
1 Waste Management / Weekly Sullage Service	27.40	1,425.00	2.6	31,345
1 Waste Management / Fortnightly Sullage Service	13.69	712.00	2.6	8,549
TOTAL REVENUE				39,894

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 (SRV) 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 decreases. The Office of Local Government has continued to allow Council to retain the current SRV and re-direct any savings to environmental enhancement projects across the City.

It is proposed that this initiative continue again in 2018-19 with projects totalling \$823,292 funded from the Environment/Sullage Reserve. Projects proposed to be funded from Reserve in the Draft 2018-19 Budget are:

- Urgent Tree Removal - \$110,000
- Support of Bushcare Groups - \$30,000
- Waterways Maintenance - \$15,000
- Biodiversity Operational Budget - \$20,000
- Urban Drainage Maintenance/ Embellishment - \$400,000
- Weekend Litter Removal - \$33,784
- On-site Sewer Management - \$141,508.
- RID Squad Contribution - \$73,000

Funding for remaining sullage services in the other villages, specified in the application for the SRV rise in 2004-05, will be increased by the IPART Rate increase percentage allowed to Council in its notional yield for 2018-19.

USER CHARGES VOLUME BASED	CHARGE PER 100 LITRES \$	ANTICIPATED REVENUE \$
Commercial Effluent Removal	3.60	6,000
Mixed Commercial/Domestic Effluent Removal	3.30	n/a

ON SITE SEWERAGE		
SEWER MANAGEMENT SYSTEMS PERIODIC CHARGES	FEE \$	ANTICIPATED REVENUE \$
Approval to Operate a Sewage Management System (including one inspection) Domestic	67.00	90,000



BORROWINGS

Council's borrowings are monitored by the Office of Local Government (OLG). Council advises the OLG of its Borrowing Program on an annual basis and Council's proposed borrowing program for 2018 is included in the 2017-18 Budget. In past years loans were obtained from various financial institutions and secured by a charge on Council's income.

Since June 2016 some new borrowings were financed through the NSW Treasury Corporation Loan Facility. Council qualified for access to the Facility in 2016 by being assessed as Fit for the Future.

Council's revised Borrowing Strategy included reducing the annual Infrastructure Borrowing Program from \$2.2m to \$1m in 2017-18, and in 2018-19 is proposed to be nil which is two years earlier than originally planned (2020-21). A loan of \$4.8m is proposed to be borrowed in 2018-19 to fund the deficit in the s7.11 Cultural Facilities Plan with debt servicing to be funded by the 2016-17 SRV. A further loan for \$2.8m is proposed to forward fund the City Centres Renewal and Improvements Program funded from the 2011-12 Special Rate Variation.

The 2018-19 Borrowing Program will also include over \$3.6m of existing loans due for renewal.

Council's debt service costs continue to be partly offset by interest subsidies from the NSW Local Infrastructure Renewal Scheme (LIRS). Council was successful in its applications for all three years of the LIRS between 2012 and 2014 and receives two subsidies for AREAS and one for each of the City Centres Renewal and Improvement Program and the CBD Drainage Program.

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

NEW MONEY BORROWINGS	2014-15 \$M	2015-16 \$M	2016-17 \$M	2017-18 \$M	PROPOSED 2018-19 \$M
Infrastructure Borrowings	3.2	2.2	2.2	1.0	0
Asset Renewal	0.9	0.9	-	-	-
Property Acquisition	0.9	-	-	-	-
Caddens Open Space Land (WELL)	-	2.0	-	-	-
City Centres Renewal and Improvement Program and Shared Pathways	-	-	-	3.2	2.8
Glenmore Pk Stage 2 - Open Space Embellishment	-	2.8	-	-	-
CBD Drainage Program	5.7*	-	-	-	-
s7.11 Cultural Facilities Plan in deficit	-	-	-	-	4.8
s7.11 Lambridge Estate Plans in deficit	-	-	-	2.9	-
TOTAL	10.7M	7.9M	2.2M	7.1M	7.6M

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

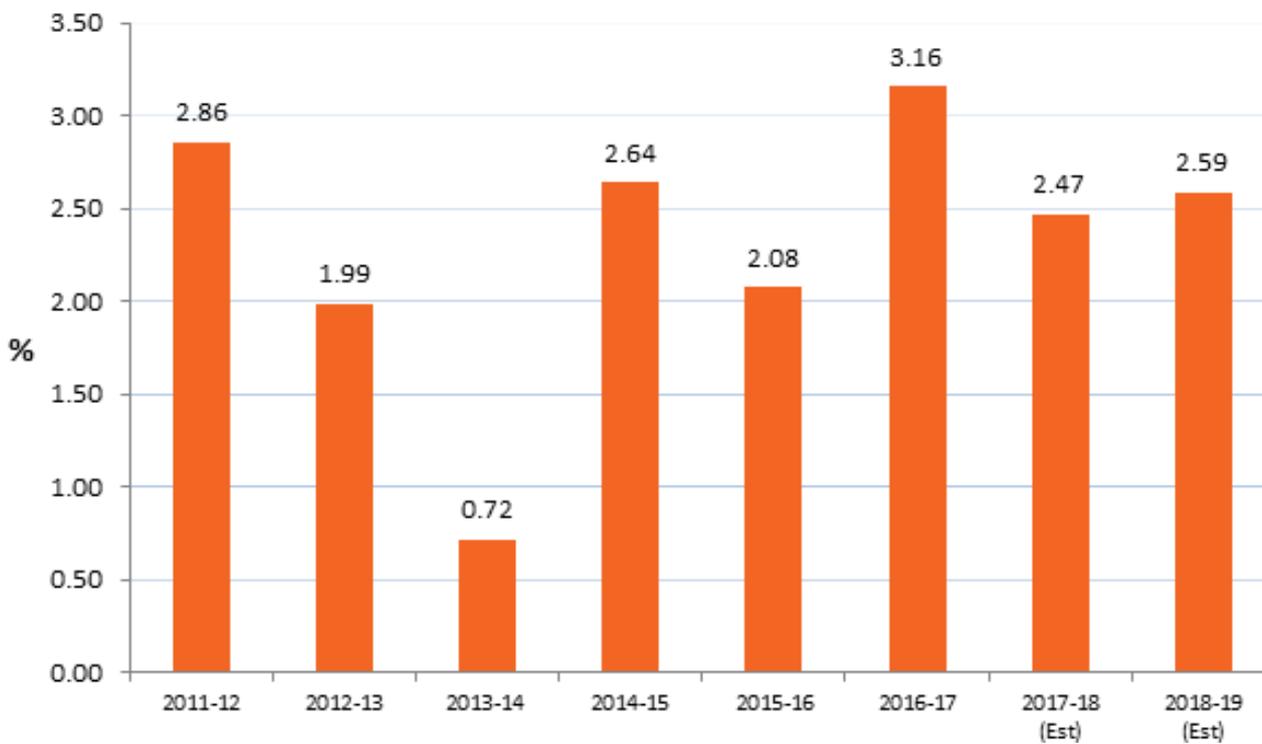
Any additional projects, above the borrowing targeted by the Debt Reduction policy, will be included in accordance with a practice of utilising additional loan funds only where there will be a positive net cash flow achieved. The figures do not include any refinancing of existing loans which may occur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

The Council will use its long-term financial plan, which is based on sound financial management principles to make decisions about affordable and appropriate levels of debt.

Council may use internal reserves and surplus funds to minimise existing or future loan liabilities. The basis of this is that interest rates on borrowings are, on average, higher than the interest income rates earned on cash investments.

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

Debt Service Cover Ratio





GRANTS

Grant income of \$23.5m is anticipated to be received from various government departments to fund Capital and Operational projects during 2018-19. This figure represents a decrease of \$829,724 (3.2%) compared with the original 2017-18 Budget. The reduction in grant income mainly relates to advice received from the NSW State Government that legacy funding for Council's Preschools, Long Day Care and Vacation Care services will no longer be receivable as of July 2018.

SCHEDULE OF ANTICIPATED GRANTS FOR 2018-19	\$'000
Financial Assistance Grant	11,104
Recreation & Leisure Facilities	4,754
Emergency Services Management	2,268
Pensioner Rate Subsidy	1,448
Penrith Performing & Visual Arts	925
Children's Services	693
Roads, Footpath & Buildings	597
Community Safety	506
Libraries	494
Other	349
Traffic Management, Parking & Road Safety	169
Community & Cultural Development	158
TOTAL	23,465

FINANCIAL ASSISTANCE GRANT

A significant part of Council's annual revenue (\$11.1m estimated for 2018-19) 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 being received in 2017-18 consists of two components: (1) a General component (\$8.54m) and (2) a Roads component (\$2.33m). 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 annual budget process, indexation of 2.0% has been applied to the previous year's actual grant, with the change to the Roads component amount being reflected in the Roads budget as 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 \$141.1m by 30 June 2019 (\$115.2m in 2017-18 original budget). Of this amount, \$69.3m (\$60.2m in 2017-18) will be held in reserves required by external legal obligations (mainly s7.11 contributions) and \$71.7m (\$55m in 2017-18) in accordance with Council resolutions and policy.

BUDGETED POSITION	ORIGINAL 2017-18 \$'000	DRAFT 2018-19 \$'000
Externally Restricted Cash Reserves		
s7.11	37,821	41,204
Other	22,345	28,145
Internally Restricted Cash Reserves		
	55,074	71,718
TOTAL CASH RESERVES	115,240	141,067



2018-19 RESERVE MOVEMENTS FOR PERIOD ENDING 30 JUNE 2019				
RESERVE	ESTIMATED OPENING BALANCE 1 JULY 2018	2018-19 ORIGINAL BUDGET TRANSFERS TO	2018-19 ORIGINAL BUDGET TRANSFERS FROM	ESTIMATED CLOSING BALANCE 30 JUNE 2019
INTERNAL RESERVES				
Assets and construction				
Car Parking/Traffic Facilities	2,618,433	1,110,000	257,000	3,471,433
ICT Reserve	748,157	2,993,662	3,214,043	527,776
Library Reserve	205,756	-	-	205,756
Major Projects Reserve	4,430,000	1,500,000	650,000	5,280,000
OOSH Bus Fleet Replacement Program	183,530	45,000	125,000	103,530
Plant & Motor Vehicle Replacement Reserves	3,605,906	675,537	1,490,000	2,791,443
City economy and planning				
City Planning	622,509	23,945	36,066	610,388
Economic Initiatives Reserve	46,840	-	46,840	-
Committee closures				
Alister Brass Foundation	83,122	1,869	-	84,991
S377 Committee Closure Proceeds	98,923	-	-	98,923
Samuel Marsden Road Riding Facility	1,452	-	-	1,452
Community facilities				
Cemetery Reserve	1,281,191	326,609	-	1,607,800
Children's Services Reserves	536,742	-	-	536,742
Employment				
Employee Leave Entitlements	5,656,834	-	-	5,656,834
Salary System Training & Development Reserves	196,929	-	-	196,929
Environmental programs				
Environmental Awareness Programs	337,762	-	80,282	257,480
Environmental Protection	227	-	-	227
Stormwater Management Service Charge	180,337	1,963,831	2,044,168	100,000
Financial management				
Financial Management Reserves	12,030,954	11,707,425	1,981,621	21,756,758
Grant Funded Projects Reserve	173,801	50,000	-	223,801
Productivity Revolving Fund	366,381	265,100	145,295	486,186
Property Development Reserve	16,991,179	6,385,420	6,326,620	17,049,979
Special Rate Variation 2016-17	2,275,013	13,846,000	14,361,017	1,759,996
Sustainability Revolving Fund	1,285,164	396,953	-	1,682,117

2018-19 RESERVE MOVEMENTS FOR PERIOD ENDING 30 JUNE 2019

RESERVE	ESTIMATED OPENING BALANCE 1 JULY 2018	2018-19 ORIGINAL BUDGET TRANSFERS TO	2018-19 ORIGINAL BUDGET TRANSFERS FROM	ESTIMATED CLOSING BALANCE 30 JUNE 2019
Legal and governance				
Election Reserve	(267,347)	700,227	-	432,880
Insurance Reserves	4,018,274	220,787	163,587	4,075,474
Legal Reserve	171,611	300,000	-	471,611
Other				
International Relationships	42,912	-	-	42,912
Revote Reserve	467,622	-	90,000	377,622
Town Centre Review and Administration	27,514	-	-	27,514
Voted Works	555,240	159,000	-	714,240
TOTAL INTERNAL RESERVES	58,972,968	42,671,365	31,011,539	70,632,794
INTERNAL LOANS				
Penrith Swimming Centre Waterplay Facility	(663,661)	86,339	-	(577,322)
Public Open Space Reinvestment Project	(1,817,392)	-	250,000	(2,067,392)
Woodriff Gardens Facility Development	(115,781)	54,373	-	(61,408)
TOTAL INTERNAL LOANS	(2,596,834)	140,712	250,000	(2,706,122)
Section 7.11 in deficit internal loan	(7,434,282)	-	385,620	(7,819,902)
TOTAL INTERNAL RESERVES AND LOANS	48,941,852	42,812,077	31,647,159	60,106,770

2018-19 RESERVE MOVEMENTS FOR PERIOD ENDING 30 JUNE 2019				
RESERVE	ESTIMATED OPENING BALANCE 1 JULY 2018	2018/19 ORIGINAL BUDGET TRANSFERS TO	2018/19 ORIGINAL BUDGET TRANSFERS FROM	ESTIMATE CLOSING BALANCE 30 JUNE 2019
EXTERNAL RESERVES				
Section 7.11				
Civic Improvement s7.11	(1,300,337)	-	-	(1,300,337)
Claremont Meadows s7.11	726,598	-	921,198	(194,600)
Cultural Facilities s7.11	(2,935,349)	324,825	189,454	(2,799,978)
Erskine Business Park s7.11	857,370	-	84,108	773,262
Glenmore Park Stage 2 s7.11	554,099	343,598	501,663	396,034
Kingswood Neighbourhood Centre s7.11	104,500	-	-	104,500
Lambridge Industrial Estate s7.11	(3,198,596)	-	326,391	(3,524,987)
Penrith City District Open Space s7.11	33,093,040	4,423,624	1,088,788	36,427,876
Penrith City Local Open Space s7.11	2,202,973	1,219,304	1,099,018	2,323,259
Waterside s7.11	234,262	-	2,953	231,309
WELL Precinct s7.11	2,453,417	-	1,505,714	947,703
Funding for s7.11 Plans in deficit	7,434,282	-	(385,620)	7,819,902
TOTAL SECTION RESERVES	40,226,259	6,311,351	5,333,667	41,203,943
Other external reserves				
Waste Disposal Reserve	13,763,888	4,985,251	2,829,305	15,919,834
Environment / Sullage Reserve	28,873	902,250	823,292	107,831
Unexpended Loans	5,885,199	2,930,099	2,513,693	6,301,605
Unexpended Grants	1,251,230	8,399,901	8,503,714	1,147,417
Contributions	5,409,196	26,460,508	27,410,229	4,459,475
Waste and Sustainability Improvement Payments	-	208,576	-	208,576
TOTAL OTHER EXTERNAL RESERVES	26,338,386	43,886,585	42,080,233	28,144,738
TOTAL EXTERNAL RESERVES	66,564,645	50,197,936	47,413,900	69,348,681
Other internal reserves/ committees				
Bonds & Deposits	9,010,724	-	-	9,010,724
Children's Services Cooperative Reserves	2,061,446	259,899	150,329	2,171,016
Other (Committees)	412,029	18,235	-	430,264
TOTAL OTHER INTERNAL RESERVES	11,484,199	278,134	150,329	11,612,004
GRAND TOTAL OF RESERVES	126,990,696	93,288,147	79,211,388	141,067,455
CONTROLLED ENTITY				
Total controlled entity reserve movements	86,040	213,001	-	299,041
RESERVE MOVEMENTS PER BUDGET		93,501,148	79,211,388	

Reserves are shown as surplus / (deficit).

ENTITIES

The Council subsidy for all entity budgets has been established.

The overall impact of the Controlled Entities on the budget is discussed below.

Included in the Draft 2018-19 Budget at this stage are the following subsidies/contributions:

- Penrith Aquatic and Leisure Ltd – total of \$1.055m (2017-18 - \$1.055m)
- Penrith Performing and Visual Arts - total of \$2.127m (2017-18 - \$1.795m)
- Penrith Whitewater Stadium – Nil (2017-18- Nil)

In addition, the Draft 2018-19 Budget currently includes:

- A contribution to the RID Squad of \$73,000
- A subsidy to the Children's Services Co-operative of \$90,000 assists with funding the cost of the Inclusion Support program not met by government funding.

BUDGETED STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2019

ASSETS		\$'000	LIABILITIES		\$'000
Current Assets			Current Liabilities		
Cash & Cash Equivalents		29,221	Payables		(17,965)
Investments		62,335	Income Received in Advance		(2,203)
Receivables		9,576	Borrowings		(11,372)
Inventories		927	Provisions		(28,567)
Other		1,689	Total Non-Current Liabilities		(60,107)
Total Current Asset		103,748	Non-Current Liabilities		
Non-Current Assets			Payables		(1,299)
Investment Securities		19,000	Borrowings		(50,818)
Receivables		984	Provisions		(748)
Inventories		-	Total Non-Current Liabilities		(52,865)
Other		-	TOTAL LIABILITIES		(112,972)
Infrastructure, Property, Plant & Equipment		1,697,319	NET ASSETS		1,732,488
Investments - Equity Method		6,241	EQUITY		\$'000
Investments Property		18,168	Retained Earnings		1,072,203
Total Non-Current Assets		1,741,712	Revaluation Reserve		(660,285)
TOTAL ASSETS		1,845,460	TOTAL EQUITY		1,732,488

LONG TERM FINANCIAL PLAN

As part of its Resourcing Strategy, each NSW council must prepare a Long Term Financial Plan (LTFP) for a minimum of 10 years. It is to be updated at least annually as part of the development of the annual budget. The aim of the LTFP is to ensure that Council identifies financial issues at an early stage and reviews their effect on future activities. The LTFP must be reviewed in detail as part of the four yearly review of the Community Strategic Plan.

The LTFP process involves four main elements:

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

The LTFP provides a key tool for the development and monitoring of Council's Financial Strategy. The LTFP outlines Council's capacity to manage assets and deliver services over the next 10 years. Council has a responsibility to manage its resources and finances to ensure its long term existence. Recent actions by Council, including the 2016-17 SRV, has positioned the LTFP to demonstrate that Council has the capacity to manage its finances and deliver the services and programs identified in the Strategic Plan and Delivery Program.

Council's LTFP is based on a set of assumptions which generally relate to those elements that are most likely to affect the overall outcome of the model. Future years' forecasts are linked to the Operational Plan and provide a means of assessing the long-term financial implication of current year decisions. Assumptions made in the plan include:

- rating revenue
- development growth
- investment return
- Financial Assistance Grant
- Employee costs
- CPI or other agreed indexations
- Capital works and services programs
- Anticipated Loan programs
- Fees and Charges movements, and
- Changes identified through ongoing improvement and review of services.

It is important to keep in mind when projecting budgets over such a long period that estimates can alter significantly when assumptions are reviewed, particularly when the variances apply to larger items such as employee costs or rating income. However, the LTFP remains an important planning tool and is regularly updated with current data to ensure its usefulness in providing information for Council's financial planning decisions.

The LTFP projections will continue to be updated and tested as part of the 2018-19 Budget development process alongside the implementation of new Long Term Financial Modelling software. The indicative LTFP continues to forecast a balanced or small surplus budget.

LONG TERM FINANCIAL PLAN - GRAPHS

ASSET RENEWAL AND REPLACEMENT PROGRAMS

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 per annum 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, with the next one will be undertaken in 2018. 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. The road length has increased by 84km from 2005 to 2017. Currently components of this budget allocation are indexed to cover increases in materials and also to fund new assets built or dedicated to Council.

Funding of approximately **\$14.04m** is provided in the Draft 2018-19 Budget for Roads Asset Renewal works. This includes the revised Federal Government Roads to Recovery Program funding from 2015-16 to 2018-19.

BUILDING ASSET RENEWAL

Council owns and operates a property portfolio of over 290 buildings with a replacement value of over \$387m (excludes commercially managed properties). Routine building maintenance is provided for within operational budgets. Following the Asset Renewal and Established Areas Strategy SRV approved in 2006-07, the Building Asset Renewal Program achieved the required funding of \$1,500,000 in 2008-09 (indexed from 2015-16). The 2011-12 SRV included a further \$400,000 annually from 2011-12 onwards in addition to the 2016-17

SRV annual allocation of \$4,000,000 starting from 2018-19 for the Building Asset Renewal Program.

Funding of **\$6.10m** is provided in the Draft 2018-19 Budget for the Building Asset Renewal Program with further program details provided in *Schedule 1*.

PARKS ASSET RENEWAL

Parks assets include playground equipment, fencing, sports ground flood lighting, irrigation systems, signage, park furniture and seating, and sporting field surfaces.

Previously, fixed assets in parks had either been repaired or replaced using funds from the Parks Operational Budget. In some situations 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 park mowing and maintenance.

Prior to the 2011-12 SRV the annual allocation to Parks Asset Renewal was \$250,000. The SRV included an additional \$480,000 annually for the Parks Asset Renewal Program from 2011-12 increasing to \$530,000 in 2015-16 and then indexed annually. This brings the proposed allocation in 2018-19 for Parks Asset Renewal to **\$871,414**.

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 as High Importance but had Low Satisfaction ratings.

A 10-year program was adopted by Council in 2008-09 which addressed a significant portion of the required funding. There are 27 stand-alone public toilets across the City at varying standards of

condition. For the 10-year program to be completed requires an annual average allocation of \$240,000. Annual funding of \$150,000 was allocated in 2008-09, 2009-10 and 2010-11, with an additional \$90,000 provided from SRV funding from 2011-12.

By December 2015 the replacement and/or refurbishment of nine public amenity facilities had been completed. The upgrade of facilities at Penrith Cemetery was completed in June 2016. A further seven facilities across the City are listed for replacement and/or refurbishment under the program over the next few years.

The proposed allocation for 2018-19 for Public Amenities Replacement is **\$240,000**.

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 \$640,000 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 onward.

In the Draft 2018-19 Budget the total allocation to Path Paving, Shared Pathways and Pathway Modification and Improvement is **\$1.12m**.

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 transferred to reserve for future plant purchase allocations. All plant is purchased through a competitive tender or government contract and disposed of via auction.

Motor Vehicles

Council purchases all motor vehicles through the NSW Government's prequalification scheme or competitive quotes and disposes of them by auction at optimal replacement points. The current change-over period for the light vehicle fleet is two years and nine months, and this has been incorporated into estimates for 2018-19.

Computer Equipment

Council is currently trending away from the standard three year replacement of PCs to a more contemporary view to providing personal computing devices based on worker based requirements. The past two years have seen the budget utilised to purchase Microsoft Surface Pro devices for mobility and paperless use.

CAPITAL AND OPERATING PROJECTS

CAPITAL AND OPERATING PROJECTS

At the Ordinary Meeting of 30 April 2018, Council endorsed a list of Capital and Operating Projects to be included in the Draft Operational Plan. These projects may be categorised as follows:

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. 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.
3. 2016-17 Asset Renewal and Established Areas Strategy (AREAS) SRV Programs for road and building asset renewal and established areas revitalisation which originally commenced in 2006-07 and are included in the Capital and Operating Projects lists and Service budgets in this document.
4. Strategies associated with the additional 2016-17 SRV.

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 7.11 Contributions (required to be used for works proposed in the relevant s7.11 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.

These programs and their funding levels for 2018-19 include:

ESTABLISHED CAPITAL WORKS PROGRAM	
PROGRAM	\$'000
Roads Reconstruction	2,476
Path Paving Program	400
Shared Pathways	190
Building Asset Renewal	6,099
Urban Drainage Construction Program	1,093
Traffic and Transport Facilities Program	326
Construction of Bicycle Facilities	30
Park Asset Renewal	731
Public Amenity Replacement Program	240
Desktop Hardware / Devices	354
Library Resources - Capital	630
Neighbourhood Renewal	150
City Centre Improvements	4,526

In addition, the Federal Government-funded *Roads to Recovery* Program (\$597,302) is separately identified in the Operating Projects listing (as these works are considered to be additional asset maintenance and not new infrastructure).

SECTION 7.11 (FORMERLY s94) PROJECTS

Section 7.11 of the *Environmental Planning and Assessment Act* (s7.11) 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 s7.11 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 eg increased cost of providing the asset or changes to the laws governing the management of contribution plans.

A summary of the Section 7.11 Program Capital Works Expenditure for 2018-19 under each relevant plan is provided below:

2018-19 DRAFT s7.11 PROJECTS	
PLAN / PROJECT	BUDGET (\$)
Claremont Meadows	
Claremont Meadows Precinct Development	528,500
TOTAL PENRITH CITY LOCAL OPEN SPACE s7.11	528,500
Penrith City Local Open Space	
Greygums Oval - Amenity Store & Clubroom Facility Construction	125,000
Local Open Space s7.11 Funded Capital Works	968,946
TOTAL PENRITH CITY LOCAL OPEN SPACE s7.11	1,093,946
Penrith City District Open Space s7.11	
Tench Reserve Provision of new facilities & amenities	10,000
Our River Parkland Paths Tench Reserve	111,053
Ripples Leisure Centre	802,000
Jamison Park Upgrades	158,048
TOTAL PENRITH CITY DISTRICT OPEN SPACE s7.11	1,081,101
TOTAL DRAFT s7.11 PROJECTS	2,703,547

A summary of Capital and Operating Projects by Service is set out below. Specific programs are set out in Schedule 1.

CAPITAL PROJECTS

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

DESCRIPTION	BUDGET (\$)	FUNDING
Asset Maintenance and Renewal		
Bus Shelters Program	85,000	General Revenue
Building Asset Renewal	6,098,863	General Revenue / SRV
Public Amenity Replacement Program	240,000	General Revenue
Parks Asset Renewal	731,449	General Revenue
TOTAL ASSET MAINTENANCE AND RENEWAL	<u>7,155,312</u>	
Children's Services		
Building Upgrades	345,000	Contribution
OOSH Bus Fleet Replacement	150,000	Asset Sales / Reserve
Playground Upgrades	180,000	Contribution
Building Renewal	628,500	Contribution
TOTAL CHILDREN'S SERVICES	<u>1,303,500</u>	
Civil Maintenance and Renewal		
Construction of Bicycle Facilities	30,000	General Revenue
Dedication - Subdivision Roads	8,000,000	Contribution
Dedication - Drainage Works	6,000,000	Contribution
Rural Roads Widening	156,000	Grant
Roads Reconstruction (2)	2,475,926	General Revenue / Grant
Shared Pathways	190,000	General Revenue
Urban Drainage Construction Program	1,093,000	General Revenue / Reserve
Traffic and Transport Facilities Program	325,590	General Revenue
Footpath Delivery Program	400,000	General Revenue
TOTAL CIVIL MAINTENANCE AND RENEWAL	<u>18,670,516</u>	
Community & Cultural Development		
Disability Access Improvements	35,000	General Revenue
TOTAL COMMUNITY & CULTURAL DEVELOPMENT	<u>35,000</u>	
Community Safety		
Community Safety Program	191,866	General Revenue
TOTAL COMMUNITY SAFETY	<u>191,866</u>	

DESCRIPTION	BUDGET (\$)	FUNDING
Design & Projects		
City Centre Improvements	4,525,623	General Revenue / Loan
Tench Reserve Provision of new Facilities & Amenities	10,000	Section 7.11
Better Boating Program	4,003,881	Grant
Greygums Oval - amenity store and clubroom facility construction	855,000	Grant / Section 7.11
Soper Place Multi Deck Carpark	300,000	Reserve
North Street Car Park & Pedestrian Ramp	640,000	Reserve
Regatta Park - Stage 1	650,000	Reserve
Lewers Gallery Kitchen Refurbishment	392,632	Reserve
Our River Parkland Paths Tench Reserve	211,053	Grant / Section 7.11
Sports Fields Shade Trees	60,000	Grant
Claremont Meadows Precinct Development (s7.11)	528,500	Section 7.11
TOTAL DESIGN & PROJECTS	12,176,689	
Environmental Health		
Stormwater Work Improvement Program	385,670	Reserve
TOTAL ENVIRONMENTAL HEALTH	385,670	
Fleet and Plant Management		
Plant Replacement	1,090,150	Asset Sales / General Revenue
Motor Vehicle Purchases	2,752,000	Asset Sales / General Revenue
TOTAL FLEET AND PLANT MANAGEMENT	3,842,150	
Information and Communication Technology		
Desktop Hardware / Devices	353,771	Reserve
Server Infrastructure	60,000	Reserve
Network Equipment Upgrade	20,000	Reserve
TOTAL INFORMATION AND COMMUNICATION TECHNOLOGY	433,771	
Libraries		
Library Resources - Capital	629,910	General Revenue
Library Special Purpose Projects -Building	30,000	Grant
Library Management System	84,745	Grant
TOTAL LIBRARIES	744,655	

DESCRIPTION	BUDGET (\$)	FUNDING
Neighbourhood Facilities Management		
Neighbourhood Centres/Halls Improvements	99,048	General Revenue
TOTAL NEIGHBOURHOOD FACILITIES MANAGEMENT	<u>99,048</u>	
Place Management		
Neighbourhood Renewal	150,000	General Revenue
Mayoral Youth Challenge	115,000	General Revenue
Lincoln Park Co-design Playground		
Community Building Pship	42,000	Grant
TOTAL PLACE MANAGEMENT	<u>307,000</u>	
Property Development & Management		
Property Development Expenditure Project (2)	420,000	Reserve
TOTAL PROPERTY DEVELOPMENT & MANAGEMENT	<u>420,000</u>	
Public Space Maintenance		
Local Open Space s7.11 funded capital works	968,946	Section 7.11
Park Improvements - Capella reserve Erskine Park	250,000	Reserve
TOTAL PUBLIC SPACE MAINTENANCE	<u>1,218,946</u>	
Recreation Facilities Management		
Ripples Leisure Centre	802,000	Section 7.11
Jamison Park Upgrades	158,048	Section 7.11
Ched towns floodlights and Canteen renewal	60,880	Grant / Contribution
TOTAL RECREATION FACILITIES MANAGEMENT	<u>1,020,928</u>	
Regulatory Control		
RID Squad Motor Vehicle Purchases	200,000	Asset Sales / Reserve
TOTAL REGULATORY CONTROL	<u>200,000</u>	
Security and Emergency Services		
Mulgoa Bushfire Station Renewal	1,200,000	Grant
SES Equipment Priority List	20,000	General Revenue
Rural Fire Service Equip-Grant Funded	770,760	Grant / Asset Sales
TOTAL SECURITY AND EMERGENCY SERVICES	<u>1,990,760</u>	
Traffic Management, Parking & Road Safety		
LTC / Urgent Traffic Facilities	82,489	General Revenue
NSW Bike Plan River Cities Program	250,000	General Revenue / Grant
State Black Spot Program	125,000	Grant
TOTAL TRAFFIC MANAGEMENT, PARKING & ROAD SAFETY	<u>457,489</u>	
TOTAL CAPITAL PROJECTS	50,653,300	

OPERATING PROJECTS

DESCRIPTION	BUDGET (\$)	FUNDING
Advocacy		
Advocacy Program	5,000	General Revenue
TOTAL ADVOCACY	<u>5,000</u>	
Asset Maintenance and Renewal		
Penrith Paceway - Temp Public Car Park Lease	26,000	Reserve
TOTAL ASSET MAINTENANCE AND RENEWAL	<u>26,000</u>	
Business Performance		
Capacity Improvement Program	35,950	General Revenue
TOTAL BUSINESS PERFORMANCE	<u>35,950</u>	
Children's Services		
CS Repair & Replace Equipment Operating	200,000	Contribution
TOTAL CHILDREN'S SERVICES	<u>200,000</u>	
City Partnerships		
International Relations	81,954	General Revenue
TOTAL CITY PARTNERSHIPS	<u>81,954</u>	
City Planning		
Externally Commissioned Studies	15,000	General Revenue
Integrated Local Plan	8,423	General Revenue
Planning Proposal Applications to Amend a LEP	36,066	Reserve
Union Road Frazer Planning Proposal	80,000	Reserve
TOTAL CITY PLANNING	<u>139,489</u>	
Civil Maintenance and Renewal		
Rural Roads Resealing	59,500	General Revenue
Road Resealing/ Resheeting (Pt AREAS)	4,638,846	General Revenue / Reserve / SRV
Traffic Facilities - Regulatory	471,000	Grant
Roads Maintenance - Roads to Recovery	597,302	Grant
The Driftway - Road Maintenance	66,000	General Revenue / Contribution
Shared Pathways Maintenance	280,000	General Revenue
Maintenance of GPT Constructions	338,127	Reserve
TOTAL CIVIL MAINTENANCE AND RENEWAL	<u>6,450,775</u>	

DESCRIPTION	BUDGET (\$)	FUNDING
Communications		
Community Engagement	27,000	General Revenue / Reserve
Corporate Advertising	104,648	General Revenue
Website Maintenance	45,590	General Revenue
TOTAL COMMUNICATIONS	<u>177,238</u>	
Community & Cultural Development		
Community Resources Development Officer	83,582	General Revenue / Grant
Cultural Development Officer - City	7,000	General Revenue
Penrith Creative Digital Making Space	16,240	Grant
Community Health Promotion	6,000	General Revenue
TOTAL COMMUNITY & CULTURAL DEVELOPMENT	<u>112,822</u>	
Corporate Planning		
Strategic Research and Planning	40,000	General Revenue
TOTAL CORPORATE PLANNING	<u>40,000</u>	
Design & Projects		
WSIP Local Roads Package	22,577,178	Contribution
Major Project Design Costs	200,000	SRV
TOTAL DESIGN & PROJECTS	<u>22,777,178</u>	
Development Applications		
Local Planning Panel	200,000	General Revenue
TOTAL DEVELOPMENT APPLICATIONS	<u>200,000</u>	
Development Compliance		
Audit Ind Comm & Ag Activities	133,788	Reserve
TOTAL DEVELOPMENT COMPLIANCE	<u>133,788</u>	
Economic Initiatives		
Economic Development Memberships and Sponsorships	10,000	General Revenue
Economic Initiatives Resourcing	930,594	General Revenue / Reserve
Economic Initiatives Operational	20,000	General Revenue
Economic Initiatives Projects	276,771	General Revenue / Reserve
City Centre Review and Traffic Study	280,000	General Revenue / Reserve / Grant
TOTAL ECONOMIC INITIATIVES	<u>1,517,365</u>	

DESCRIPTION	BUDGET (\$)	FUNDING
Environmental Health		
On Site Sewer Management Strategy	272,174	Contribution / Reserve
Biodiversity Strategy	20,000	Reserve
Integrated Catchment Management	133,568	Reserve
Natural Systems Resourcing	130,835	General Revenue
Waterways Health Monitoring Program	35,000	Reserve
TOTAL ENVIRONMENTAL HEALTH	<u>591,577</u>	
Financial Services		
Investigate Grant Funding Opportunities	25,000	General Revenue
TOTAL FINANCIAL SERVICES	<u>25,000</u>	
Floodplain & Stormwater Management		
Floodplain Management Resourcing	241,582	Reserve
Flood Studies SMSC	200,000	Reserve
TOTAL FLOODPLAIN & STORMWATER MANAGEMENT	<u>441,582</u>	
Information and Communication Technology		
ICT System and Software Licences	34,611	Reserve
Manage Computer Services	382,923	Reserve
TOTAL INFORMATION AND COMMUNICATION TECHNOLOGY	<u>417,534</u>	
Libraries		
Library Special Purpose Projects-Promotion	18,815	Grant
Library Resources - Operating	210,000	General Revenue
Library Digital	10,000	General Revenue
TOTAL LIBRARIES	<u>238,815</u>	
Marketing and Events		
Australian Ballet Event – Under the Stars	80,000	Reserve
River Festival	402,000	General Revenue
City Marketing & Events Sponsorship	132,600	General Revenue
Cancer Council Relay for Life Sponsorship	3,000	General Revenue
Australia Day	77,000	General Revenue
TOTAL MARKETING AND EVENTS	<u>694,600</u>	
Neighbourhood Facilities Management		
Hall Hire - Fee Waiver	3,000	General Revenue
TOTAL NEIGHBOURHOOD FACILITIES MANAGEMENT	<u>3,000</u>	

DESCRIPTION	BUDGET (\$)	FUNDING
Place Management		
Urban Design (AREAS)	186,016	SRV
Place Management Resourcing (Pt AREAS)	840,788	General Revenue / SRV
Neighbourhood Renewal Projects (AREAS)	48,635	SRV
Magnetic Places	50,000	General Revenue
TOTAL PLACE MANAGEMENT	<u>1,125,439</u>	
Property Development & Management		
Public Open Space Reinvestment - Erskine Park Pilot	423,836	Reserve
New West Major Projects - Operational Costs	210,000	Reserve
Operational Sites Project	190,000	Reserve
Operational Sites Project - preparation costs by site	530,000	Reserve
TOTAL PROPERTY DEVELOPMENT & MANAGEMENT	<u>1,353,836</u>	
Public Space Maintenance		
Enhanced Public Domain Team (Pt AREAS)	4,236,599	General Revenue / Reserve / SRV
Enhanced Public Domain	158,145	General Revenue
Green Waste Mulcher	10,000	General Revenue
Implement Plans of Management	184,342	General Revenue
Control of Aquatic Plants	5,000	General Revenue
TOTAL PUBLIC SPACE MAINTENANCE	<u>4,594,086</u>	
Recreation Facilities Management		
Western Sydney Academy of Sport	14,823	General Revenue
TOTAL RECREATION FACILITIES MANAGEMENT	<u>14,823</u>	
Regulatory Control		
Companion Animals Act Education Program	10,000	General Revenue
TOTAL REGULATORY CONTROL	<u>10,000</u>	
Sustainability		
Sustainability Programs	47,330	General Revenue
Louise Petchell Learning for Sustainability Scholarship	5,000	General Revenue
Compact of Mayors	13,680	General Revenue
TOTAL SUSTAINABILITY	<u>66,010</u>	
Traffic Management, Parking & Road Safety		
Road Safety Project	2,500	General Revenue / Grant
TOTAL TRAFFIC MANAGEMENT, PARKING & ROAD SAFETY	<u>2,500</u>	

DESCRIPTION	BUDGET (\$)	FUNDING
Waste & Resource Recovery		
Biodegradable Bags - Purchase & Delivery	925,000	Reserve
eWaste	110,000	Reserve
Waste Strategy & Contract Development	400,000	Reserve
Hard Waste Assessment	218,224	Reserve
Chemical Clean Out	20,000	Reserve
TOTAL WASTE & RESOURCE RECOVERY	<u>1,673,224</u>	
Workforce and Organisational Development		
Corporate Training Budget	223,396	General Revenue / Reserve
Management & Leadership Development Prog	50,000	General Revenue
Traineeship Program	39,000	Grant
Skills & Knowledge Assessment Process	3,000	General Revenue
Performance Management System	56,604	General Revenue
Empower iCloud 5 Solution	29,700	Reserve
eRecruitment Onboarding and Succession Planning System	145,295	Reserve
eLearning Management System	40,000	General Revenue / Reserve
TOTAL WORKFORCE AND ORGANISATIONAL DEVELOPMENT	<u>586,995</u>	
TOTAL OPERATING PROJECTS	43,736,580	

SPECIAL RATE INITIATIVES

2016-17 SPECIAL RATE VARIATION (INCLUDING RENEWAL OF AREAS)

In 2015 Penrith was deemed 'Fit for the Future' by IPART providing an independent validation of the strategies currently in place and also the strategies proposed for the future. Council's submission to IPART included the 2016-17 Special Rate Variation (SRV) and the continuation of AREAS. This SRV is one important element of a broader suite of Council strategies and actions, many which have commenced implementation including reform of our financial structures and commitment to the continuous pursuit of productivity. The approach being taken is considered measured and complements the other management initiatives that manage overheads. The SRV will ensure we can provide the necessary infrastructure, continue to maintain our assets and services in line with our community's expectations and growth of the City.

The 2016-17 SRV of 9.09% in 2016-17, 5.0% in 2017-18, 5.2% in 2018-19 and 5.4% in 2019-20 (incorporating the renewal of AREAS) includes allocations for the following strategies:

1. Asset management, renewal and backlog
2. Realignment of service costs
3. Increased investment to drive productivity initiatives

4. Major Projects and Regional City infrastructure
5. Building capacity to respond to emerging priorities

The 2018-19 SRV program (\$15.9m) is notable for additional funds being provided for Building Asset Renewal (\$4m), Major Projects Reserve (\$1.5m) and increasing funds for the Multi Deck Car Park loan (\$2.6m)

The rate increases and programs of works to be funded from the 2016-17 SRV are shown in the table below:

2016-17 SPECIAL RATE VARIATION (INCLUDING RENEWAL OF AREAS)					
	2016-17	2017-18	2018-19	2019-20	ONGOING
Requested Increase	9.09%	5.00%	5.20%	5.40%	LGCI
Renewal of AREAS					
Public Domain	\$1,223,150	\$1,252,506	\$1,282,566	\$1,313,347	\$1,344,868
Graffiti Removal	\$263,650	\$269,978	\$276,457	\$283,092	\$289,886
Urban Design	\$177,053	\$181,302	\$185,654	\$190,109	\$194,672
Neighbourhood Renewal	\$566,347	\$579,939	\$593,858	\$608,110	\$622,705
Building Renewal	\$680,534	\$696,867	\$713,592	\$730,718	\$748,255
Road Resealing/Resheeting	\$1,688,835	\$1,729,367	\$1,770,872	\$1,813,373	\$1,856,894
TOTAL	\$4,599,569	\$4,709,959	\$4,822,998	\$4,938,750	\$5,057,280
Additional SRV					
Building Asset Renewal (BAR)			\$4,000,000	\$4,000,000	\$4,000,000
Replace Property Development Reserve (PDR) contribution to BAR	\$650,000	\$650,000	\$650,000	\$650,000	\$650,000
Impact of s7.11 changes - loan servicing		\$361,000	\$361,000	\$991,000	\$991,000
Subsidised Rental (funding)	\$737,200	\$737,200	\$737,200	\$737,200	\$737,200
Funeral Parlour Loan	\$384,000	\$384,000	\$384,000	\$384,000	\$384,000
Parking Reserve	\$815,000	\$815,000	\$815,000	\$815,000	\$815,000
Increase to ICT base	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
Major Projects Reserve			\$1,500,000	\$1,500,000	\$1,500,000
Design cost allowance	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
RAR bids (once off)	\$450,000	\$450,000	\$450,000	\$450,000	\$450,000
RAR bids (ongoing staff)		\$106,000	\$218,000	\$337,000	\$463,000
Operational Savings	-\$1,000,000	-\$1,000,000	-\$1,000,000	-\$1,000,000	-\$1,000,000
Multi Deck Car park - Loan		\$1,530,900	\$2,568,000	\$2,568,000	\$2,568,000
Budget Surplus					\$500,000
TOTAL	\$2,436,200	\$4,434,100	\$11,083,200	\$11,832,200	\$12,458,200
TOTAL INCREASED BUDGET	\$7,035,769	\$9,144,059	\$15,906,198	\$16,770,950	\$17,515,480

NB: Property Development Dividend \$1.8m from 2021-22.

GLOSSARY

Action(s): A resourced critical project or action 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 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 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: 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: 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 Councils to improve their long term community, financial and asset planning.

LEP: Local Environmental Plan.

LTFP: Long-term financial plan.

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

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

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.

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

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.

RFS: NSW Rural Fire Service.

Section 7.11: The section of the Environmental Planning & Assessment Act, which allows Council to require developers to contribute to the cost of community facilities, (formerly section 94).

Section 7.11 Plan: The formal plan whereby Council collects contributions under section 7.11, (formerly section 94).

Service Activities: 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.

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

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 outcome.

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

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 आपकी ओर से पेनरथि सिटी काउंसिल से (02) 4732 7777 पर संपर्क करें. या आप काउंसिल आएँ और एक दुभाषिया की माँग करें.
ITALIAN	Se non riuscite a leggere questo, contattate il servizio telefonico di interpretariato al numero 131 450 e chiedetegli di contattare da parte vostra il comune di Penrith City al numero (02) 4732 7777 oppure venite in comune e richiedete un interprete.
MALTESE	Jekk ma tistax taqra dan, jekk jogħġbok, ikkuntattja lit-Telephone Interpreting Service fuq 131 450 u itlobhom biex jikkuntattjaw Penrith City Council f'ismek fuq (02) 4732 7777. Jew ejja l-Kunsill u itlob għal interpretu.
PERSIAN	اگر نمی توانید این مطلب را بخوانید، لطفاً به خدمات ترجمه تلفنی به شماره 131 450 زنگ بزنید و از آنان بخواهید با شورای شهر پنریت Penrith City Council به شما تماس بگیرند. یا اینکه به شهرداری Council آمده و مترجم بخواهید. (02) 4732 7777 از جانب شما تماس بگیرید.
SINGHALESE	ඔබට මෙය කියවීමට නොහැකි නම්, කරුණාකර දුරකථන අංක 131 450 ඔස්සේ දුරකථන පරිවර්තන සේවාව (Telephone Interpreting Service) අමතා ඔබ චෙහුවෙන් දුරකථන අංක (02) 4732 7777 අමතා පත්විත් 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 சேவை'யை 131 450 எனும் இலக்கத்தில் அழைத்து 'பென்ரித் நகரவையுடன் (02) 4732 7777 எனும் இலக்கத்தில் உங்கள் சார்பாக தொடர்பு கொள்ளுமாறு கேளுங்கள். அல்லது நகரவைக்கு விஜயம் செய்து உரைபெயர்ப்பாளர் ஒருவர் வேண்டுமெனக் கேளுங்கள்.
VIETNAMESE	Nếu quý vị không thể đọc được thông tin này, xin liên lạc Dịch Vụ Thông Dịch Qua Điện Thoại ở số 131 450 và yêu cầu họ thay mặt quý vị liên lạc với Hội Đồng Thành Phố Penrith ở số (02) 4732 7777. Hoặc hãy tới Hội Đồng và yêu cầu có thông dịch viên.

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