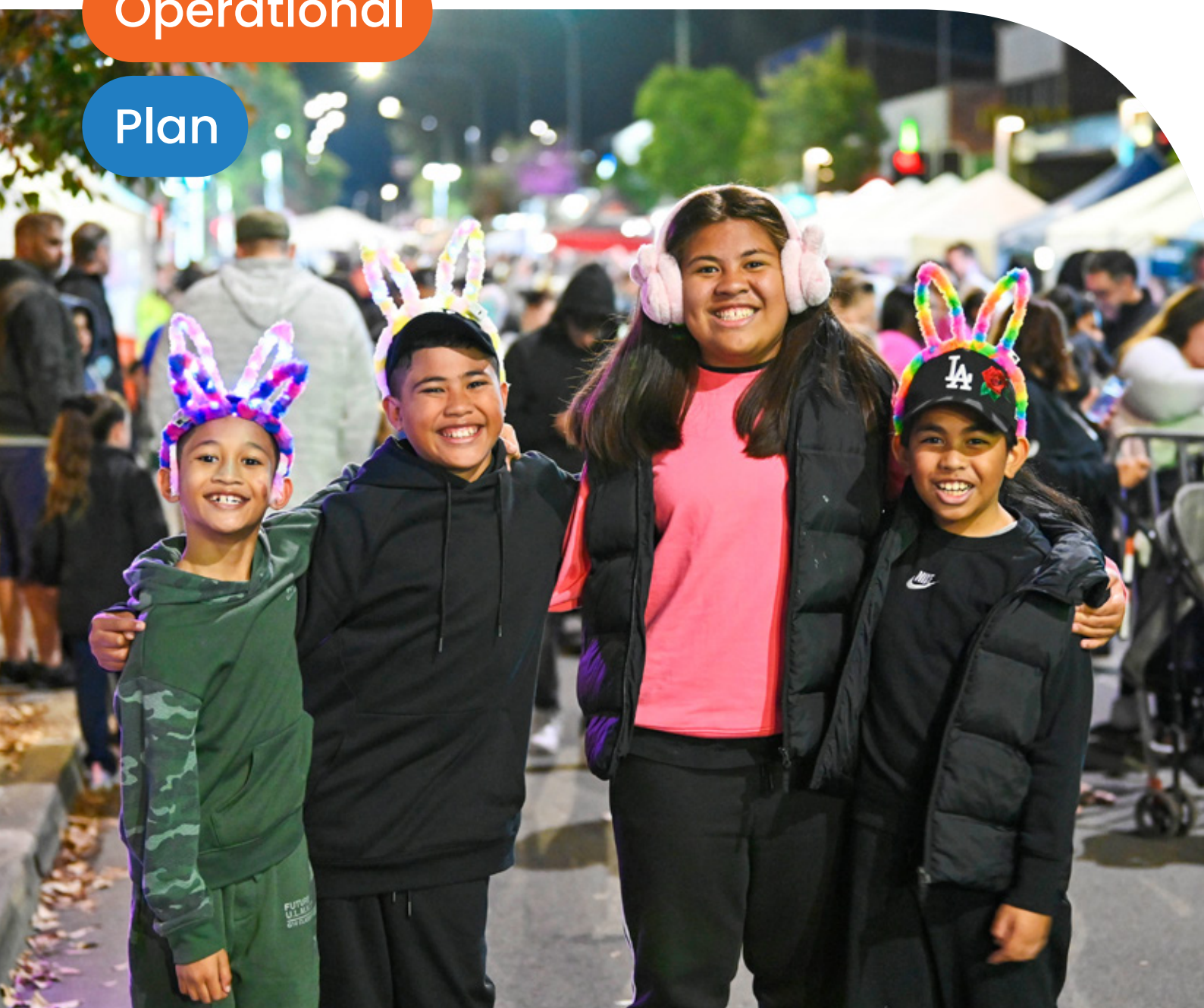


2023-24

Operational

Plan







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Statement of Recognition

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

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

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

About this document

This document, Council's 2023-24 Operational Plan, sets out our role in delivering the five Outcomes our community told us will improve Penrith as a place to live, work and visit over the next 12 months. This document should be read in conjunction with our 2022-26 Delivery Program.

The 2023-24 Operational Plan details of specific actions and projects we plan to deliver during the next 12 months (1 July 2023 – 30 June 2024). These actions are listed under the relevant Principal Activity, Strategy and Community Outcome.

This document also includes our 2023-24 annual Budget.

We will report publicly on our progress against our 2023-24 Operational Plan every six months to make sure we stay on track.



NICE (Nations in Cultural Exchange) project celebration Kingswood Park, February 2021. Photo courtesy of Jordan Wheatley.

A message from
the General Manager



I am pleased to present Council's 2023-24 Operational Plan; my first as General Manager.

This document forms part of our 2022-26 Delivery Program and builds on the work that Council delivered throughout the 2022-23 financial year.

It outlines the actions and projects that Council will deliver over the next 12 months, linking back to our principal activities identified in our four-year Delivery Program.

It is an exciting time for the City of Penrith. Our region is undergoing a major transformation that is creating more local jobs and vibrant places, better transport, improved access and safety, as well as enhancements to help protect our environment.

Our vision is to create a more connected, thriving, inclusive City that blends cosmopolitan living with our natural beauty and resources, to make Penrith the most liveable city in NSW.

I am proud of the innovative projects and programs being delivered across the organisation that are working to transform our region in a balanced, sustainable and considered way.

With accountability at the heart of what we do, our progress will be reported to the community in six months' time, as we remain aligned to our delivery program and our community's aspirations for our City.

A handwritten signature in black ink, appearing to read 'Andrew Moore'. The signature is fluid and cursive.

Andrew Moore
General Manager

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.



Our Customer Promise

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



BE PROACTIVE

We will be friendly, professional and show initiative.



KEEP IT SIMPLE

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



BUILD RESPECTFUL RELATIONSHIPS

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



LISTEN AND RESPOND

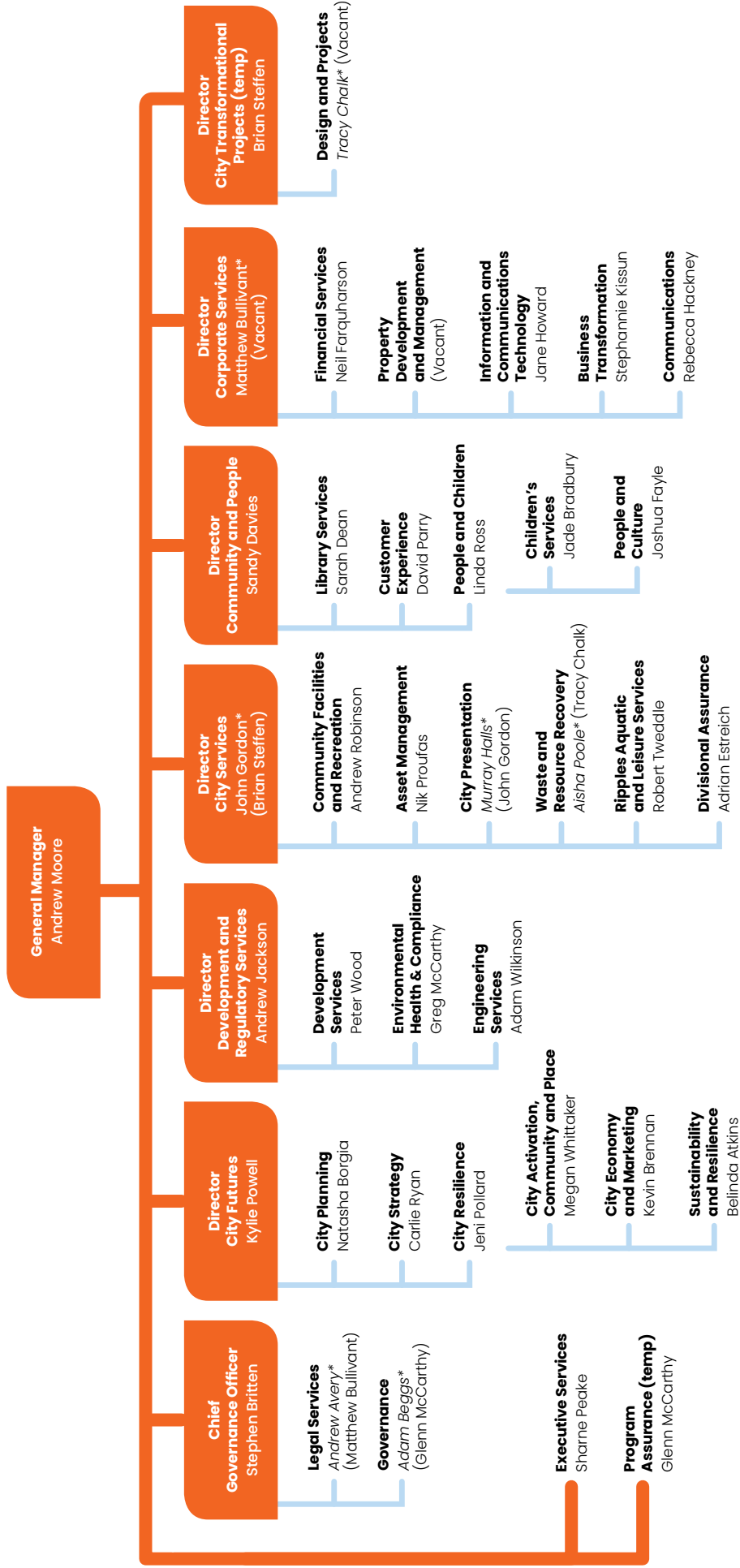
We will listen to you and seek to understand your needs. We will be honest, accountable and follow through, so you know what to expect and when.

Community Vision

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



Organisational Structure 2023



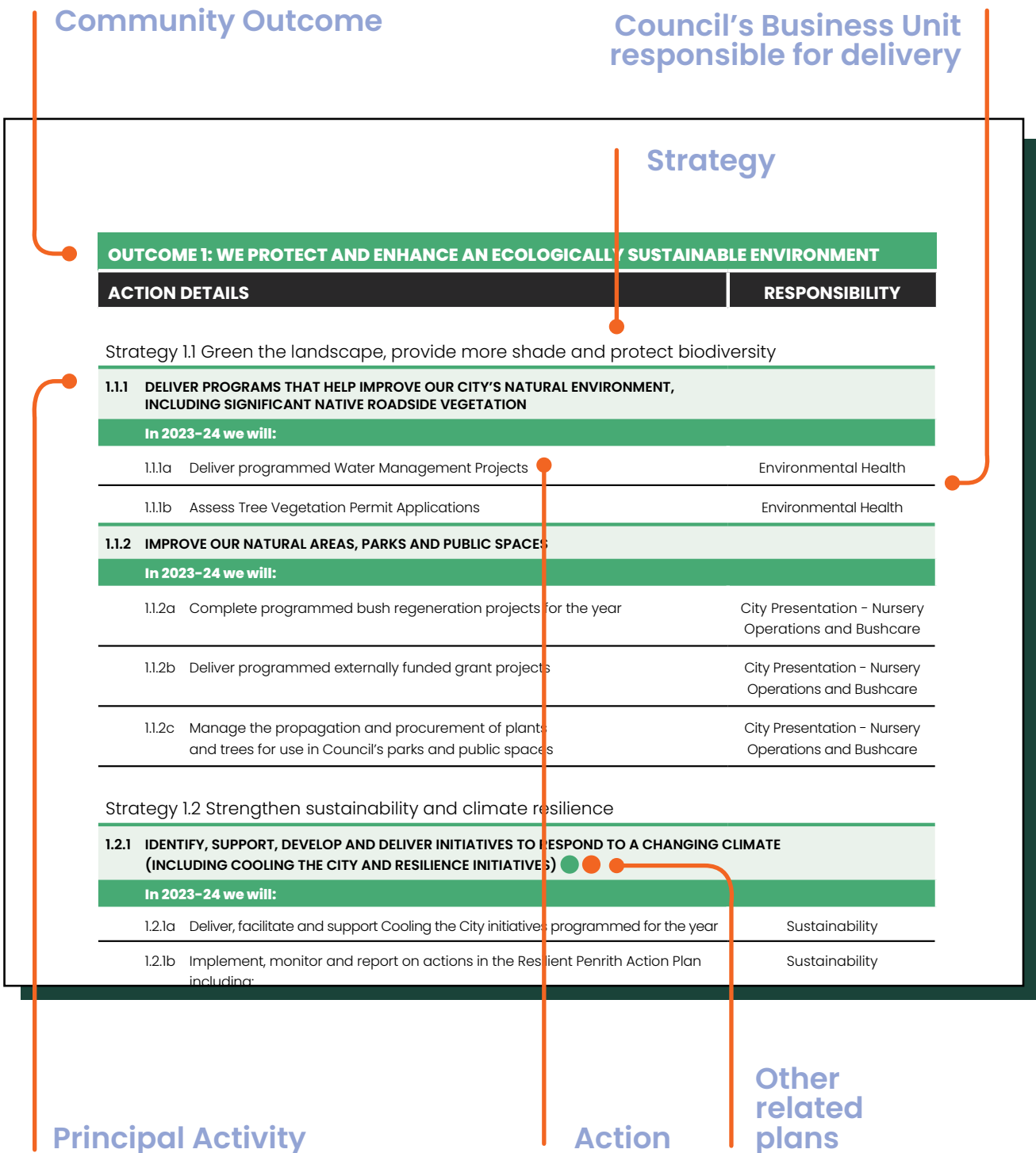
* = Acting in role
(Substantive position holder)

Our 2023-24 Actions

How to read this section

This section of this document, the 2023-24 Penrith City Council Operational Plan, provides the details of specific actions and projects that Council will undertake in the next 12 months (1 July 2023- 30 June 2024). These actions are listed under the relevant Principal Activity, Strategy and Community Outcome.

Council will report on the action's progress in the six monthly Organisational Performance Report.



OUTCOME 1: WE PROTECT AND ENHANCE AN ECOLOGICALLY SUSTAINABLE ENVIRONMENT

ACTION DETAILS	RESPONSIBILITY
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Strategy 1.1 Green the landscape, provide more shade and protect biodiversity

1.1.1 DELIVER PROGRAMS THAT HELP IMPROVE OUR CITY'S NATURAL ENVIRONMENT, INCLUDING SIGNIFICANT NATIVE ROADSIDE VEGETATION	
In 2023-24 we will:	
1.1.1a Deliver programmed Water Management Projects	Environmental Health
1.1.1b Assess Tree Vegetation Permit Applications	Environmental Health
1.1.2 IMPROVE OUR NATURAL AREAS, PARKS AND PUBLIC SPACES	
In 2023-24 we will:	
1.1.2a Complete programmed bush regeneration projects for the year	City Presentation - Nursery Operations and Bushcare
1.1.2b Deliver programmed externally funded grant projects	City Presentation - Nursery Operations and Bushcare
1.1.2c Manage the propagation and procurement of plants and trees for use in Council's parks and public spaces	City Presentation - Nursery Operations and Bushcare

Strategy 1.2 Strengthen sustainability and climate resilience

1.2.1 IDENTIFY, SUPPORT, DEVELOP AND DELIVER INITIATIVES TO RESPOND TO A CHANGING CLIMATE (INCLUDING COOLING THE CITY AND RESILIENCE INITIATIVES) ●●	
In 2023-24 we will:	
1.2.1a Deliver, facilitate and support Cooling the City initiatives programmed for the year	Sustainability
1.2.1b Implement, monitor and report on actions in the Resilient Penrith Action Plan including: <ul style="list-style-type: none"> • emergency preparedness • urban food program • energy efficiency • net zero emissions pathway 	Sustainability
1.2.1c Implement Circular Economy Roadmap initiatives	Sustainability
1.2.2 HELP OUR RESIDENTS AND BUSINESSES UNDERSTAND HOW THEY CAN INCREASE RESOURCE RECOVERY, REDUCE WASTE AND REDUCE CARBON FOOTPRINT ●	
In 2023-24 we will:	
1.2.2a Increase waste and recycling stream options available to residents to increase diversion rate from landfill	Waste and Resource Recovery
1.2.2b Investigate options for residual household waste processing and disposal alternatives to landfill to improve resource recovery	Waste and Resource Recovery
1.2.2c Review Council's waste disposal practice and all communications to improve consistency within Council managed resource recovery streams	Waste and Resource Recovery
1.2.2d Contribute to and support Council's teams to identify opportunities to help meet corporate sustainability goals	Waste and Resource Recovery

Linked to Local Strategic Planning Statement (LSPS) ●

Linked to Resilient Penrith Action Plan (RPAP) ●

Linked to Disability Inclusion Action Plan (DIAP) ●

OUTCOME 1: WE PROTECT AND ENHANCE AN ECOLOGICALLY SUSTAINABLE ENVIRONMENT

ACTION DETAILS	RESPONSIBILITY
1.2.3 MANAGE THE RISK TO AND IMPACT ON LIFE AND PROPERTY FROM THE EXISTING AND POTENTIAL FUTURE USE OF THE FLOODPLAIN ●	
In 2023–24 we will:	
1.2.3a Continue to deliver on Council's Floodplain Management Program, by progressing: <ul style="list-style-type: none"> • Emu Plains Flood Risk Management Study and Plan • Peach Tree and Lower Surveyors Creek Catchment Flood Risk Management Study and Plan • Rickaby's Creek Catchment Flood Study • Upper Byrnes Creek Catchment Flood Study • Blackwell Creek Catchment Flood Study • St Marys Levee Investigations • Doonmore Street Detention Basin Investigations • Oxley Park Levee Investigations • Chapman Gardens Detention Basin Investigations • Byrnes Creek Catchment Flood Mitigation Investigation 	Floodplain and Stormwater Management
1.2.4 PROVIDE ADVICE ON FLOODPLAIN AND STORMWATER MANAGEMENT ●	
In 2023–24 we will:	
1.2.4a Administer Council's Floodplain Management Committee and Floodplain Management Working Party	Floodplain and Stormwater Management
1.2.4b Provide timely and accurate strategic and technical advice to planning and development related matters	Floodplain and Stormwater Management
Strategy 1.3 Minimise the impacts of waste and pollution	
1.3.1 COLLABORATIVELY MANAGE ILLEGAL DUMPING ACROSS WESTERN SYDNEY (RID SQUAD)	
In 2023–24 we will:	
1.3.1a Investigate all matters in the RID online Case Management Database	Regional Illegal Dumping (RID)
1.3.2 MANAGE RESOURCE RECOVERY AND WASTE COLLECTION SERVICES	
In 2023–24 we will:	
1.3.2a Offer sustainable resource recovery service options to the community and commercial sector	Waste and Resource Recovery
1.3.3 GUIDE LANDHOLDERS TOWARDS SUSTAINABLE ON-SITE MANAGEMENT OF SEWAGE AND WASTEWATER TO PROTECT AND ENHANCE THE QUALITY OF PUBLIC HEALTH AND THE ENVIRONMENT WITHIN THE CITY	
In 2023–24 we will:	
1.3.3a Assess renewal applications	Environmental Health
1.3.3b Assess new installation applications	Environmental Health

Linked to Local Strategic Planning Statement (LSPS) ●
 Linked to Resilient Penrith Action Plan (RPAP) ●
 Linked to Disability Inclusion Action Plan (DIAP) ●

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

ACTION DETAILS	RESPONSIBILITY
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Strategy 2.1 Build and support community resilience to adapt to changing circumstances

2.1.1 WORK WITH LOCAL COMMUNITIES TO IDENTIFY PRIORITY ISSUES IN THEIR AREA AND BUILD LOCAL RESILIENCE ● ●

In 2023–24 we will:

2.1.1a Deliver the annual Village Café program and consider options to expand	City Activation, Community and Place - Community Resilience
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2.1.1b Deliver identified actions in the Disability Inclusion Action Plan	City Activation, Community and Place - Community Resilience
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2.1.2 DEVELOP EFFECTIVE STRATEGIES THAT RESPOND TO THE IMPACTS OF GROWTH, REDEVELOPMENT AND CHANGE IN OUR COMMUNITY

In 2023–24 we will:

2.1.2a Develop strategy and policy that responds to the impact of growth and new opportunities including: <ul style="list-style-type: none"> • Culture Strategy and Action Plan • Community Services Tenancy Policy • Community Funding Policy • Community and Cultural Facilities Strategy • Reflect Reconciliation Action Plan 	City Activation, Community and Place - Social Strategy
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2.1.3 ENGAGE WITH OUR COMMUNITY ON RESOURCE EFFICIENCY AND TO IMPROVE RESILIENCE. ● ●

In 2023–24 we will:

2.1.3a Engage with the community on resilience and sustainability through: <ul style="list-style-type: none"> • social media campaigns • workshops • events and community programs 	Resilience
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Strategy 2.2 Enhance community wellbeing, safety and neighbourhood amenity

2.2.1 WORK IN PARTNERSHIP TO SUPPORT THE REVITALISATION OF THE PENRITH, ST MARYS AND KINGSWOOD CENTRES ●

In 2023–24 we will:

2.2.1a Develop and implement strategic place making activations that support the revitalisation of Penrith, St Marys and Kingswood Town Centres	City Activation, Community and Place - Place and Activation
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2.2.1b Develop a City Park Activation Plan	City Activation, Community and Place - Place and Activation
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● **Linked to Local Strategic Planning Statement (LSPS)**
● **Linked to Resilient Penrith Action Plan (RPAP)**
● **Linked to Disability Inclusion Action Plan (DIAP)**

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

ACTION DETAILS	RESPONSIBILITY
2.2.2 WORK WITH GOVERNMENT AND COMMUNITY ORGANISATIONS TO ADDRESS LOCAL ISSUES AND IMPROVE THE CAPACITY AND SOCIAL WELLBEING OF THE COMMUNITY ●●	
In 2023-24 we will:	
2.2.2a Develop and deliver an annual Community Sector Training and Development program	City Activation, Community and Place - Community Resilience
2.2.3 WORK WITH PARTNERS TO DEVELOP AND INTEGRATE STRATEGIES THAT STRENGTHEN OUR COMMUNITY ●	
In 2023-24 we will:	
2.2.3a Develop and deliver endorsed actions identified in Community Action Planning	City Activation, Community and Place - Community Resilience
2.2.3b Work in partnership to deliver actions identified in the Resilient Penrith Action Plan	City Activation, Community and Place - Community Resilience
2.2.4 WORK WITH COMMUNITY AND PARTNERS TO FOSTER A SAFE AND WELCOMING CITY	
In 2023-24 we will:	
2.2.4a Develop a Community Safety Plan	City Activation, Community and Place - Community Resilience
2.2.4b Provide support to emergency services to prepare for and respond to emergencies	City Activation, Community and Place - Community Resilience
2.2.5 HELP PROMOTE RESPONSIBLE PET OWNERSHIP	
In 2023-24 we will:	
2.2.5a Deliver educational programs around responsible pet ownership	Animal Services
2.2.6 PROVIDE ADVICE AND HELP PROTECT AND IMPROVE THE HEALTH OF OUR COMMUNITY	
In 2023-24 we will:	
2.2.6a Deliver the annual water health monitoring and sampling program	Environmental Health
2.2.6b Deliver the annual program of Food Safety investigations	Environmental Health
2.2.6c Deliver the annual Skin Penetration Safety Program	Environmental Health
2.2.6d Deliver the annual Public Swimming Pool & Splashpark Safety Program	Environmental Health
2.2.6e Deliver the annual Regulated System Program (Legionella Safety)	Environmental Health
2.2.6f Participate in the annual NSW Health Arbovirus Surveillance Program	Environmental Health

Linked to Local Strategic Planning Statement (LSPS) ●
 Linked to Resilient Penrith Action Plan (RPAP) ●
 Linked to Disability Inclusion Action Plan (DIAP) ●

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

ACTION DETAILS	RESPONSIBILITY
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2.2.7 ENSURE BUILDINGS CONSTRUCTED ARE SAFE AND HEALTHY

In 2023-24 we will:

2.2.7a Continue to undertake fire safety audits and respond to fire safety complaints in a timely manner	Fire Safety Certification
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2.2.8 DELIVER HEALTH, FITNESS AND AQUATIC SERVICES TO SUPPORT SOCIAL, HEALTH AND WELLBEING IN THE COMMUNITY ●

In 2023-24 we will:

2.2.8a Develop a Masterplan to ensure Penrith can meet the future demand on leisure and wellness facilities across the LGA	Aquatic and Leisure Services
2.2.8b Deliver programs for the community to increase participation in Leisure and Wellness activities	Aquatic and Leisure Services

Strategy 2.3 Plan for, deliver and improve community services

2.3.1 DELIVER LIBRARY SERVICES THAT SUPPORT A VIBRANT, CONNECTED COMMUNITY ●●●

In 2023-24 we will:

2.3.1a Focus on further developing and expanding online collections.	Library Services
2.3.1b Review fees on library resources and equipment usage	Library Services
2.3.1c Monitor, maintain and upgrade library infrastructure, and action areas requiring additional investment	Library Services
2.3.1d Actively pursue opportunities for Penrith City Library to better link with local, regional, state and national writing and literary event programs	Library Services
2.3.1e Increase focus on joint programming with Penrith's major cultural facilities and services	Library Services

2.3.2 DELIVER HIGH QUALITY CHILDREN'S SERVICES ●

In 2023-24 we will:

2.3.2a Deliver programmed building and playground upgrades	Children's Services
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2.3.3 PROVISION OF CEMETERIES TO ASSIST IN MEETING COMMUNITY NEEDS

In 2023-24 we will:

2.3.3a Review, update and implement the Cemeteries Policy	Cemeteries
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Linked to Local Strategic Planning Statement (LSPS) ●
 Linked to Resilient Penrith Action Plan (RPAP) ●
 Linked to Disability Inclusion Action Plan (DIAP) ●

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

ACTION DETAILS	RESPONSIBILITY
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Strategy 2.4 Support and provide opportunities to participate in activities and events that celebrate our diversity, culture and creativity

2.4.1 CONDUCT AND SUPPORT EVENTS THAT INCLUDE ALL MEMBERS OF OUR COMMUNITY ●

In 2023-24 we will:

2.4.1a Develop a Night Time Economy Strategy	City Activation, Community and Place - Social Strategy
2.4.1b Deliver the annual REAL Festival in accordance with the REAL Festival Strategy and 10 Year Action Plan	City Activation, Community and Place - Social Strategy
2.4.1c Deliver an annual calendar of civic and ceremonial events	Communications

2.4.2 SUPPORT AND IMPLEMENT INITIATIVES WHICH CONTRIBUTE TO CULTURE AND CREATIVITY ACROSS OUR CITY ●

In 2023-24 we will:

2.4.2a Develop a Cultural Strategy and Action Plan	City Activation, Community and Place - Social Strategy
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Strategy 2.5 Respect, engage and celebrate our diverse Aboriginal and Torres Strait Islander community, their rich heritage and continuing culture

2.5.1 DEVELOP STRATEGIC PARTNERSHIPS WITH ABORIGINAL COMMUNITIES AND COMMUNITY SERVICE PROVIDERS TO HARNESS COLLECTIVE RESOURCES AND RESPOND TO COMMUNITY NEEDS ●

In 2023-24 we will:

2.5.1a Develop a Reflect Reconciliation Action Plan	City Activation, Community and Place - Social Strategy
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Linked to Local Strategic Planning Statement (LSPS) ●
 Linked to Resilient Penrith Action Plan (RPAP) ●
 Linked to Disability Inclusion Action Plan (DIAP) ●

OUTCOME 3: WE PLAN AND SHAPE OUR GROWING CITY

ACTION DETAILS	RESPONSIBILITY
Strategy 3.1 Grow and support a thriving local economy	
3.1.1 ENHANCE AND GROW PENRITH'S ECONOMIC TRIANGLE ● ●	
In 2023-24 we will:	
3.1.1a Deliver identified actions in the Economic Development Strategy 2023-28	City Economy and Marketing
3.1.1b Deliver identified actions in the City Marketing Plan	City Economy and Marketing
3.1.2 FACILITATE AND PURSUE INVESTMENT LEADS BASED ON INDUSTRY SECTOR RESEARCH ●	
In 2023-24 we will:	
3.1.2a Update the City Investment Prospectus and the tools associated with it	City Economy and Marketing
3.1.2b Participate in the CSIRO Gen STEM Partnership	City Economy and Marketing
3.1.3 PROMOTE PENRITH AS A PLACE TO LIVE, VISIT AND WORK IN THROUGH CITY MARKETING AND ECONOMIC DEVELOPMENT INITIATIVES ●	
In 2023-24 we will:	
3.1.3a Implement the 2022-32 Brand Marketing Strategy	City Economy and Marketing
3.1.3b Implement the "THRIVE PENRITH" strategic framework	City Economy and Marketing
3.1.4 FACILITATE OPPORTUNITIES TO INCREASE VISITATION TO PENRITH ● ●	
In 2023-24 we will:	
3.1.4a Deliver identified actions of the Visitor Economy Strategy 2022-32	City Economy and Marketing - Tourism and International Partnerships
3.1.4b Update and distribute the Visitor Guide	City Economy and Marketing - Tourism and International Partnerships
3.1.5 CREATE OPPORTUNITIES TO ENABLE CULTURAL AND ECONOMIC INTERNATIONAL RELATIONSHIPS FOR OUR EXISTING AND FUTURE COMMUNITY	
In 2023-24 we will:	
3.1.5a Deliver identified annual actions of Council's International Partnerships Program	City Economy and Marketing - Tourism and International Partnerships

Linked to Local Strategic Planning Statement (LSPS) ●
 Linked to Resilient Penrith Action Plan (RPAP) ●
 Linked to Disability Inclusion Action Plan (DIAP) ●

OUTCOME 3: WE PLAN AND SHAPE OUR GROWING CITY	
ACTION DETAILS	RESPONSIBILITY
Strategy 3.2 Undertake strategic planning that will ensure balanced growth and liveability	
3.2.1 ENSURE OUR STRATEGIC FRAMEWORK AND VISION ARE CONTEMPORARY AND INFORMS OUR LAND USE PLANNING AND ADVOCACY ●●●	
In 2023–24 we will:	
3.2.1a Review and refine the Advocacy Strategy	City Strategy
3.2.1b Develop a Masterplan for St Marys	City Strategy
3.2.1c Develop a planning analysis report for Penrith City Centre	City Strategy
3.2.2 FACILITATE APPROPRIATE LAND USE OUTCOMES FOR OUR CITY THAT ARE CONSISTENT WITH OUR LOCAL STRATEGIC PLANNING STATEMENT ●	
In 2023–24 we will:	
3.2.2a Assess and progress planning proposals	City Planning
3.2.3 INFLUENCE STATE PLANNING POLICIES AND LEGISLATION TO ENSURE IT RESPONDS TO OUR LAND USE VISION AND THE NEEDS OF OUR COMMUNITY ●	
In 2023–24 we will:	
3.2.3a Contribute to the Development Control Plan (DCP) and precinct plans for the Aerotropolis	City Planning
3.2.4 ENSURE SERVICES, FACILITIES AND INFRASTRUCTURE MEET THE NEEDS OF A GROWING POPULATION THROUGH THE CONTRIBUTIONS FRAMEWORK ●	
In 2023–24 we will:	
3.2.4a Develop contribution plans for provision of local infrastructure	City Planning
3.2.4b Develop and finalise Voluntary Planning Agreements (VPA) to deliver local infrastructure	City Planning
3.2.5 PROVIDE ADVICE AND MAINTAIN A CONTEMPORARY PLANNING FRAMEWORK OF LAND USE AND STATUTORY PLANS ●	
In 2023–24 we will:	
3.2.5a Review Penrith LEP 2010	City Planning
3.2.5b Review the Penrith DCP 2014	City Planning
3.2.6 FACILITATE AND PLAN FOR HOUSING DIVERSITY AND LIVEABILITY ●	
In 2023–24 we will:	
3.2.6a Assist with the implementation of the Western Sydney Planning Partnership (WSPP) District Affordable Housing Strategy	City Planning
3.2.7 GUIDE SUSTAINABLE QUALITY DEVELOPMENT OUTCOMES FOR THE COMMUNITY THROUGH EXPERT ADVICE, TRANSPARENT, EFFICIENT ASSESSMENT, POLICY INPUT AND CONTINUOUS IMPROVEMENT	
In 2023–24 we will:	
3.2.7a Provide timely assessment of development Applications (DAs)	Development Applications

Linked to Local Strategic Planning Statement (LSPS) ●
 Linked to Resilient Penrith Action Plan (RPAP) ●
 Linked to Disability Inclusion Action Plan (DIAP) ●

OUTCOME 3: WE PLAN AND SHAPE OUR GROWING CITY

ACTION DETAILS	RESPONSIBILITY
3.2.8 HELP MINIMISE IMPACTS ON THE ENVIRONMENT FROM UNAUTHORISED ACTIVITIES	
In 2023–24 we will:	
3.2.8a Conduct inspections of construction sites and developments	Development Compliance
3.2.9 ENSURE PRIVATELY OWNED SWIMMING POOLS ARE SAFE AND HEALTHY	
In 2023–24 we will:	
3.2.9a Develop and implement a program to educate and inform the public about private swimming pools	Development Compliance
3.2.9b Carry out proactive inspections of residential premises containing swimming pools	Development Compliance
<p>Strategy 3.3 Work with partners to develop plans that support the needs and interests of our community</p>	
3.3.1 SUPPORT AND INFLUENCE TRI-GOVERNMENT STRATEGIC PLANNING IN THE WESTERN PARKLAND CITY BY RESPONDING TO THE CITY DEAL COMMITMENTS ●	
In 2023–24 we will:	
3.3.1a Continue to work with government stakeholders through collaborative partnership arrangements	City Strategy
3.3.1b Contribute to the development of planning strategies for the Western Parkland City	City Strategy
3.3.2 WORK WITH GOVERNMENT TO DEVELOP STRATEGIC PLANS FOR PRIORITY PRECINCTS WITHIN THE GREATER PENRITH TO EASTERN CREEK GROWTH AREA ●●●	
In 2023–24 we will:	
3.3.2a Finalise the draft Places of Penrith Strategy stage 1 <ul style="list-style-type: none"> • Employment Lands • Green Grid • Revised Local Housing and Corridors 	City Strategy
3.3.3 SUPPORT THE WORK OF THE FEDERAL AND STATE GOVERNMENT IN DELIVERING SYDNEY METRO WESTERN SYDNEY AIRPORT IN TIME FOR THE OPENING OF THE WESTERN SYDNEY AIRPORT ●	
In 2023–24 we will:	
3.3.3a Facilitate implementation of Interface Agreement with Sydney Metro	City Strategy
3.3.4 CERTIFY FUTURE PUBLIC ASSETS BEING DELIVERED AS PART OF DEVELOPMENT	
In 2023–24 we will:	
3.3.4a Continue to work with developers to ensure the approval and certification of public civil assets	Development Engineering

Linked to Local Strategic Planning Statement (LSPS) ●
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 Linked to Disability Inclusion Action Plan (DIAP) ●

OUTCOME 4 – WE MANAGE AND IMPROVE OUR BUILT ENVIRONMENT

ACTION DETAILS	RESPONSIBILITY
<p>Strategy 4.1 Plan and manage sustainable transport infrastructure and networks to meet current and future community needs</p>	
<p>4.1.1 WORK WITH RELEVANT AUTHORITIES TO ENSURE ADEQUATE ARTERIAL ROAD INFRASTRUCTURE AND PUBLIC TRANSPORT SERVICES</p>	
<p>In 2023–24 we will:</p>	
<p>4.1.1a Continue to seek and secure appropriate grant funding to address road safety and accident black spots across our local road network</p>	<p>Traffic Management, Parking and Road Safety</p>
<p>4.1.1b Advocate for improved active and public transport</p>	<p>Traffic Management, Parking and Road Safety</p>
<p>4.1.2 IMPROVE THE AMENITY OF COUNCIL OWNED PUBLIC TRANSPORT ASSETS</p>	
<p>In 2023–24 we will:</p>	
<p>4.1.2a Implement the rolling Bus Shelter Renewal Program by installing 4 bus shelters</p>	<p>City Presentation – Civil Operations</p>
<p>4.1.3 HELP ENSURE EFFICIENT AND FAIR USE OF PARKING SPACES ACROSS THE CITY ●</p>	
<p>In 2023–24 we will:</p>	
<p>4.1.3a Continue to monitor the number of vehicles that have overstayed</p>	<p>Ranger Services</p>
<p>4.1.4 PROVIDE TECHNICAL ADVICE ON PARKING ISSUES AND PLAN FOR THE DELIVERY OF PARKING INFRASTRUCTURE</p>	
<p>In 2023–24 we will:</p>	
<p>4.1.4a Provide timely and accurate advice on the future parking needs across the city</p>	<p>Traffic Management, Parking and Road Safety</p>

Strategy 4.2 Plan for and maintain accessible, safe and high quality infrastructure

<p>4.2.1 PROVIDE TECHNICAL ADVICE AND WORK COLLABORATIVELY WITH STAKEHOLDERS TO DEVELOPMENT AND IMPLEMENT ROAD SAFETY PROGRAMS</p>	
<p>In 2023–24 we will:</p>	
<p>4.2.1a Advocate for improved road safety across the LGA (with a particular focus on local schools)</p>	<p>Traffic Management, Parking and Road Safety</p>
<p>4.2.2 IMPROVE THE AMENITY OF THE CITY'S ROADS, PATHWAYS AND DRAINAGE NETWORK ●</p>	
<p>In 2023–24 we will:</p>	
<p>4.2.2a Deliver an annual program of scheduled and reactive maintenance on the City's roads and pathways</p>	<p>City Presentation – Civil Operations</p>
<p>4.2.2b Implement the rolling Road Asset Renewal Program</p>	<p>City Presentation – Civil Operations</p>
<p>4.2.2c Implement the rolling Footpath and Shared Pathway Program</p>	<p>City Presentation – Civil Operations</p>
<p>4.2.2d Deliver annual program of maintenance on Council's drainage infrastructure</p>	<p>City Presentation – Civil Operations</p>

Linked to Local Strategic Planning Statement (LSPS) ●
 Linked to Resilient Penrith Action Plan (RPAP) ●
 Linked to Disability Inclusion Action Plan (DIAP) ●

OUTCOME 4 – WE MANAGE AND IMPROVE OUR BUILT ENVIRONMENT

ACTION DETAILS	RESPONSIBILITY
4.2.3 DESIGN AND DELIVER COUNCIL'S MAJOR CAPITAL PROJECTS	
In 2023–24 we will:	
4.2.3a Progress the construction of the Gipps Street Recreation Precinct project	Design and Projects
4.2.3b Complete the construction of the Regatta Park Precinct project	Design and Projects
4.2.3c Progress the construction of the Dunheved Road Upgrade project	Design and Projects
4.2.3d Complete the construction of the City Park project	Design and Projects
4.2.3e Progress the Coreen Avenue Upgrade project	Design and Projects

Strategy 4.3 Plan for, maintain and provide spaces and facilities that support opportunities for people to participate in recreational activities

4.3.1 MANAGE AND FACILITATE THE USE OF COMMUNITY, SPORT, RECREATION AND OPEN SPACE FACILITIES	
In 2023–24 we will:	
4.3.1a Introduce an online booking platform and implement online facility bookings	Community Facilities and Recreation Planning
4.3.2 PLAN FOR COMMUNITY FACILITY, SPORT, RECREATION, PLAY, OPEN SPACE INFRASTRUCTURE PROVISION AND SUPPORT PROJECT DELIVERY 	
In 2023–24 we will:	
4.3.2a Progress and complete actions identified in the Sport and Recreation Strategy 5 year program	Community Facilities and Recreation Planning
4.3.2b Undertake community engagement to establish future use and facility infrastructure needs at Ron Mulock Oval, Thornton	Community Facilities and Recreation Planning
4.3.3 IMPROVE THE AMENITY OF THE CITY'S SPORTSGROUNDS, PARKS AND OPEN SPACES	
In 2023–24 we will:	
4.3.3a Deliver an annual program of maintenance on Council's sportsgrounds and parks	City Presentation – Parks, Sportsgrounds and Open Space Maintenance
4.3.3b Contribute to the delivery of rolling Parks Asset Renewal Program	City Presentation – Parks, Sportsgrounds and Open Space Maintenance

Linked to Local Strategic Planning Statement (LSPS) 
 Linked to Resilient Penrith Action Plan (RPAP) 
 Linked to Disability Inclusion Action Plan (DIAP) 

OUTCOME 4 – WE MANAGE AND IMPROVE OUR BUILT ENVIRONMENT

ACTION DETAILS	RESPONSIBILITY
Strategy 4.4 Ensure our public places are clean, safe, shaded, secure and accessible	
4.4.1 IMPROVE THE AMENITY OF THE CITY’S PUBLIC SPACES ●	
In 2023–24 we will:	
4.4.1a Deliver annual program of maintenance on Council’s public spaces	City Presentation – Public Space and Building Maintenance
4.4.1b Deliver annual program of maintenance on public trees	City Presentation – Public Space and Building Maintenance
4.4.1c Deliver annual program of maintenance on Council’s public buildings	City Presentation – Public Space and Building Maintenance
4.4.2 HELP MAKE OUR PUBLIC SPACES AND COMMUNITY FACILITIES SAFE AND PLEASANT PLACES TO BE	
In 2023–24 we will:	
4.4.2a Conduct regular illegal signage and abandoned shopping trolley compliance campaigns	Ranger Services



Linked to Local Strategic Planning Statement (LSPS) ●
 Linked to Resilient Penrith Action Plan (RPAP) ●
 Linked to Disability Inclusion Action Plan (DIAP) ●

OUTCOME 5 – WE HAVE OPEN AND COLLABORATIVE LEADERSHIP

ACTION DETAILS	RESPONSIBILITY
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Strategy 5.1 Communicate effectively with the community about the programs and services provided by Council

5.1.1 ENSURE OUR COMMUNITY IS ACTIVELY INFORMED ABOUT COUNCIL'S NEWS AND ACTIVITIES

In 2023-24 we will:

5.1.1a	Produce 4 quarterly "Our Place" community news brochures	Communications
5.1.1b	Undertake communication campaigns for Council's major projects and programs	Communications
5.1.1c	Investigate opportunities for new ways to communicate with the community	Communications

5.1.2 PROVIDE A QUALITY CUSTOMER EXPERIENCE THROUGH THE CONTACT CENTRE AND FRONT COUNTER IN LINE WITH THE CUSTOMER PROMISE

In 2023-24 we will:

5.1.2a	Continue to analyse and interpret data to identify areas of improvement and implement changes as required to improve our customer experience	Customer Experience
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Strategy 5.2 Encourage community participation in collective decisions and initiatives

5.2.1 MANAGE COUNCIL'S COMMUNITY ENGAGEMENT FRAMEWORK ●

In 2023-24 we will:

5.2.1a	Develop and implement Council's engagement guidelines and toolkit to ensure best practice when engaging the community	Corporate Strategy
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Strategy 5.3 Deliver an efficient, transparent and accountable service to the community

5.3.1 PROVIDE PROPERTY SERVICES AND MANAGE COMMUNITY AND COMMERCIAL REQUESTS FOR THE USE OF COUNCIL CONTROLLED LAND

In 2023-24 we will:

5.3.1a	Continue to assess street closure and outdoor dining applications in a timely manner	Property Development and Management
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5.3.2 ENSURE COUNCIL'S INFORMATION TECHNOLOGY IS CONTEMPORARY AND MEETS THE NEEDS OF THE ORGANISATION AND THE COMMUNITY ●

In 2023-24 we will:

5.3.2a	Implement Customer Experience Transformation technology project – Community Facilities and Recreation online booking, payments, facilities management and access	Information Technology
5.3.2b	Implement Customer Experience Transformation technology project – Customer Feedback, Satisfaction and Complaints	Information Technology
5.3.2c	Implement Customer Experience Transformation Program – Corporate Website – new Platform and Redevelopment	Information Technology
5.3.2d	Implement Customer Experience Transformation Program – Childrens Services Enquiry and Request Management	Information Technology

● **Linked to Local Strategic Planning Statement (LSPS)**
● **Linked to Resilient Penrith Action Plan (RPAP)**
● **Linked to Disability Inclusion Action Plan (DIAP)**

OUTCOME 5 – WE HAVE OPEN AND COLLABORATIVE LEADERSHIP	
ACTION DETAILS	RESPONSIBILITY
5.3.3 SUPPORT FINANCIAL SUSTAINABILITY THROUGH FINANCIAL PLANNING AND BUDGET MANAGEMENT AND PROVIDE ACCURATE REPORTING TO THE COMMUNITY	
In 2023–24 we will:	
5.3.3a Provide accurate information on Council's financial position and activities to Council and the community	Financial Services
5.3.3b Ensure compliance with all regulatory financial requirements, including the completion of annual financial statements	Financial Services
5.3.4 ENSURE OUR INTEGRATED PLANNING AND REPORTING (IP&R) RESPONSIBILITIES ARE MET	
In 2023–24 we will:	
5.3.4a Conduct an audit of Council's strategy register and undertake ongoing management of the digital platform to inform the Delivery Program and Operational Plan	Corporate Strategy
5.3.4b Ensure compliance with all IP&R reporting requirements	Corporate Planning and Performance
5.3.4c Ensure compliance with all IP&R planning requirements	Corporate Planning and Performance
5.3.4d Introduce the strategy development framework across Council and provide ongoing support in its implementation	Corporate Strategy
5.3.5 SUPPORT AND DRIVE THE ORGANISATION IN IDENTIFYING BUSINESS IMPROVEMENT OPPORTUNITIES AND SERVICE REVIEWS	
In 2023–24 we will:	
5.3.5a Deliver the LEAP (Leading Excellence and Performance) review program: Recruitment	Business Improvement
5.3.5b Deliver the LEAP (Leading Excellence and Performance) review program: Development Referrals	Business Improvement
5.3.5c Deliver the LEAP (Leading Excellence and Performance) review program: Project Management	Business Improvement
5.3.5d Deliver the LEAP (Leading Excellence and Performance) review program: Grants and Commitments	Business Improvement
5.3.5e Continue procurement and commence implementation for Enterprise Resource Planning (ERP)	Business Systems

Linked to Local Strategic Planning Statement (LSPS) 
 Linked to Resilient Penrith Action Plan (RPAP) 
 Linked to Disability Inclusion Action Plan (DIAP) 

OUTCOME 5 – WE HAVE OPEN AND COLLABORATIVE LEADERSHIP

ACTION DETAILS	RESPONSIBILITY
Strategy 5.4 Plan for and manage City resources for current and future generations	
5.4.1 REDUCE COUNCIL'S RELIANCE ON RATEABLE INCOME, BY DELIVERING PROPERTY PROJECTS TO ACHIEVE FINANCIAL RETURNS OR SIGNIFICANT VALUE TO COUNCIL AND THE COMMUNITY	
In 2023–24 we will:	
5.4.1a Progress the Erskine Park Urban Reinvestment Project to subdivision construction stage	Property Development and Management
5.4.1b Continue progress on 131 Henry Street	Property Development and Management
5.4.1c Progress the 158–164 Old Bathurst Road, Emu Plains Project	Property Development and Management
5.4.1d Develop property investment options and solutions	Property Development and Management
5.4.2 REALISE THE POTENTIAL OF LAND AND PROPERTY ASSETS BY FOCUSING ON OPERATIONAL AND COMMERCIAL SUSTAINABILITY OF COUNCIL'S PROPERTY PORTFOLIO	
In 2023–24 we will:	
5.4.2a Progress the Kingswood and St Marys commuter car park projects	Property Development and Management
5.4.3 MANAGE COUNCIL'S ASSETS TO MINIMISE RISK, REFLECT LIFECYCLE COSTS AND MEET COMMUNITY NEEDS ●	
In 2023–24 we will:	
5.4.3a Improve systems and processes around asset management	Strategic Asset Management
5.4.4 ENHANCE THE ENGAGEMENT AND PERFORMANCE OF OUR EMPLOYEES SO THAT OUR ORGANISATION CAN THRIVE AND DELIVER HIGH QUALITY OUTCOMES FOR THE COMMUNITY ●	
In 2023–24 we will:	
5.4.4a Continue implementation of our Capability Framework	People and Culture
5.4.4b Grow Leadership Development	People and Culture
5.4.4c Review the WHS Management System	People and Culture
5.4.4d Strengthen child-safe practices as part of our commitment to being a child safe organisation	People and Culture

Linked to Local Strategic Planning Statement (LSPS) ●
 Linked to Resilient Penrith Action Plan (RPAP) ●
 Linked to Disability Inclusion Action Plan (DIAP) ●

LEAP

Leading Excellence and Performance

In 2021 the Office of Local Government implemented a mandate that required all Councils in NSW to undertake and report on the progress of service reviews. The LEAP (Leading Excellence and Performance) Program has been developed to adhere to these requirements.

The program completes the service offering currently undertaken by the Business Improvement team, which currently includes process improvement, customer journey mapping and strategic business reviews. The seven projects identified in the LEAP program have been driven by the business, as areas requiring strategic cross-functional improvement aimed at improving the service delivery for the community.

PROJECT	BRIEF	YEAR 1 (2023-24)	YEAR 2 (2024-25)	YEAR 3 (2025-26)
Project management	A review into the way project management is undertaken across the organisation	✓	✓	
Grants/Electoral commitments	A review of the way Council applies for grants and the way funds are committed to Council. e.g. election commitments	✓		
Internal referrals	A look at the processes related to internal referrals between departments in relation to development	✓		
Corporate functions	Review undertaken to look at our recruitment processes	✓	✓	
Sustainable initiatives	A review into minor plant with a change over to battery operated equipment		✓	
Community compliance	A review into the management of complaints relating to development		✓	
Asset handover	Review the processes and activities undertaken at various points in the asset handover from developers		✓	✓
Emerging priorities	Capacity to undertake reviews that are identified as urgent			✓

2023-24 Budget and Financial Information

2023-24 BUDGET BY OUTCOME				
OUTCOME	OPERATING BUDGET '000	CAPITAL BUDGET '000	INCOME BUDGET '000	NET BUDGET '000
Outcome 1 We protect & enhance an ecologically sustainable environment	51,294	386	(45,680)	5,999
Outcome 2 We are welcoming, healthy, happy, creative and connected	76,235	2,548	(50,005)	28,779
Outcome 3 We plan and shape our growing City	21,539	782	(7,478)	14,843
Outcome 4 We manage and improve our built environment	59,659	112,818	(109,350)	63,127
Outcome 5 We have open and collaborative leadership	2,611	15,526	(130,885)	(112,748)
	211,337	132,061	(343,398)	0
Corporate Enablers*	16,218	3,921	(3,553)	16,587

*Corporate Enablers is the 2023-24 budget of services that enable Council to meet all its legislative requirements and ensure the organisation is running efficiently. These currently sit within Outcome 5. Further details about the Corporate Enablers can be found in our Delivery Program 2022-26 document.



2023-24 BUDGET BY FUNCTION

FUNCTION	OPERATING BUDGET '000	CAPITAL BUDGET '000	INCOME BUDGET '000	NET BUDGET '000
Animal Services	1,138.6	-	(393.3)	745.3
Aquatic and Leisure Services	9,510.0	400.0	(6,445.0)	3,465.0
Business Improvement	685.3	-	-	685.3
Business Systems	1,819.6	-	(0.8)	1,818.8
Cemeteries	880.3	30.0	(910.3)	-
Children's Services	36,010.6	850.0	(33,899.1)	2,961.5
City Economy and Marketing	1,354.7	-	(167.3)	1,187.4
City Planning	3,825.6	782.4	(2,073.2)	2,534.7
City Strategy	3,521.5	-	(1,284.4)	2,237.1
Civil Maintenance, Renewal and Construction	14,617.3	41,894.7	(38,130.1)	18,381.8
Communications	3,218.5	-	(158.7)	3,059.8
Community Facilities and Recreation Operations	1,831.5	99.0	(781.7)	1,148.8
Community Facilities and Recreation Planning	2,121.1	793.7	(1,286.4)	1,628.4
Community Resilience (Community Safety)	601.9	400.0	(400.0)	601.9
Community Resilience (Neighbourhood Renewal)	2,196.1	265.0	(2,028.6)	432.5
Corporate Strategy and Performance	1,094.9	-	50.0	1,144.9
Council and Corporate Governance	1,525.2	-	159.0	1,684.2
Customer Experience	3,507.4	-	(169.2)	3,338.2
Data and Visualisation	1,004.9	-	(4.0)	1,000.9
Design and Projects	4,804.1	61,571.5	(60,528.3)	5,847.3
Development Applications	6,862.9	-	(2,828.4)	4,034.4
Development Compliance	2,809.6	-	(524.6)	2,285.0
Development Engineering	1,844.3	-	(535.5)	1,308.8
Divisional Assurance (City Services)	1,177.5	50.0	(377.3)	850.1
Environment Health (Biodiversity)	2,489.0	385.7	(1,394.5)	1,480.1
Environmental Health (Public Health)	1,643.1	-	(458.5)	1,184.6
Executive Services	5,179.4	-	236.7	5,416.0
Financial Services	2,759.7	-	(150,356.4)	(147,596.7)
Fire Safety and Certification	1,863.2	-	(648.0)	1,215.2
Fleet and Plant Management	309.9	3,871.2	(4,354.1)	(173.0)
Floodplain and Stormwater Management	2,020.8	-	(1,523.9)	497.0
Information Management	-	-	-	-
Information Technology	973.7	549.2	(379.3)	1,143.6
Insurance and Risk Management	575.8	-	-	575.8
Internal Audit	534.2	-	(52.0)	482.3
Legal Services	673.6	-	840.0	1,513.6
Libraries	7,891.4	564.9	(627.9)	7,828.5

2023-24 BUDGET BY FUNCTION

FUNCTION	OPERATING BUDGET '000	CAPITAL BUDGET '000	INCOME BUDGET '000	NET BUDGET '000
Nursery Operations and Bushcare	1,380.6	-	(375.6)	1,004.9
Penrith Performing & Visual Arts	5,099.4	-	(2,703.5)	2,395.9
Penrith Whitewater Stadium	-	-	-	-
People and Culture	6,005.0	-	(594.1)	5,411.0
Place and Activation	2,044.9	-	90.0	2,134.9
Project Management Office (PMO)	706.9	-	-	706.9
Property Development and Management	(34,999.0)	11,056.0	24,701.7	758.7
Public Space Maintenance (Buildings)	2,536.4	7,989.6	(4,675.6)	5,850.4
Public Space Maintenance (City Services)	19,220.6	-	(327.1)	18,893.5
Public Space Maintenance (Cross City)	10,091.0	-	(1,898.5)	8,192.5
Purchasing and Supply	1,388.7	-	(231.5)	1,157.2
Ranger Services	2,366.0	-	(1,489.8)	876.1
Regional Illegal Dumping	1,680.1	-	(1,571.8)	108.3
Resilience	829.1	-	(420.4)	408.6
Security and Emergency Services Management	4,307.7	20.0	(71.5)	4,256.1
Social Strategy	2,218.7	18.5	(1,088.5)	1,148.7
Strategic Asset Management Planning	4,469.4	-	(194.7)	4,274.7
Sustainability	623.8	-	(64.6)	559.2
Tourism and International Partnerships	1,320.2	-	(64.5)	1,255.7
Traffic Management, Parking and Road Safety	2,071.5	469.0	(232.5)	2,308.1
Waste Avoidance and Resource Recovery	43,099.2	-	(40,749.8)	2,349.3
Sub Total	211,337.2	132,060.5	(343,397.6)	(0.0)

Budget and Revenue Policies and Statements

DELIVERY PROGRAM FINANCIAL ESTIMATES – 2022-26

	2022-23 REVISED BUDGET \$000	2023-24 ORIGINAL BUDGET \$000	2024-25 ORIGINAL BUDGET \$000	2025-26 ORIGINAL BUDGET \$000
Operating Expenditure				
Employee Costs	(135,637.8)	(147,873.7)	(149,249.4)	(152,832.0)
Interest Charges	(1,233.3)	(2,730.8)	(2,268.7)	(1,826.5)
Depreciation and Amortisation	(47,418.0)	(53,920.5)	(57,395.7)	(59,629.4)
Materials and Contracts	(99,317.6)	(91,895.0)	(93,347.7)	(93,832.4)
Other Expenses	(13,269.7)	(14,200.7)	(15,199.5)	(15,425.6)
Net (Loss)/Gain from the Disposal of Assets	(554.2)	40,127.5	4,718.7	(580.3)
Total Operating Expenditure	(297,430.6)	(270,493.2)	(312,742.4)	(324,126.1)

Operating Revenue

Rates and Annual Charges	187,595.5	198,908.7	206,860.0	214,059.0
User Charges and Fees	45,659.4	49,984.3	48,351.0	49,792.0
Interest Income	4,898.3	7,662.9	7,330.1	6,953.2
Operating Grants and Contributions	12,645.8	18,537.7	18,128.5	17,756.4
Other Revenue	7,963.9	7,190.6	7,515.4	7,604.6
Total Operating Revenue	258,763.0	282,284.2	288,185.0	296,165.1
Result before Capital Grants and Contributions	(38,667.6)	11,791.0	(24,557.4)	(27,960.9)
Capital Grants & Contributions	67,859.7	71,886.1	87,206.7	111,048.7
Operating Result	29,192.1	83,677.1	62,649.2	83,087.8

Funding Statement (Sources & Application)

Add back non funded items	49,829.7	59,156.0	62,631.2	64,864.8
Funds received from Sale of Assets	9,852.9	52,254.3	5,532.3	1,809.2
Loans Received	37,800.0	-	-	-
Budget (Surplus) / Deficit	-	-	-	-
Funds Transferred (to)/from Reserves held	61,131.4	(63,119.2)	(16,306.0)	6,288.8
Net Fund Available	187,806.2	131,968.3	114,506.7	156,050.6

Application of Funds

Assets Acquired	(181,132.9)	(121,031.3)	(104,923.9)	(145,800.6)
Internal Loans	81.2	92.2	94.3	77.6
Loan Repayments Made	(6,754.5)	(11,029.1)	(10,699.8)	(9,971.4)
Total Application	(187,806.2)	(131,968.3)	(115,529.3)	(155,694.5)
Net Costs funded from Rates & Other Untied Income	-	-	(1,022.6)	356.1

FRAMEWORK

This section provides a background to Council's financial capacity and sets out Council's financial intentions for 2023-24. 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 AND STRATEGY

Penrith is a large Regional City with a population of approximately 219,685 and 78,766 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 \$2.73 billion worth of assets.

Council's Long-Term Financial Plan has been developed considering 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 City 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.

In 2015 Penrith was deemed 'Fit for the Future' by IPART providing an independent validation of the strategies 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.

The 2016-17 SRV incorporated four annual increases of 9.09% in 2016-17, 5.0% in 2017-18, 5.2% in 2018-19 and 5.4% in 2019 and included allocations for the following:

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

This 2016-17 SRV was one important element of a broader suite of Council strategies and actions

developed over the past few years, including reform of our financial structures and commitment to the continuous pursuit of productivity. Savings from better ways of doing things, harnessing technology improvements, implementing new systems and reviewing service delivery will provide the capacity to continue to service our growing city. The development of the 2022-23 Budget will incorporate annual savings already identified in prior years and will continue to focus on identifying areas where further productivity savings can be achieved.

To clarify our direction, the financial strategies implemented to improve our financial capacity have been summarised under the acronym "Sustain".



These seven strategies will provide a framework to guide our approach, set outcomes, assist in decision making, and measure success in achieving ongoing financial sustainability.



Budget overview

A balanced budget has currently been prepared for 2023-24 although a number of variables remain outstanding, including the Financial Assistance Grant. Some capacity has been provided within the budget to allow Council to respond to any small changes in estimates.

The 2023-24 budget is summarised below:

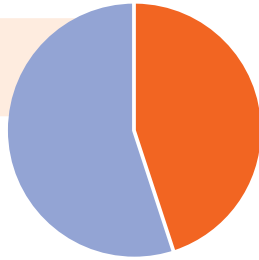
BUDGET - FUNDING SUMMARY

	2022-23 ORIGINAL BUDGET \$'000	2023-24 ORIGINAL BUDGET \$'000
Income		
Rates	147,976	155,155
Fees & Charges	92,627	100,928
Grants & Contributions	51,936	90,424
Net Reserve Movements	45,316	(63,119)
Other Income	46,603	60,010
Total Income	384,458	343,398
Expenditure		
Capital Works	152,944	121,031
Other Expenses	231,514	222,366
Total Expenditure	384,458	343,398
Net Budget Position Surplus/(Deficit)	0	0

Where will the money come from? \$343.4m

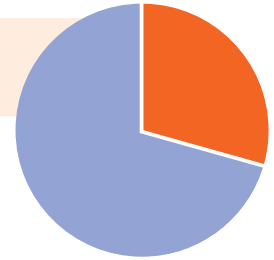
Rates \$155m, 45%

Residential and Business Rates.



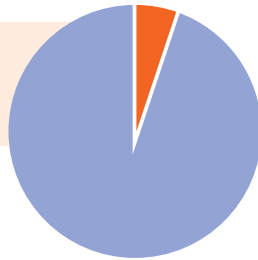
Fees and Charges \$101m, 29%

Development Applications, Waste and Stormwater Management Charges, Facility Hire, Childcare fees, Pool and Gym entry fees.



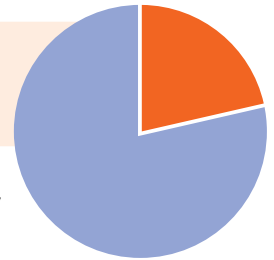
Operating Grants and Contributions \$19m, 5%

Financial Assistance Grant, Library Subsidy, Childcare Subsidies.



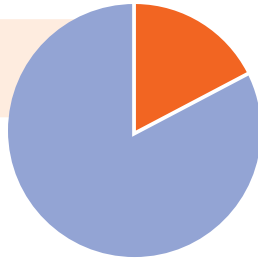
Capital Grants and Contributions \$72m, 21%

s7.11 Developer Contributions, Roadworks Grants, Other Capital Works Grants



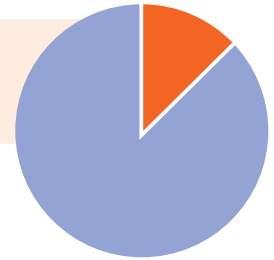
Other Income \$60m, 17%

Interest Income, Asset Sales, Loan Borrowings.



Net Reserve Movements (\$63m), (18%)

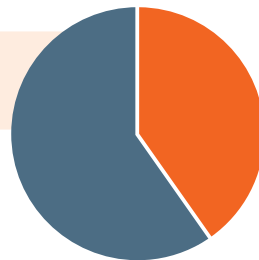
Net result of transfers into reserves vs transfers out of reserves.



Where will the money be spent? \$343.4m

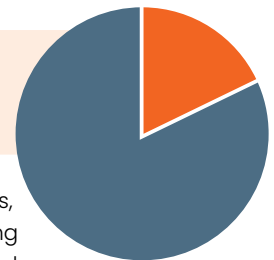
Employee Costs \$143m, 42%

Salaries and Wages, Superannuation, Annual Leave, Long Service Leave, Workers Compensation, Training.



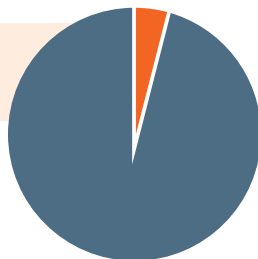
Materials, Contracts and Other \$66m, 19%

Garbage collection contracts, IT Software Contracts, building maintenance contracts, plumbers, electricians, maintenance and operational materials.



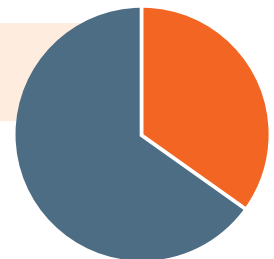
Debt Servicing \$14m, 4%

Interest and Principal Loan Repayments.



Capital Works \$121m, 35%

Major Projects, Asset Renewals and Upgrades, Property Development, Plant and Fleet Purchases, Library and ICT Resources



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 services.
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.

As part of the Annual Budget process, Managers review their department's fees and charges. This generally involves recommending revised fee amounts, setting new fees, or removing existing fees for their services. They may also consider applying appropriate index or extend to a full costing or community benefit exercise. The extent of the review is determined by the degree of change that has occurred over the previous year. Where services remain unchanged the fee applicable will normally increase a small amount to reflect the impact of inflation (or wage rises) on the cost of providing the service. For services that are subsidised, the level of subsidy will remain to ensure that the original intent adopted by Council is maintained.

The following factors are to be 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)
- Benchmarking with others providing similar services.

Annual reviews of fees and charges may be as simple as applying an appropriate index or may extend to a full costing or community benefit exercise.

Council may also choose to retain fees and charges at the same level, considering such issues as social factors, community benefit, ability of the user to pay, and the comparative fees charged by others (benchmarking).

RATING INFORMATION

Rating Increase – IPART Rate Peg

The rate peg is set and announced by IPART each year and is based on two factors:

- The annual change in the Local Government Cost Index, which measures the average costs experienced by NSW Councils and,
- A net population factor which is calculated for each council and is equal to the annual change in a council's residential population, adjusted for revenue received from supplementary valuations.

Councils can adopt the rate peg or apply to IPART for a higher increase under a Special Rate Variation (SRV).

IPART announced the 2023-24 rate peg as 3.7% for Penrith City Council in September 2022. This increase was made up of the standard rate peg for all councils of 3.7% with a 0% net population factor. Penrith City Council did not receive any population factor on top of the rate peg as revenue generated from our supplementary valuations calculated as a % exceeds IPART's calculations as a % of how much our population has grown, and therefore the population factor is set at zero.

The rate peg applies to the amount of rates that Council can collect in total, and in non-revaluation years the rate peg percentage generally reflects the increase that ratepayers will experience. In revaluation years, or if there is a changing rates structure (such as Council's phased in Rural subsidy), the average increase will be around the rate peg increase, however the increase for individual ratepayers will differ.

Council Rates for 2023-24

Penrith City Council introduced a lower rate for residential properties in rural areas from 1 July 2021 by creating two residential sub-categories. In 2021-22 a 4.5% subsidy applied to these two sub-categories from the amount payable in 2020-21 and an additional 6% subsidy applied in 2022-23.

Council has supported the continuation of the phasing in of the Residential Rural Rate subsidy for 2023-24. It is estimated that a further 8% subsidy will apply in 2023-24. The aim of the changes is to gradually deliver an eventual differential rate of 30% lower than the general urban residential rate over a four year period. For 2023-24 being the third year of the 4 year plan, the differential rate will be around 28% lower and therefore the plan is currently on track with only a small additional subsidy needed in 2024-25 to achieve the desired differential rate of 30%.

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 that 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 with property owners below a certain land value threshold paying a minimum amount.

Every three years Council receives updated valuations for all properties in the Local Government Area. The Valuer General has recently provided the General Valuation of land for our LGA (Local Government Area) with a Base Date of 1 July 2022, and the new land valuations will be used for the assessment of rates from 1 July 2023 and for the following two financial years as well.

Council currently charges rates on three types of Land Categories with two Business and two Residential sub-categories:

- a. Residential – General, with the following sub-categories:
 - i. Residential – Rural Area
 - ii. Residential – Rural 2 to 40 Hectares with dwelling
- b. Farmland
- c. Business – General, with the following sub-categories:
 - i. Penrith CBD
 - ii. St Mary's Town Centre

Pension Rebates

Council provides eligible pensioners a pensioner subsidy. Council's policy provides for a 50% rebate of rates and domestic waste charges to a maximum of \$250. In addition, pensioners are given an additional rebate equivalent to the Stormwater Management Service Charge (applies to urban properties only).

Rates Revenue for 2023-24

Council currently has around 78,766 rateable properties contributing approximately 39% 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 \$507,863 will be raised from Penrith CBD rates and \$386,542 will be raised from St Marys Town Centre rates.

The 2023-24 Budget includes initial estimates for rates income with a net increase of \$7.1m for Rates Income over the original estimate for 2022-23 included. This includes predictions for growth of both Residential and Non-Residential rates.

2023-24 RATES LEVY INCOME					
RATE CATEGORY	AD VALOREM RATE \$	MINIMUM RATE 2022-23 \$	MINIMUM RATE INCREASE \$	TOTAL ANTICIPATED GROSS REVENUE \$'000	NUMBER OF PROPERTIES
Residential	0.00222738	1,228.30	43.80	94,238	69,879
Residential – Rural Area	0.00160584	1,228.30	43.80	18,233	4,700
Residential – Rural 2 to 40 Hectares with dwelling	0.00160584	1,228.30	43.80	937	200
Farmland	0.00111369	1,228.30	43.80	4,991	308
Business	0.00320723	1,497.40	53.40	29,253	3,052
Business – Penrith CBD Rate	0.00518333	1,497.40	53.40	3,677	400
Business – St Marys Town Centre Rate	0.00478519	1,497.40	53.40	1,077	227
TOTAL RATING INCOME				\$152,406*	78,766

*N.B. The revenues identified in this section represent the gross anticipated revenues from the Rates Levy on 1 July 2023 prior to the application of Pensioner Subsidies, part year growth, Provision for Doubtful debts, and other subsidies and abandonments. These rates presented are indicative only and are subject to change before the formal rates are adopted at the 26 June 2023 Ordinary Meeting, due to supplementary changes and categorisation changes.

Stormwater Management Service Charge (SMSC)

The Annual Stormwater Management Service Charge (SMSC) ensures Council can deliver a wide range of stormwater management initiatives essential to the health of the catchment and responding to community expectations.

The maximum charge for urban businesses is capped by legislation at \$25 plus \$25 for each additional (or part of) 350 square metres. Council currently charges below the maximum amount and has set the level at \$22.80. When the SMSC was introduced in 2012 it was agreed to cap the charge at the level of revenue businesses were already contributing to storm water components, hence the reduced charge.

The charge for urban residential properties is set at the maximum amount of \$12.50 for residential strata properties and \$25.00 for no-strata residential properties.

Rural properties and vacant properties are exempt from the SMSC. Pensioners are given a rebate equal to the SMSC, so are effectively exempt also.

The table below shows the anticipated number of properties subject to the annual SMSC, and an estimate of the revenue to be generated in 2023-24. Note that some part year SMSC charges are included for new services that come on throughout the year, therefore the calculation of the number of assessments by the annual charge does not equate exactly to the forecast revenue totals.


2023-24 ESTIMATED STORMWATER MANAGEMENT SERVICE CHARGE REVENUE			
STORMWATER CATEGORY	ANNUAL CHARGE (\$)	NUMBER OF PROPERTIES	2023-24 TOTAL REVENUE (\$)
Urban Residential			
Residential	25.00	45,146	1,128,650
Residential (Strata)	12.50	13,135	164,188
Residential (Pensioner)	25.00*	8,195	-
Residential (Strata - Pensioner)	12.50*	1,195	-
Urban Business			
Business	\$22.80 plus an additional \$22.80 for each 350 square metres or part of 350 square metres by which the area of parcel of land exceeds 350 square metres	3,286	1,000,827
TOTAL REVENUE		61,567	2,293,665

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



BUSINESS SUB-CATEGORY PENRITH CBD RATE


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

 Penrith CBD Rate



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



Domestic Waste Management

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 number of service options with the most popular being the 3-bin Sustainable Domestic Waste Service with a fortnightly residual red lidded bin collection. The 3-bin waste service maximises the 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 2023-24 levy is expected to be \$156.91 per tonne. In Penrith City, Waste Levy impacts are significantly lower than most other councils due to the food organics and garden organics (FOGO) resource recovery program.

Council's Waste Avoidance and Resource Recovery (WARR) Strategy, adopted in 2017, covers all Council managed waste streams including domestic, civic, and public space. The Strategy also provides for improved management of commercial waste where increasing mixed development presents challenges for maintenance of amenity. The State Waste Strategy, announced in June 2021, consists of targets to transition to a circular economy and for Local Governments to introduce FOGO resource recovery to the residential waste management sector. Consequently, the Penrith WARR Strategy is now under review for further alignment with the "NSW Waste and Sustainable Materials Strategy 2041".

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

The 3-bin waste collection service for FOGO, recyclables and residual waste will be provided to all properties across the City which have suitable kerbside space for bin presentation. In 2019, this service was expanded to rural properties and suitable multi-unit complexes. Higher density multi-unit developments and residential flat buildings are provided with a 2-stream service for both recycling and residual waste. A 2-bin "collect and return" waste collection service for recyclables and residual waste is provided to higher density developments such as boarding houses, multi-unit dwellings and residential flat buildings to improve street amenity and convenience. Trials for FOGO collection and processing from multi-unit dwellings and residential flat buildings are underway in alignment with the State Strategy. This project is supported by the Environmental Trust as part of the NSW Environment Protection Authority's Waste Less, Recycle More initiative, funded from the waste levy.

Bulky Household Waste collections continue to be provided to households on an on-call basis. Each household with a domestic waste service can book up to 4 Bulky Waste Collections per annum, after which additional clean-ups can be arranged on a user-pays basis. Multi-unit complexes and Residential Flat Buildings with a suitable bulky waste storage room can have clean-ups undertaken directly from the room on an on-call or scheduled basis.

Waste Services provided in new high density Penrith developments have improved amenity, safety, traffic flow, collection efficiency and resource recovery as well as decreased illegal dumping. When compared to existing high density developments in other areas of Sydney, Penrith developments have significantly improved outcomes due to waste planning efforts.

Waste Services input at pre-lodgement meetings and review of development applications ensures adequate infrastructure for waste management within multi-unit complexes and residential flat buildings. Amenity of new developments built in Penrith City is significantly improved with all waste collections (both bin services and bulky waste collections) undertaken from within the property. Improved safety outcomes are achieved with trucks entering and exiting specifically designed waste loading areas in a forward direction and reverse manoeuvring minimised.

The 2023-24 Domestic Waste Management Charge (DWC) is calculated for full cost recovery of all associated waste provisions. All waste charges are set by Council to cover the cost of domestic waste collection services, clean up, waste processing/disposal, landfill remediation, education, communications, illegal dumping, provision for future waste service planning, new technologies and associated costs.

Since the commencement of new contracts in July 2019, several factors have contributed to increased cost for waste management:

- Collection service costs have increased by 17% (due to fuel, labour and CPI increases)
- Bulky waste collections have increased in both collections booked and kg collected per booking
- Significant funds from the domestic waste reserve has been used for rehabilitation of the Gipps Street Landfill in preparation for redevelopment
- Repayment of an internal loan for the upfront purchase of bins for 2019 contracts is required each year
- From 1 July 2023, contamination and overcompaction clauses may apply in the Recycling Processing contract
- From 1 July 2023, the per tonne rate for Recycling Processing will increase.

In addition to these factors, the domestic waste charge in past years have not increased where the domestic waste model did not require an increase to cover costs and provide for some banking to the Domestic Waste Reserve. Some minor increases (CPI) were applied in these years to services with lower resource recovery outcomes. Not raising the Domestic Waste Charge in these years has resulted in the current circumstance where the depleted reserve cannot buffer the higher costs now being experienced. Hence, the proposed increase to the domestic waste charge is in the order of 9.6% for the Sustainable Service, 9.4% increase for the Weekly Service and 13.8% for the Collect and Return Service for Multi-Unit Developments.

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

The Fees and Charges section of the 2023-24 Operational Plan relating to the main services are summarised in the following table:

DOMESTIC WASTE SERVICE				
DOMESTIC WASTE SERVICE – MAIN OPTIONS	RATE PER WEEK \$	ANNUAL CHARGE \$	PERCENTAGE INCREASE (DECREASE) %	ANTICIPATED REVENUE \$
Vacant Land	1.44	75.00	5.6	92,100
1 Waste Management Service				
Dom Waste – Sustainable Service	8.75	455.00	9.6	19,606,860
Dom Waste – War on Waste Service	6.54	340.00	9.7	7,140
Dom Waste – Large Service	10.63	553.00	9.9	7,767,438
Dom Waste – Weekly	13.37	695.00	9.4	5,358,450
Dom Waste – Large Weekly	20.27	902.00	9.7	2,257,706
Dom Waste – Collect and Return	10.63	553.00	13.8	7,453,334
TOTAL*				43,402,682

* inclusive of income from additional bin options.



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 2023-24 Fees and Charges includes the following charges:

WASTE MANAGEMENT SERVICE				
WASTE MANAGEMENT SERVICE	RATE PER WEEK \$	ANNUAL CHARGE \$	PERCENTAGE INCREASE (DECREASE) %	ANTICIPATED REVENUE \$
Unsewered Areas				
1 Waste Management/ Weekly Sullage Service	33.19	1726.00	3.73	25,890
1 Waste Management/Fortnightly Sullage Service	16.58	862.00	3.73	10,344
			TOTAL	36,234

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 to the Local Government Act, Council was unable to continue this practice from 2004-05. A special rate variation of 1.32% 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, however as more households connect to the sewer the subsidy required will decrease. From 2007-08 it was agreed that Council would retain the current special rate variation and apply any surplus funds to environmental projects throughout the City with these funds to be retained in the Environment/Sullage Reserve. The 2023-24 Budget includes funding of \$ 981,472 for a number of previously General Revenue funded projects from this Reserve where the projects have been identified as having an environmental basis.

Projects proposed to be funded from Reserve in the 2023-24 Budget are:

- Urgent tree removal - \$110,000
- Support of Bushcare Groups - \$50,000
- Biodiversity Operational Budget - \$20,000
- Urban drainage maintenance/embellishment - \$400,000
- On-site sewer management - \$173,051
- RID Squad contribution - \$87,975
- Biodiversity staff - \$140,446

ON SITE SEWERAGE		
SEWER MANAGEMENT SYSTEMS PERIODIC CHARGES	2023-24 FEE \$	2023-24 ANTICIPATED REVENUE \$
Approval to Operate a Sewage Management System (including one inspection) Domestic	93.00	100,000

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 2023-24 will be included in the 2023-24 Budget. In past years, loans were obtained from various financial institutions and secured by a charge on Council's income. In June 2018, however, the borrowings for new infrastructure were financed through the NSW Treasury Corporation Loan Facility (TCorp). Council qualified for access to the Facility in 2016 by being assessed as Fit for the Future. A quotation process for future borrowings is undertaken with financial institutions and TCorp, where the purpose is for new infrastructure.

New borrowings for major infrastructure projects must be supported by a comprehensive business case. The annual borrowing program also includes the refinancing of existing loans due for renewal, if required.

Borrowing levels for the past few years, and current proposed future year borrowings are shown in the following table:

NEW MONEY BORROWINGS					
NEW MONEY BORROWINGS	2020-21 \$M	2021-22 \$M	2022-23 \$M	PROPOSED 2023-24 \$M	PROPOSED 2024-25 \$M
City Park		4.0			
Regatta Park			3.8		
Emu Plains Employment Precinct			30.0		
Soper Place Multi-Deck Carpark		20.0			
TOTAL	0	24.0	33.8	0	0

Grants

Grant income of \$58.2m is anticipated to be received from various Federal and State Government Departments to fund capital and operational projects during 2023-24. This figure represents an increase of \$29m (+99%) compared with the previous financial year's original budget.

The increase in grant funding can be attributed to two areas which saw higher amounts in the original budgets when comparing the 2023-24 budget against last year's 2022-23 budget. These areas include:

- The budget for the Financial Assistance Grant (FAG) is higher in the 2023-24 budget when compared to the 2022-23 budget by approximately \$9m, the difference can be attributed to the fact that the 2022-23 budget had been reduced to reflect an advance payment of approximately 75% (\$9.1m) of Council's 2022-23 FAG entitlement that was received late in the 2021-22 financial year. The 2023-24 budget does not include any adjustments for advance payments.
- The 2023-24 budget includes a one-time funding allocation from the Australian Government via the Department of Transport, Regional Development, Communications and the Arts as part of the fourth round of the Local Roads Package within the Western Sydney Infrastructure Plan (\$13.4m). Four intersection upgrades are proposed under this program along Coreen Avenue, Penrith.
- Also included is the balance of the NSW Government WestInvest City Park Urban Retreat grant funding (\$8.2m). This 7,000sqm green space in the City Centre features gardens, water features, public art and natural shade for people to enjoy.

SCHEDULE OF GRANTS INCLUDED IN 2023-24 BUDGET	\$'000
Traffic Management, Parking and Road Safety	29,970
Financial Assistance Grant	11,381
Recreation and Leisure Facilities	9,877
Other	1,544
Roads, Footpath and Buildings	1,435
Penrith Performing and Visual Arts	1,278
Community Safety	906
Libraries	682
Children's Services	382
Emergency Services Management	305
City & Regional Planning	293
Community and Cultural Development	169
Pensioner Rate Subsidy	4
Total	58,225

Financial Assistance Grant

The Financial Assistance Grant consists of two components:

1. a General component (\$8.47m) and
2. a Roads component (\$2.91m).

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 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.

The NSW Local Government Grants commission has been working over a number of years to refine and improve its calculations consistent with national principles and NSW policy to allocate grants, as far as possible, to councils with the greatest relative disadvantage; for example, those with small and declining populations, limited revenue raising capacity, and relative isolation. The Commission advises councils to use caution when budgeting for the following year's grant.

As part of the 2023-24 Annual Budget process, a 4% decrease has been applied to the previous year's actual unadjusted grant for the General component, and no change will be applied to the previous year's actual unadjusted grant for the Roads components.

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 \$209.0m by 30 June 2024 (\$113.6m in 2022-23 original budget). Of this amount, \$87.9m (\$76.7m in 2022-23) will be held in reserves required by external legal obligations (mainly development contributions) and \$121.2m (\$36.9m in 2022-23) in accordance with Council resolutions and policy.

BUDGETED POSITION	ORIGINAL 2022-23 \$'000	ORIGINAL 2023-24 \$'000
Externally Restricted Cash Reserves:		
Development Contributions	57,859	72,927
Other	18,759	14,927
Internally Restricted Cash Reserves:		
Internally Restricted Reserves	36,942	121,176
TOTAL CASH RESERVES	113,560	209,030



2023-24 RESERVE MOVEMENTS BUDGET

RESERVE	OPENING BALANCE	BUDGETED TRANSFERS TO	BUDGETED TRANSFER FROM	CLOSING BALANCE
INTERNAL RESERVES				
Assets and Construction				
Car Parking/Traffic Facilities	1,791,888	1,375,193	657,849	2,509,232
Library Reserve	431,473	200,000	-	631,473
Major Projects Reserve	(8,395,023)	3,735,005	1,427,716	(6,087,734)
OOSH Bus Fleet Replacement Program	(19,774)	45,000	25,000	226
Plant and Motor Vehicle Replacement Reserves	796,592	486,537	1,276,000	7,129
City Economy and Planning				
City Planning	14,886	249,329	229,359	34,856
Committee Closures				
Alister Brass Foundation	88,983	2,795	-	91,778
S377 Committee Closure Proceeds	95,594	-	-	95,594
Community Facilities				
Cemetery Reserve	725,450	888,635	910,294	703,791
Employment				
Employee's Leave Entitlements	5,911,686	-	-	5,911,686
Salary System Training and Development Reserves	105,031	50,000	55,907	99,124
Environmental Programs				
Environmental Awareness Programs	685,122	100,000	225,762	559,360
Stormwater Management Service Charge	2,172,908	2,338,641	3,106,730	1,404,819
Financial Management				
COVID-19 Impact	(1,000,000)	500,000	-	(500,000)
Financial Management Reserves	14,148,438	(50,383)	2,988,189	11,109,866
Grant Funded Projects Reserve	151,430	50,000	50,000	151,430
Interest Received - Accelerated Infrastructure Fund	543,517	742,769	-	1,286,286
Productivity Revolving Fund	600,000	66,000	400,000	266,000
Property Development Reserve	1,236,379	60,557,089	12,183,071	49,610,397
Property Acquisition - Loan Debt Service	-	34,810,373	6,852,460	27,957,913
Road Closures - Proceeds from Sales	32,942	-	-	32,942
Special Rate Variation 2016-17	8,625,220	18,796,897	19,807,507	7,614,610
Additional Special Variation 2022-23	119,047	1,637,252	1,110,000	646,299
Sustainability Revolving Fund	2,043,895	674,006	45,000	2,672,901

2023-24 RESERVE MOVEMENTS BUDGET

RESERVE	OPENING BALANCE	BUDGETED TRANSFERS TO	BUDGETED TRANSFER FROM	CLOSING BALANCE
INTERNAL RESERVES				
Legal and Governance				
Election Reserve	463,700	340,222	-	803,922
Insurance Reserves	1,799,180	150,000	-	1,949,180
Legal Reserve	576,194	850,000	-	1,426,194
Other				
Events and Sponsorships	130,377	100,000	-	230,377
Heritage Assistance Project	41,358	-	-	41,358
International Relationships	324,034	-	-	324,034
Penrith Valley Regional Sports Centre	(1,137,435)	68,803	-	(1,068,632)
Revote Reserve	811,059	-	811,059	-
Town Centre Review and Administration	56,716	-	-	56,716
Voted Works	672,102	159,000	25,000	806,102
TOTAL INTERNAL RESERVES	34,642,969	128,923,163	52,186,903	111,379,229
INTERNAL LOANS				
Costs to Advance Next Years Projects	(1,469,912)	172,000	726,695	(2,024,607)
Penrith Regional Gallery	(207,960)	13,650	-	(194,310)
Public Open Space Reinvestment Project	(1,989,469)	-	-	(1,989,469)
Waste Bins New Contract	(4,653,213)	780,701	-	(3,872,512)
Woodriff Gardens Facility Development	(51,150)	23,364	-	(27,786)
TOTAL INTERNAL LOANS	(8,371,704)	989,715	726,695	(8,108,684)
Development Contributions in deficit internal loan	(3,541,218)	-	(436,879)	(3,104,339)
TOTAL INTERNAL RESERVES AND LOANS	22,730,047	129,912,878	52,476,719	100,166,206



2023-24 RESERVE MOVEMENTS BUDGET

RESERVE	OPENING BALANCE	BUDGETED TRANSFERS TO	BUDGETED TRANSFER FROM	CLOSING BALANCE
EXTERNAL RESERVES				
Development Contributions				
Civic Improvement s7.11	2,685,712	115,000	-	2,800,712
Claremont Meadows s7.11	1,993,074	3,500,000	283,328	5,209,746
Cultural Facilities s7.11	(1,565,809)	250,000	-	(1,315,809)
Erskine Business Park s7.11	581,194	-	-	581,194
Glenmore Park Stage 2 s7.11	1,431,760	-	323,712	1,108,048
Lambridge Industrial Estate s7.11	(1,788,530)	-	-	(1,788,530)
Mamre Road Precinct s7.11	(186,879)	4,000,000	-	3,813,121
Penrith City District Open Space s7.11	36,664,486	4,332,587	10,891,370	30,105,703
Penrith City Local Open Space s7.11	2,887,379	450,000	71,628	3,265,751
Waterside s7.11	244,788	-	-	244,788
WELL Precinct s7.11	8,292,651	-	230,236	8,062,415
Non Residential Development s7.12	5,472,337	2,000,000	-	7,472,337
Planning Agreements s7.4	10,262,829	-	-	10,262,829
Funding for Development Contribution Plans in deficit	3,541,218	-	436,879	3,104,339
TOTAL DEVELOPMENT CONTRIBUTION RESERVES	70,516,210	14,647,587	12,237,153	72,926,644
Other External Reserves				
Waste Disposal Reserve	5,010,701	4,664,846	5,504,236	4,171,311
Environment / Sullage Reserve	153,348	914,758	981,472	86,634
Unexpended Loans	868,793	-	-	868,793
Unexpended Grants	15,097,405	46,783,743	61,422,853	458,295
Contributions	10,348,101	3,788,102	4,793,936	9,342,267
TOTAL OTHER EXTERNAL RESERVES	31,478,348	56,151,449	72,702,497	14,927,300
TOTAL EXTERNAL RESERVES	101,994,558	70,799,036	84,939,650	87,853,944
Other Internal Reserves/Committees				
Bonds and Deposits	20,237,246	-	-	20,237,246
Children's Services Cooperative Reserves	409,683	103,377	170,499	342,561
Other (Committees)	411,265	18,235	-	429,500
TOTAL OTHER INTERNAL RESERVES	21,058,194	121,612	170,499	21,009,307
GRAND TOTAL OF RESERVES	145,782,799	200,833,526	137,586,868	209,029,457
Controlled Entity				
Total Controlled Entity	-	(127,462)	-	(127,462)
RESERVE MOVEMENTS PER BUDGET		200,706,064	137,586,868	



Entities

The Council subsidy for all entity budgets is currently being reviewed. The overall impact of the Controlled Entities on the proposed budget is discussed below.

Included in the 2023-24 Budget are the following subsidies:

- Penrith Performing and Visual Arts
- total of \$2.396m (2022-23 - \$2.302 m)
- Penrith Whitewater Stadium – \$nil*
(2022- 23- \$570,000)
**N.B The NSW Office of Sport will take over the management of Penrith Whitewater Stadium from Penrith City Council on 1 July 2023.*
- A contribution to the RID Squad of \$87,975
- A subsidy to the Children's Services Co-operative of \$150,000 to assist with funding the cost of the Inclusion Development Fund (IDF) not met by government funding.



Long term financial plan

As part of the Council's Resourcing Strategy, Council prepares a 10-year Long Term Financial Plan (LTFP) which is updated 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, and
- Sensitivity Analysis

The LTFP is a key tool for the development and monitoring of Council's Financial Strategy. The Plan 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 sustainability. 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 Community 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 includes long term forecasts of:

- Rating revenue
- Development growth
- Investment return
- Financial Assistance Grants
- Employee costs
- CPI or other agreed indexations
- Capital works and services programs
- Asset management programs
- Anticipated loan programs
- Debt servicing
- Fees and Charges movements
- Changes identified through ongoing improvement and review of services

Detailed modelling (5-10 years) is also undertaken for ICT, Major Projects, and Property Development which is then incorporated into Council's LTFP.

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.

Council is currently in the early stages of investigating the replacement of its core ICT business systems which manage Council's day-to-day business activities including financials, HR/payroll, property and rating, asset management, corporate reporting, and procurement. The investigation of the replacement of these systems is known as the Enterprise Resource Plan (ERP) Project and the outcome will enable Council to better understand the likely program and costs for the delivery of the ERP. The "Future Challenges" version of the LTFP is provided for information and includes provision over 4 years for expenditure (assumed to be \$25.4m) on a Council-wide ERP. Once Council is in a more informed position to determine the cost and program for delivery this will be presented for Council consideration and approval, and the LTFP will be updated accordingly.



PENRITH CITY COUNCIL – 10 YEAR FINANCIAL PLAN FOR THE YEARS ENDING 30 JUNE 2033 \$'000 – COUNCIL'S ADOPTED POSITION

OPERATIONS FROM ORDINARY ACTIVITIES	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Operating Expenditure										
Employee Costs	147,874	149,249	152,832	155,493	159,440	163,489	167,642	171,903	176,274	180,757
Interest Charges	2,731	2,269	1,826	1,393	948	637	563	497	432	362
Depreciation and Amortisation	53,921	57,396	59,629	61,781	63,657	65,436	67,314	69,278	71,311	73,310
Materials and Contracts	91,895	93,348	93,832	96,158	101,196	105,586	107,010	109,999	113,065	117,884
Other Expenses	14,201	15,199	15,426	15,657	15,894	16,127	16,365	16,609	16,858	17,113
Net Loss from the Disposal of Assets	-	-	580	593	605	617	630	643	656	670
Total Operating Expenditure	310,621	317,461	324,126	331,074	341,740	351,892	359,525	368,929	378,596	390,095
Operating Revenue										
Rates and Annual Charges	198,909	206,860	214,059	221,469	229,092	236,869	244,860	253,013	261,383	269,988
User Charges and Fees	49,984	48,351	49,792	51,155	52,565	54,024	55,534	57,096	58,713	60,387
Interest Income	7,663	7,330	6,953	6,845	6,727	6,711	6,712	6,714	6,715	6,717
Operating Grants and Contributions	18,538	18,128	17,756	18,078	17,770	18,093	18,423	18,761	19,107	19,462
Other Revenue	7,191	7,515	7,605	7,717	7,842	7,964	8,090	8,218	8,350	8,484
Net Gain from the Disposal of Assets	40,127	4,719	-	-	-	-	-	-	-	-
Total Operating Revenue	322,412	292,904	296,165	305,264	313,996	323,661	333,619	343,803	354,269	365,038
Result before Capital Grants and Contributions	11,791	(24,557)	(27,961)	(25,810)	(27,743)	(28,231)	(25,906)	(25,126)	(24,327)	(25,057)
Capital Grants & Contributions	71,886	87,207	111,049	65,582	33,105	33,132	35,480	32,286	32,354	32,354
Operating Result	83,677	62,649	83,088	39,772	5,362	4,901	9,574	7,160	8,027	7,297

PENRITH CITY COUNCIL – 10 YEAR FINANCIAL PLAN FOR THE YEARS ENDING 30 JUNE 2033 \$'000 – COUNCIL'S ADOPTED POSITION

OPERATIONS FROM ORDINARY ACTIVITIES	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Funding Statement (Sources & Application)										
Add back non funded items	59,156	62,631	64,865	67,016	68,892	70,671	72,550	74,514	76,547	78,545
Funds received from sale of Assets	52,254	5,532	1,809	1,809	1,809	1,959	2,159	2,159	2,159	2,109
Loans Received	-	-	-	-	-	-	-	-	-	-
Budget (Surplus) / Deficit										
Funds Transferred (to)/from Reserves held	(63,119)	(16,306)	6,289	(883)	(7,276)	(15,443)	(19,978)	(17,205)	(19,233)	(20,819)
Net Fund Available	131,968	114,507	156,051	107,714	68,787	62,088	64,305	66,628	67,500	67,132
Application of Funds										
Assets Acquired	(121,031)	(104,924)	(145,801)	(95,002)	(56,263)	(55,177)	(56,512)	(57,603)	(57,202)	(55,958)
Internal Loans	92	94	78	75	78	80	82	85	87	90
Loan Repayments Made	(11,029)	(10,700)	(9,971)	(9,493)	(9,703)	(2,301)	(1,759)	(1,825)	(1,890)	(1,478)
Total Application	(131,968)	(115,529)	(155,695)	(104,419)	(65,888)	(57,398)	(58,188)	(59,344)	(59,005)	(57,346)
Net Costs funded from Rates & Other Unified Income	0	(1,023)	356	3,294	2,899	4,690	6,117	7,284	8,495	9,786

PENRITH CITY COUNCIL – 10 YEAR FINANCIAL PLAN FOR THE YEARS ENDING 30 JUNE 2033 \$'000 – FUTURE CHALLENGES

OPERATIONS FROM ORDINARY ACTIVITIES	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Operating Expenditure										
Employee Costs	147,874	149,249	152,832	155,493	159,440	163,489	167,642	171,903	176,274	180,757
Interest Charges	2,731	2,269	1,826	1,393	948	637	563	497	432	362
Depreciation and Amortisation	53,921	57,396	59,629	61,781	63,657	65,436	67,314	69,278	71,311	73,310
Materials and Contracts	91,895	95,510	98,832	105,358	109,484	105,586	107,010	109,999	113,065	117,884
Other Expenses	14,201	15,199	15,426	15,657	15,894	16,127	16,365	16,609	16,858	17,113
Net Loss from the Disposal of Assets	-	-	580	593	605	617	630	643	656	670
Total Operating Expenditure	310,621	319,624	329,126	340,274	350,027	351,892	359,525	368,929	378,596	390,095
Operating Revenue										
Rates and Annual Charges	198,909	206,860	214,059	221,469	229,092	236,869	244,860	253,013	261,383	269,988
User Charges and Fees	49,984	48,351	49,792	51,155	52,565	54,024	55,534	57,096	58,713	60,387
Interest Income	7,663	7,330	6,953	6,845	6,727	6,711	6,712	6,714	6,715	6,717
Operating Grants and Contributions	18,538	18,128	17,756	18,078	17,770	18,093	18,423	18,761	19,107	19,462
Other Revenue	7,191	7,515	7,605	7,717	7,842	7,964	8,090	8,218	8,350	8,484
Net Gain from the Disposal of Assets	40,127	4,719	-	-	-	-	-	-	-	-
Total Operating Revenue	322,412	292,904	296,165	305,264	313,996	323,661	333,619	343,803	354,269	365,038
Result before Capital Grants and Contributions	11,791	(26,720)	(32,961)	(35,010)	(36,031)	(28,231)	(25,906)	(25,126)	(24,327)	(25,057)
Capital Grants & Contributions	71,886	87,207	111,049	65,582	33,105	33,132	35,480	32,286	32,354	32,354
Operating Result	83,677	60,487	78,088	30,572	(2,925)	4,901	9,574	7,160	8,027	7,297

PENRITH CITY COUNCIL – 10 YEAR FINANCIAL PLAN FOR THE YEARS ENDING 30 JUNE 2033 \$'000 – FUTURE CHALLENGES

OPERATIONS FROM ORDINARY ACTIVITIES	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Funding Statement (Sources & Application)										
Add back non funded items	59,156	62,631	64,865	67,016	68,892	70,671	72,550	74,514	76,547	78,545
Funds received from sale of Assets	52,254	5,532	1,809	1,809	1,809	1,959	2,159	2,159	2,159	2,109
Loans Received	-	-	-	-	-	-	-	-	-	-
Budget (Surplus) / Deficit										
Funds Transferred (to)/from Reserves held	(63,119)	(16,306)	6,289	(883)	(7,276)	(15,443)	(19,978)	(17,205)	(19,233)	(20,819)
Net Fund Available	131,968	112,344	151,051	98,514	60,500	62,088	64,305	66,628	67,500	67,132
Application of Funds										
Assets Acquired	(121,031)	(104,924)	(145,801)	(95,002)	(56,263)	(55,177)	(56,512)	(57,603)	(57,202)	(55,958)
Internal Loans	92	94	78	75	78	80	82	85	87	90
Loan Repayments Made	(11,029)	(10,700)	(9,971)	(9,493)	(9,703)	(2,301)	(1,759)	(1,825)	(1,890)	(1,478)
Total Application	(131,968)	(115,529)	(155,695)	(104,419)	(65,888)	(57,398)	(58,188)	(59,344)	(59,005)	(57,346)
Net Costs funded from Rates & Other United Income	0	(3,185)	(4,644)	(5,906)	(5,388)	4,690	6,117	7,284	8,495	9,786

Asset renewal and replacement program

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 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.

Further road network surveys have been undertaken in 2013 and in 2020. An analysis of the latest survey, together with modelling of future condition based on current funding levels indicated that the network can be maintained in its current condition if current funding levels (indexed) are maintained. The road length has increased by 105km since 2005 to a total of 1200km in 2021. 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 \$16.56m is provided in the 2023-24 Budget for Roads Asset Renewal works. This includes the annual Federal Government Roads to Recovery Program funding from 2019-20 to 2023-24.

BUILDING ASSET RENEWAL

Council owns and operates a property portfolio of over 300 buildings with a replacement value of over \$400m (excludes commercially managed properties). Routine building maintenance is provided for within operational budgets. Following the Asset Renewal and Established Areas Strategy SRV rise approved in 2006-07, the Building Asset Renewal Program achieved the required funding of \$1.5m 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 \$4m starting from 2018-19 for the Building Asset Renewal Program.

Funding of \$6.08m is provided in the 2023-24 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, shade structures, 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.

Funding of \$1.02m is provided in the 2023-24 Budget for the Parks Asset Renewal Program.

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 focused 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 2023–24 Budget the total allocation to path paving, shared pathways and pathway modification and improvement is \$920,000.

ASSET REPLACEMENT PROGRAMS

Council over recent years has developed several 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 are set for full cost recovery. This includes depreciation and end of life replacement. Excess funds recovered 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.

Computer Equipment

Council's computer replacement program will continue to align with the new ways of working and assist staff in finding balance. All aging devices under Council's replacement schedule are replaced and rolled out to users which ensures Council staff are working with the latest technology available for their needs. Whilst staff transition to newer models ICT continue to investigate opportunities to reduce costs whilst ensuring the best technology for needs are accessible under supplier contracts.



Capital and operating projects

The 2023-24 Operational Plan includes Capital and Operating projects which 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 the Council (further comments below).
2. S7.11 (formerly s94) projects allocating s7.11 developer contributions as per adopted plans.
3. One-off projects including those linked to grants, contributions, and reserves.

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 2023-24 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 2023-24 include:

ESTABLISHED CAPITAL WORKS PROGRAM	
PROGRAM	\$'000
Roads Reconstruction	849
Path Paving Program	150
Shared Pathways	190
Building Asset Renewal	6,081
Urban Drainage Construction Program	1,003
Traffic and Transport Facilities Program	640
Construction of Bicycle Facilities	90
Park Asset Renewal	754
Bus Shelters Program	124
Desktop Hardware / Devices	493
Library Resources - Capital	535
Neighbourhood Renewal	150

In addition, the Federal Government funded Roads to Recovery Program (\$1,234,864) is separately identified in the Capital Projects listing.

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 e.g., 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 2023-24 under each relevant Plan is provided below:

2023-24 PLAN / PROJECT	BUDGET (\$)
Penrith City Local Open Space	
Monfarville Reserve Playspace	71,628
Total Penrith City Local Open Space	71,628
Penrith City District Open Space	
Gipps Street Recreation Precinct	10,740,324
Total Penrith City District Open Space	10,740,324
TOTAL S7.11 PROJECTS	10,811,952

A summary of Capital and Operating Projects by Service for 2023-24 is set out on the following pages. Specific programs are set out in Schedule 1.

CAPITAL PROJECTS

DESCRIPTION	BUDGET \$	FUNDING SOURCE
Aquatic and Leisure Services		
Ripples Gym Equipment	400,000	Reserve
TOTAL CEMETERIES	400,000	
Cemeteries		
New Wall Construction – Emu Plains Cemetery	30,000	Reserve
TOTAL CEMETERIES	30,000	
Children’s Services		
Building Upgrades	450,000	Contribution
CS IT Replacement Capital	50,000	Contribution
OOSH Bus Fleet Replacement	50,000	Asset Sales / Reserve
CS Playground Upgrades	300,000	Contribution
TOTAL CHILDREN’S SERVICES	850,000	
Civil Maintenance, Renewal and Construction		
Construction of Bicycle Facilities	90,000	General Revenue / Reserve
Rural Roads Resealing	59,500	General Revenue
Road Resealing/ Resheeting (Pt AREAS)	4,917,484	General Revenue / SRV / Res
Dedication – Subdivision Roads	8,000,000	Contribution
Dedication – Drainage Works	6,000,000	Contribution
Rural Roads Widening	156,000	Contribution
Traffic Facilities – Regulatory	503,000	Contribution
Roads Reconstruction	849,386	General Revenue
Shared Pathways	190,000	General Revenue
Urban Drainage Construction Program	1,003,000	General Revenue / Reserve
Traffic and Transport Facilities Program	639,727	General Revenue / Reserve
Footpath Delivery Program	150,000	General Revenue
Roads to Recovery	1,234,864	Grant
Nation Building Black Spot Program	471,672	Grant
Roads Reconstruction	1,648,796	General Revenue / Contribution
Regional and Local Roads Repair Program 2023	13,136,680	Grant
Nepean St Culvert replacement	300,000	SRV
Rural Roadside Drainage Asset Renewal	800,000	Grant / Reserve
TOTAL CIVIL MAINTENANCE, RENEWAL AND CONSTRUCTION	40,150,109	
Community Facilities and Recreation Operations		
Neighbourhood Centres/Halls Improvements	99,048	General Revenue
TOTAL COMMUNITY FACILITIES AND RECREATION OPERATIONS	99,048	
Community Facilities and Recreation Planning		
Chapman Gardens Precinct Upgrade	527,228	Grant / Reserve
TOTAL COMMUNITY FACILITIES AND RECREATION PLANNING	527,228	

CAPITAL PROJECTS

DESCRIPTION	BUDGET \$	FUNDING SOURCE
Community Resilience (Community Safety)		
Great River Walk Safety Upgrade	400,000	Grant
TOTAL COMMUNITY RESILIENCE (COMMUNITY SAFETY)	400,000	
Community Resilience (Neighbourhood Renewal)		
Neighbourhood Renewal	150,000	General Revenue
Mayoral Youth Challenge	115,000	General Revenue
TOTAL COMMUNITY RESILIENCE (NEIGHBOURHOOD RENEWAL)	265,000	
Design and Projects		
Gipps Street Recreation Precinct	24,692,029	Grant/Dev Contr/Reserve
City Park	8,302,967	Grant / Loan
Dunheved Road Upgrade	1,555,926	Grant
Boating Now Round 3 Kayak Launch	449,849	Grant / Reserve
Monfarville Amenity Building Upgrade	3,177,569	Grant / SRV / Reserve
Cook Park Amenity Building & Grandstand Upgrade	1,198,865	SRV
Kingsway North Amenity Building Renewal	2,715,020	Grant / SRV
Peter Kearns Oval David Currie Amenity Upgrade and Renewal	100,000	Grant
Berried Treasure	142,000	Grant
Jordan Springs Village Lake - Decking Repairs	180,000	SRV
Samuel Foster Reserve Pedestrian Bridge Renewal & Upgrade	40,000	SRV
St Marys Library Lift Replacement	90,000	SRV
River Road Major Culvert Renewal	290,000	SRV
Be Cool To School - Cambridge Park	614,000	Grant
Local Roads Package (LRP) Round 4	13,401,147	Grant
Monfarville Reserve Playspace	185,000	Grant/Dev Contr/Reserve
Gilmour Street Reserve Playspace Colyton	102,184	Grant / Reserve
Andrews Road Baseball - Drainage and Playing Surface Upgrade	275,074	Grant
Kingsway North Amenities Upgrade - Drainage	228,128	Grant
St Marys City Heart and Entertainment Canopy	2,100,000	Grant
TOTAL DESIGN AND PROJECTS	59,839,758	
Divisional Assurance (City Services)		
CCTV Upgrade & Renewal Program	50,000	General Revenue
TOTAL DIVISIONAL ASSURANCE (CITY SERVICES)	50,000	
Environment Health (Biodiversity)		
Stormwater Work Improvement Program	385,670	Reserve
TOTAL ENVIRONMENT HEALTH (BIODIVERSITY)	385,670	

CAPITAL PROJECTS

DESCRIPTION	BUDGET \$	FUNDING SOURCE
Fleet and Plant Management		
Plant Replacement	1,090,150	Asset Sales / General Revenue
Motor Vehicle Purchases	2,781,000	Asset Sales / Reserve
TOTAL FLEET AND PLANT MANAGEMENT	3,871,150	
Information Technology		
Desktop Hardware / Devices	493,117	Reserve
Server Infrastructure	56,131	Reserve
TOTAL INFORMATION TECHNOLOGY	549,248	
Libraries		
Library Resources - Capital	534,910	General Revenue
Library Special Purpose Projects -Building	30,000	Grant
TOTAL LIBRARIES	564,910	
Property Development and Management		
Erskine Pk Urban Reinvestment	1,666,729	Reserve
Commuter carpark upgrade- Cox Ave Kingswood	65,953	Reserve
Emu Plains Employment Precinct	3,850,000	Reserve
TOTAL PROPERTY DEVELOPMENT AND MANAGEMENT	5,582,682	
Public Space Maintenance (Buildings)		
Bus Shelters Program	124,000	General Revenue
Building Asset Renewal	6,080,666	General Revenue / SRV
Parks Asset Renewal	754,267	General Revenue
TOTAL PUBLIC SPACE MAINTENANCE (BUILDINGS)	6,958,933	
Security and Emergency Services Management		
SES Equipment Priority List	20,000	General Revenue
TOTAL SECURITY AND EMERGENCY SERVICES MANAGEMENT	20,000	
Social Strategy		
Disability Access Improvements	18,530	General Revenue
TOTAL SOCIAL STRATEGY	18,530	
Traffic Management, Parking and Road Safety		
LTC / Urgent Traffic Facilities	92,405	General Revenue
LTC / Urgent Traffic Facilities	167,902	Reserve
NSW Bike Plan River Cities Program	208,726	General Revenue
TOTAL TRAFFIC MANAGEMENT, PARKING AND ROAD SAFETY	469,033	
TOTAL CAPITAL PROJECTS	121,031,299	

OPERATING PROJECTS

DESCRIPTION	BUDGET \$	FUNDING SOURCE
Animal Services		
Companion Animals Act Education Program	10,000	General Revenue
TOTAL ANIMAL SERVICES	10,000	
Children's Services		
Childrens' Services Repair & Replace Equipment - Operating	100,000	Contribution
TOTAL CHILDREN'S SERVICES	100,000	
City Economy and Marketing		
City Park Communications and Engagement	92,276	Reserve
Economic Development Memberships and Sponsorships	88,854	General Revenue
City Economy	256,332	General Revenue / Reserve
TOTAL CITY ECONOMY AND MARKETING	437,462	
City Planning		
Externally Commissioned Studies	50,000	General Revenue
Planning Proposal Applications to Amend LEP	16,339	Reserve
Planning and Contributions Projects Resourcing	63,020	Reserve
Planning Process Improvement	150,000	Reserve
Geographical Names Board	200,000	Reserve
TOTAL CITY PLANNING	479,359	
City Strategy		
Advocacy Program	25,000	General Revenue
Western Parkland Councils Alliance	42,500	General Revenue
City-shaping Strategies	55,511	Reserve
St Marys Master Plan Integrated Street Network Plan	206,000	Grant / Reserve
St Marys MasterPlan Business Case Community Hub Cultural Space	105,000	Reserve
St Marys Master Plan Landscape Plan	63,000	Reserve
St Marys Master Plan Urban Ecology Action Plan	3,000	Reserve
St Marys Master Plan Market Analysis and Feasibility Study	52,500	Grant
St Marys Master Plan Infrastructure Delivery & Funding Strategy	286,000	Grant / Reserve
St Marys Master Plan Integrated Water Management Plan	315,000	Reserve
St Marys Master Plan Sustainability Study	35,000	Reserve
St Marys Master Plan Land Contamination Study	7,000	Reserve
City Strategy Memberships and Subscriptions	78,396	Reserve
St Marys Master Plan Consultancy	78,000	Reserve
TOTAL CITY STRATEGY	1,351,907	

OPERATING PROJECTS

DESCRIPTION	BUDGET \$	FUNDING SOURCE
Civil Maintenance, Renewal and Construction		
The Driftway – Road Maintenance	33,000	General Revenue
Shared Pathways Maintenance Program	280,000	General Revenue
Maintenance of GPT Constructions	338,127	Reserve
CCTV Investigation Drainage Assets	150,000	Reserve
Roads Condition Audit	200,000	Contribution
TOTAL CIVIL MAINTENANCE, RENEWAL AND CONSTRUCTION	1,001,127	
Communications		
Corporate Advertising	109,364	General Revenue
Website Maintenance	50,000	General Revenue
TOTAL COMMUNICATIONS	159,364	
Community Facilities and Recreation Operations		
Hall Hire – Fee Waiver	3,000	General Revenue
TOTAL COMMUNITY FACILITIES AND RECREATION OPERATIONS	3,000	
Community Facilities and Recreation Planning		
Western Sydney Academy of Sport	18,265	General Revenue
Sponsorship of Penrith’s NSW Netball Premier League team	15,000	General Revenue
Community Facilities and Recreation Resourcing	83,778	General Revenue
TOTAL COMMUNITY FACILITIES AND RECREATION PLANNING	117,043	
Community Resilience (Community Safety)		
Community Safety Program	157,111	General Revenue
TOTAL COMMUNITY RESILIENCE (COMMUNITY SAFETY)	157,111	
Community Resilience (Neighbourhood Renewal)		
Urban Design and Activation	209,667	SRV
Place Management Resourcing (Pt AREAS)	623,990	General Revenue / SRV
Neighbourhood Renewal Projects (AREAS)	78,635	SRV
Magnetic Places	50,000	General Revenue
The Village Cafe	183,406	Grant / SRV
CACP Memberships and Donations	6,814	General Revenue
Neighbourhood Family Fun Day (AREAS)	40,462	SRV
TOTAL COMMUNITY RESILIENCE (NEIGHBOURHOOD RENEWAL)	1,192,974	
Corporate Strategy and Performance		
Strategic Research and Planning	40,000	General Revenue
TOTAL CORPORATE STRATEGY AND PERFORMANCE	40,000	

OPERATING PROJECTS

DESCRIPTION	BUDGET \$	FUNDING SOURCE
Customer Experience		
Counter Queuing System	20,178	Reserve
TOTAL CUSTOMER EXPERIENCE	20,178	
Design and Projects		
Major Project Design Costs	200,000	SRV
Our River Nepean Masterplan	50,000	Reserve
Shared Path Design - Factory Road Regentville	83,918	Grant
Nepean Riverbank Stabilisation – River Road	275,000	Grant
TOTAL DESIGN AND PROJECTS	608,918	
Development Applications		
Local Planning Panel	171,570	General Revenue
TOTAL DEVELOPMENT APPLICATIONS	171,570	
Development Compliance		
Audit Industrial Commercial & Agricultural Activities	153,863	Reserve
TOTAL DEVELOPMENT COMPLIANCE	153,863	
Divisional Assurance (City Services)		
Divisional Assurance Resources - WestInvest	98,263	Grant
Fire Safety Audits	85,000	Reserve
TOTAL DIVISIONAL ASSURANCE (CITY SERVICES)	183,263	
Environment Health (Biodiversity)		
On Site Sewer Management Strategy	273,051	Contribution / Reserve
Biodiversity Strategy	20,000	Reserve
Integrated Catchment Management	147,207	Reserve
Waterways Health Monitoring Program	70,000	Reserve
Biodiversity Strategy	60,000	Reserve
TOTAL ENVIRONMENT HEALTH (BIODIVERSITY)	570,258	
Executive Services		
Councillor Professional Training and Development	60,000	General Revenue
TOTAL EXECUTIVE SERVICES	60,000	
Financial Services		
Financial Services Resources - WestInvest	132,537	Grant
TOTAL FINANCIAL SERVICES	132,537	

OPERATING PROJECTS

DESCRIPTION	BUDGET \$	FUNDING SOURCE
Floodplain and Stormwater Management		
Floodplain Management Resourcing	293,884	Reserve
Emu Plain Floodplain Risk Management Study and Plan	150,000	Grant / Reserve
Rickabys Creek Catchment Flood Study	150,000	Grant / Reserve
Oxley Park levee - Investigation and Detailed Design	60,000	Grant / Reserve
Pit & Pipe Study	250,000	Reserve
Upper Byrnes Creek catchment overland flow flood study	90,000	Grant / Reserve
Blackwell Creek catchment flood study	120,000	Grant / Reserve
Chapman Garden Retarding Basin	180,000	Grant / Reserve
Byrnes Creek catchment Flood Mitigation Works	180,000	Grant / Reserve
TOTAL FLOODPLAIN AND STORMWATER MANAGEMENT	1,473,884	
Information Technology		
Operational and Support Agreements	874,771	Reserve
TOTAL INFORMATION TECHNOLOGY	874,771	
Libraries		
Library Special Purpose Projects - Promotion	19,000	Grant
Library Resources - Operating	210,000	General Revenue
Library Digital	84,500	General Revenue
Library Special Purpose Projects - Technology	17,967	General Revenue
TOTAL LIBRARIES	331,467	
Nursery Operations and Bushcare		
Bushland Management	202,272	General Revenue
Biodiversity Offset Works - The Northern Road - Stage 2	182,160	Grant
TOTAL NURSERY OPERATIONS AND BUSHCARE	384,432	
People and Culture		
HR Services Resources - WestInvest	121,334	Grant
WHS Services Resources - WestInvest	265,188	Grant
TOTAL PEOPLE AND CULTURE	386,522	

OPERATING PROJECTS

DESCRIPTION	BUDGET \$	FUNDING SOURCE
Place and Activation		
REAL Festival	321,236	General Revenue / Grant
REAL Festival Resourcing	140,899	General Revenue
Penrith Events Partnership Program	99,000	General Revenue
Penrith Events Partnership Program Event Acquisition Fund	15,000	General Revenue
Penrith Events Partnership Program - Community Events	60,000	General Revenue
Community Events Program	20,500	General Revenue
Australia Day	77,000	General Revenue
TOTAL PLACE AND ACTIVATION	733,635	
Property Development and Management		
PD Business Development	126,611	Reserve
Penrith Paceway - Temp Public Car Park Lease	26,000	Reserve
Permanent Road Closure (not sold)	5,000	Reserve
Green Innovations Soper Place (Op)	53,013	Grant
North St Marys Industrial Precinct HLBC	70,000	Reserve
TOTAL PROPERTY DEVELOPMENT AND MANAGEMENT	280,624	
Public Space Maintenance (Cross City)		
Enhanced Public Domain Maintenance (Pt AREAS)	2,984,802	General Revenue / SRV / Res
Enhanced Public Domain	160,978	General Revenue
Biodiversity Offsets - St.Mary's Access Road	38,591	Contribution
TOTAL PUBLIC SPACE MAINTENANCE (CROSS CITY)	3,184,371	
Purchasing and Supply		
Supply Services Resources - WestInvest	109,373	Grant
TOTAL PURCHASING AND SUPPLY	109,373	
Resilience		
Resilience Programs	50,205	General Revenue / Reserve
Community Resilience Initiatives - LG Recovery Grant	183,898	Grant
St Marys WestInvest Project Resourcing	167,484	Grant
St Marys Place Plan	18,185	SRV
Study on Recovery Needs for Caravan Park Residents	30,000	Grant
TOTAL RESILIENCE	449,772	

OPERATING PROJECTS

DESCRIPTION	BUDGET \$	FUNDING SOURCE
Social Strategy		
Community Assistance Program	61,970	General Revenue
Aged & Disability Projects	20,000	General Revenue
Targeted Early Intervention Programs (TEIP)	58,736	Grant
Disability Access Improvements Operational	1,470	General Revenue
Disability Inclusion Action Plan Stretch Projects	90,000	Reserve
Multicultural Community Research	20,000	Reserve
Community and Cultural Facilities Development	40,000	Reserve
Community Health Promotion	6,000	General Revenue
TOTAL SOCIAL STRATEGY	298,176	
Strategic Asset Management Planning		
Declared Dams Management	70,000	Reserve
TOTAL SUSTAINABILITY	70,000	
Sustainability		
Sustainability Programs	18,000	General Revenue
Louise Petchell Learning for Sustainability Scholarship	5,000	General Revenue
Compact of Mayors	13,680	General Revenue
WSU Solar Car Sponsorship	10,000	Reserve
EV Transition Plan	45,000	Reserve
TOTAL SUSTAINABILITY	91,680	
Tourism and International Partnerships		
Tourism Operational Expenditure	110,237	General Revenue / Reserve
City Marketing	136,548	General Revenue
International Relations	91,805	General Revenue
TOTAL TOURISM AND INTERNATIONAL PARTNERSHIPS	338,590	
Traffic Management, Parking and Road Safety		
Road Safety Project	2,500	General Revenue
TOTAL TRAFFIC MANAGEMENT, PARKING AND ROAD SAFETY	2,500	

OPERATING PROJECTS

DESCRIPTION	BUDGET \$	FUNDING SOURCE
Waste Avoidance and Resource Recovery		
Purchase of Bins after Rollout	115,752	Reserve
Biodegradable Bags - Purchase & Delivery	1,500,000	Reserve
E - Waste	150,000	Reserve
Waste Strategy & Contract Development	200,000	Reserve
Hard Waste Assessment	274,678	Reserve
Chemical Clean Out	20,000	Reserve
Kitchen Caddies	8,000	Reserve
Christmas Services	30,000	Reserve
Supplementary Services	45,000	Reserve
TOTAL WASTE AVOIDANCE AND RESOURCE RECOVERY	2,343,430	
TOTAL OPERATING PROJECTS		18,303,161



SCHEDULE 1 DETAILED PROGRAM OF WORKS

ROADS TO RECOVERY PROGRAM FOR 2023-24				
STREET	LOCATION	SUBURB	LENGTH (M)	COST (\$)
North Ward				
The Driftway	Bonner Road to Londonderry Road	Londonderry	770	1,234,864
TOTAL			-	1,234,864
East Ward				
TOTAL			-	-
South Ward				
TOTAL			-	-
TOTAL ROADS TO RECOVERY PROGRAM			770	1,234,864



URBAN ROAD RESEALING/RESHEETING PROGRAM FOR 2023-24

STREET	LOCATION	SUBURB	LENGTH (M)	COST (\$)
North Ward				
Karuah Road	Illawong Avenue to End of Road	Penrith	165	54,000
Bannister Way (Whole length)	Dampier Street to Warburton Crescent	Werrington County	231	46,800
Corsair Crescent (RLRRP)	Soling Crescent to Soling Crescent	Cranebrook	496	113,500
TOTAL			892	214,300
East Ward				
Aldan Place	Cook Parade to Cul-de-sac	St Clair	258	84,500
Bartock Grove	Walkers Lane to Cul-de-sac	St Clair	56	47,400
Bax Glen	Walkers Lane to Cul-de-sac	St Clair	55	42,600
Berrigan Place	Coowarra Drive to End of road	St Clair	154	53,700
Flintlock Drive	Todd Row to Todd Row	St Clair	342	71,600
Lockheed Circuit	Bennett Road to Bennett Road	St Clair	633	100,684
Morningbird Close	Autmleaf Parade to End of Road	St Clair	203	50,900
Mustang Avenue	Explorers Way to Chatsworth Road	St Clair	257	67,800
Osprey Place (Whole length)	Sandpiper Crescent to End of Road	Claremont Meadows	160	44,000
Sandalwood Avenue	Chardonnay Road to Diamantina Close	St Clair	218	54,400
Sunray Crescent (Whole length)	Timesweep Drive to Evenstar Place	St Clair	250	47,100
Walkers Lane (Whole length)	Coowarra Drive to Bartok Grove	St Clair	169	52,700
Whipbird Place	Cockatoo Road to End of Road	Erskine Park	151	58,000
TOTAL			2,906	775,384
South Ward				
Calgaroo Crescent	Manning Street to Manna Place	Kingswood	176	52,100
Jamison Road	Jean Street (Near existing Patching) To Elliot Street	Kingswood (South)	256	68,100
Marlock Street	Pepermint Street to End of Road	Kingswood	139	63,400
Martin Street	Bridge to Cul-de-sac	Regentville	422	59,000
Pardalote Place	Friarbird Crescent to End of Road	Glenmore Park	209	51,500
TOTAL			1,202	294,100
Emergency Management Citywide				859,500
TOTAL URBAN ROAD RESEALING/RESHEETING PROGRAM			5,000	2,143,284

RURAL ROAD RESEALING/RESHEETING PROGRAM FOR 2023-24

STREET	LOCATION	SUBURB	LENGTH (M)	COST (\$)
North Ward				
Castlereagh Road	Springwood Road to #407	Agnes Bank	455	156,000
Doak Avenue	Dodford Road to Spinks Street	Londonderry	650	373,200
Leitch Avenue	Howell Road to Sutherland Road	Londonderry	672	81,600
Nutt Road	Boscobel Road to Devlin Road	Londonderry	853	187,000
Seventh Avenue	Third Avenue to Terrybrook Road	Llandilo	1,000	208,900
Whitegates Road	Drive way for number 56 to The Northern Road	Londonderry	585	345,100
TOTAL			4,215	1,351,800
East Ward				
TOTAL				
South Ward				
Castle Road	Ulm Road to the end	Orchard Hills	605	346,100
Chain-o-ponds Road	Kings Hill Road to The Northern Road	Mulgoa	2,770	463,600
Kerrs Road	Mount Vernon Road to the end	Mount Vernon	615	120,500
Longview Road	Vineyard Road to The Northern Road	Mulgoa	287	182,400
Samuel Marsden Road	Landsdowne Road to Flinders Avenue	Orchard Hills	243	61,700
St Thomas Road	Kings Hill Road to the Bridge (480m north of Kings Hill Road)	Mulgoa	510	306,000
Verdelho Way (North)	Wentworth Road to Traminer Grove	Orchard Hills	249	157,600
TOTAL			5,279	1,637,900
TOTAL RURAL ROAD RESEALING/RESHEETING PROGRAM			9,494	2,989,700

URBAN ROAD RECONSTRUCTION PROGRAM FOR 2023-24

STREET	LOCATION	SUBURB	LENGTH (M)	COST (\$)
North Ward				
TOTAL			-	-
East Ward				
Carpenter Street	Adams Crescent to Marsden Road	Colyton	297	199,900
Desborough Road	House number 159 to Marsden Road	Colyton	401	588,000
Maple Road	Debrincat Avenue to Viney Street	North St Marys	665	552,000
TOTAL			1,363	1,339,900
South Ward				
Fragar Road	Jamison Road to Treetops Avenue	South Penrith	346	544,282
Greenhills Avenue	12 Greenhills Avenue	South Penrith	20	14,000
Jamison Road	Evan Street to Chapman Avenue	Penrith	370	600,000
TOTAL			736	1,158,282
TOTAL URBAN ROAD RECONSTRUCTION PROGRAM			2,099	2,498,182

FOOTPATH DELIVERY PROGRAM FOR 2023-24

STREET	LOCATION	SUBURB	LENGTH (M)	COST (\$)
North Ward				
Coreen Avenue	Combewood Avenue to Sydney Smith Drive (South Side)	Penrith	345	65,000
TOTAL			345	65,000
East Ward				
Blackwell Avenue	Banks Drive to Southern Boundary of Saunders Park (West Side)	St Clair	135	25,500
TOTAL			135	25,500
South Ward				
Leonay Parade	Buring Ave to 3B Leonay Parade (West Side)	Leonay	130	24,500
Colless Street	Stafford Street to Derby Street & Hope Street to 20 Colless Street (East Side)	Penrith	190	35,000
TOTAL			320	59,500
TOTAL FOOTPATH DELIVERY PROGRAM			800	150,000

SHARED PATHWAYS MAINTENANCE PROGRAM FOR 2023-24

STREET	LOCATION	SUBURB	AREA (SQM)	COST (\$)
North Ward				
Leonard Lane	Between Leonard Place & Bennett Road	Colyton	296	37,000
Echo Lane	Between Echo Place & Andrews Road Baseball Complex	Penrith	80	10,000
Woodriff Street	Between Henry Street & Soper Place	Penrith	117	14,625
Werrington Lakes Reserve	Burton Street & Segment 8	Werrington	87	10,875
Grimley Lane	The Northern Road & the Footpath on the Northern side	Penrith	16	1,950
TOTAL			596	74,450
East Ward				
Bennett Rd Reserve	Between Merino Circuit & Coonawarra To Bennett Road Reserve	St Clair	16	1,950
Menzies Lane	Between Endeavour Avenue & Menzies Circuit	St Clair	146	18,250
Peter Pan Lane	Between Peter Pan Glen & Coonawarra- Bennett Road Reserve	St Clair	48	6,000
Oleander Lane	Between Oleander Road & North St Marys Park	North St Marys	44	5,438
Morley Lane	Between Kingsley Grove & Kingsbury Place	Kingswood	50	6,250
Tulloch Lane	Between Tulloch Place & Coonawarra- Bennett Road Reserve	St Clair	52	6,500
Todman Lane	Between Todman Place & Coonawarra- Bennett Road Reserve	St Clair	56	7,000
TOTAL			411	51,388
South Ward				
Laneway	Between Jimbi Place & existing footpath from Lakes Drive	Glenmore Park	14	2,162
Cobb Avenue	Between Snowden Street & Grafton Place	Jamisontown	260	32,500
Cobb Avenue	Between Grafton Place & Elmbridge Road	Jamisontown	178	22,250
Snowden Street	Between Cobb Avenue & Left hand corner Of Snowden Street	Jamisontown	166	20,750
Samuel Foster Reserve	Between Bayley Road to the new existing footpath connectoin - footpath east	South Penrith	118	14,750
Thurwood Lane	Between Glenbrook Street & Thurwood Avenue	Jamisontown	494	61,750
TOTAL			1,230	154,162
TOTAL FOOTPATH DELIVERY PROGRAM			2,237	280,000

DRAINAGE PROGRAM FOR 2023-24

STREET	SUBURB	LOCATION	TYPE	DESCRIPTION OF WORK	COST (\$)
North Ward					
Woodside Glen	Cranebrook	15 Woodside Glen	Drainage	Install underground pipes and pits to reduce street flooding.	140,000
Dobson Place	Emu Heights	4 Dobson Place	Drainage	Replace old damaged pit to current standards.	20,000
Howell Road	Londonderry	41 Howell Road	Drainage	Improve drainage at Howell Road and Laurence Road intersection.	100,000
Rickards Road	Agnes Banks	59 Rickards Road	Drainage	Improve roadside table drain to divert water away from property.	60,000
Fourth Road	Berkshire Park	176 Fourth Road	Drainage	Replace culvert head walls and install aprons on both sides.	40,000
Lakeside Drive	Jordan Springs	Village Lake Dam	Drainage	Install alert level markers on declared dam.	10,000
TOTAL					370,000
East Ward					
Hobart Street	St Marys	Glossop Street to No 61 Hobart Street	Drainage	Upgrade capacity of existing pipes following TfNSW drainage upgrade on Glossop Street.	280,000
Magnolia Street	North St Marys	85 Magnolia Street	Drainage	Replace two old pits to increase inlet capacity to reduce street flooding.	35,000
Poplar Street	North St Marys	5 Poplar Street	Drainage	Replace old damaged pit to current standards.	20,000
TOTAL					335,000
South Ward					
Narooma Avenue	South Penrith	8 Narooma Avenue	Drainage	Improve drainage lines to reduce street flooding.	70,000
Sweet Water Grove	Orchard Hills	16 Sweetwater Grove	Drainage	Install (stage 2) pipes and pits to reduce street flooding.	50,000
Sheba Crescent	South Penrith	35 Sheba Crescent	Drainage	Upgrade pits and inlets to current standards.	20,000
Enfield Road	Jamisontown	40 Enfield Road	Drainage	Replace damaged pipes and pits found in CCTV inspections around 1 Gynea Place drainage works.	80,000
Vista Steet	Penrith	15 Vista Street	Drainage	Build additional infrastructure to address safety issues related to constant water flow in gutters and crossing De Vilnits Parade.	70,000
Glenmore Parkway	Glenmore Park	Schoolhouse Creek Dam	Drainage	Install alert level markers on declared dam.	8,000
TOTAL					298,000
TOTAL DRAINAGE PROGRAM					1,003,000

BUILDING ASSET RENEWAL PROGRAM 2023-24

CATEGORY	PROJECT	SUBURB	COST (\$)
Amenities	Hickeys Lane Amenities Renewal	Penrith	250,000
Amenities	Kingsway North Amenity Building	Werrington	500,000
Child Care Centre	Carita Childcare Centre	South Penrith	70,000
Child Care Centre	Children Services Fire Safety	Various	300,000
Child Care Centre	Children Services General Building Renewal	Various	100,000
Child Care Centre	Cook Parade Childcare Centre	St Clair	150,000
Child Care Centre	Kids Place Childcare Centre	Emu Plains	300,000
Child Care Centre	Kindana Long Day Care	South Penrith	300,000
Child Care Centre	Strauss Road Childcare Centre	St Clair	250,000
Community Building	JSPAC General Renewal Allocation	Penrith	500,000
Community Building	Penrith Regional Gallery General Asset Renewal	Emu Plains	30,000
Community Building	South Penrith Neighbourhood Centre Renewal	South Penrith	169,446
Community Building	St Marys Library Lift Replacement	St Marys	200,000
Recreation	Ripples St Marys General Renewal Allocation	Penrith	450,000
Sports Ground	Parker Street Sporting Field Upgrades	North Penrith	400,000
Sports Ground	Penrith Pool Kiosk	Penrith	147,083
Sports Ground	St Clair Recreation and Leisure AC Renewal	St Clair	300,000
Various	General Asset Renewal and High Risk Works	Various	1,364,137
Various	Painting Schedule	Various	300,000
TOTAL			6,080,666



PARKS ASSET RENEWAL PROGRAM 2023-24

ASSET CATEGORY	PROJECT TITLE	DESCRIPTION OF WORK	LOCATION	COST (\$)
Playgrounds	Dorothy Radford Reserve Playground Renewal	Local play space renewal.	St Clair	80,000
	Gilmour Street Reserve Playground Renewal	Local play space renewal.	Colyton	67,816
	Monfarville Sportsgrounds Mayoral Challenge*	New play space and associated infrastructure.	St Marys	75,000
	Londonderry Park Playground Upgrade	Play space renewal, enhancing to district level.	Londonderry	80,000
	Henry Brigden Park Playground Renewal	Local play space renewal.	Penrith	75,000
	Eileen Cammack Reserve Playground Renewal	Local play space renewal.	South Penrith	750,000
	Surveyors Creek Lighting Upgrade	Lighting Upgrade. Forward funded in 2022-2023.	Glenmore Park	150,000
Cricket Wickets	Cricket Wicket Resurfacing Program	Renew synthetic surfaces.	Various	30,000
Viewing Platforms	Blue Hills Wetlands Western Platform Renewal	Renew damaged pylons.	Glenmore Park	86,451
Courts	Jim Anderson Park Basketball Court Renewal	Renew existing court surface.	Werrington Downs	50,000
Bubblers	Drinking Fountain Program	Supply and install new bubblers to 2022/23 and 2023/24 playspace projects (x12).	Various	150,000
Softfall	Pinnacle Park Softfall Renewal	Renew wetpour rubber softfall system, upgrading to EPDM.	Glenmore Park	60,000
			TOTAL	979,267

*Parks Asset Renewal program Contribution towards Mayoral Challenge Project.



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 (AREAS).

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

Capital Projects: A project that helps maintain or improve a civil asset, often called infrastructure.

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

CBD: The Central Business District (CBD) is the commercial centre of an urban area. It contains the main shops, offices and financial institutions.

CCC: A Child Care Centre (CCC) provide regular full-time or part-time child care in places specially built or adapted for child care.

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

Community Strategic 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 Strategic Plan identifies some outcomes that are beyond Council's responsibilities. The Community Strategic 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 plans to and maintains regular engagement and discussions with its community and partners.

DA: A Development Application (DA) is a formal application submitted to Council for permission to carry out a new development.

DCP: A Development Control Plan (DCP) provides detailed planning and design guidelines to support the planning controls in the LEP.

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

DIAP: The Disability Inclusion Action Plan (DIAP) identifies strategies and actions to help make Penrith more accessible and inclusive as required by the Disability Inclusion Act 2014 (NSW).

EEO: Equal Employment Opportunity (EEO) is the principle that everyone should have equal access to employment opportunities based on merit.

Function: A team within a Department that undertakes a particular set of activities. Departments may have one or more Functions.

Integrated Planning and Reporting Legislation and Framework

(IP&R): 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 Resource Strategy, a Delivery Program, and an 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 Plans (LEPs) guide planning decisions for local government areas through zoning and development controls. They provide a local framework for the way land can be developed and used.

LSPS: The Local Strategic Planning Statement (LSPS) sets out the 20-year vision for land use in Penrith Local Government Area (LGA). The LSPS recognises the special characteristics which contribute to Penrith's local identity and how growth and change will be managed in the future.

LTFP: The Long-Term Financial Plan (LTFP) is a long-term financial plan is to express in financial terms the activities that Council proposes to undertake over the medium to longer term to help guide Council's future actions depending on the longer-term revenue and expenditure proposals.

WH&S: Work Health and Safety (WHS) involves the management of risks to the health and safety of everyone in your workplace.

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 or

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

Principal Activity: An activity which fulfills a primary function or service that Council delivers or provides. They generally account for more than 20% of a Function's resources delivered over the 4 years of 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.

RPAP: The Resilient Penrith Action Plan (RPAP) aims to build awareness and preparedness and enhance the capability of Council and the community to adapt and improve resilience to risks, shocks and stresses. It aims to enhance our capacity to work together in becoming a more resilient city and community.

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).

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 Strategic 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.



INTERPRETING ASSISTANCE

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

GET A COPY OR PROVIDE FEEDBACK

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