

ORGANISATIONAL REPORT

DECEMBER 2020

PENRITH



How we're going with
delivering services, activities
and projects for our community.

STRATEGIC PLANNING FRAMEWORK

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

The following Penrith Council documents form our Strategic Planning Framework.

They are available on our website and in hard copy by request.



Community Plan

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



Delivery Program and Operational Plan

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



Community Engagement Strategy with the Community Participation Plan

This document details Council's approach to engagement, identifies the various stakeholders in our City's future and sets out how Council plans to engage with each of these groups to develop and review our Community Plan, as well as identifying how the community can expect to be involved in land use planning decision processes.



Resourcing Strategy

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

A MESSAGE FROM OUR GENERAL MANAGER

As we come to the end of the first half of 2020-21, Penrith City Council continues to “rise strong”. This report outlines our achievements and challenges as we deliver on our annual Operational Plan.

As always, we continue to work on a wide range of projects and, despite the uncertainty that has underpinned 2020, we are travelling well with 95% of projects on track or completed.

Among these projects is the newly-renovated St Clair Leisure Centre. The \$2.1 million project is part of our broader *Sport, Recreation, Play and Open Space Strategy* that will deliver 82 projects over the next five years. In the reporting period, 19 of these projects have been completed including six new playgrounds, upgrades to amenities buildings and improved flood lighting.

Council recently celebrated 10 years of FOGO recycling. Penrith was the first metropolitan council in Australia to introduce Food Organics recycling to its Garden Organics bins. Over the past decade we have used the resulting compost in local parks, gardens and sports fields and, in doing so, have diverted 335,540 tonnes of organic waste from landfill.

In another Australian first, Council collaborated with SUEZ, Stillwell Trucks and Mercedes-Benz Trucks to launch Australia’s first smart waste collection vehicle. The smart vehicle improves pedestrian safety and responds to the need for more manoeuvrability as our cities continue to grow.

And as our City grows, so too does the need to deliver cooler, more liveable spaces. In December, Council announced we would plant 5,000 new trees across the City. Half the trees will be planted as part of Council’s *Cooling the City Strategy*, with the remainder funded by the NSW Government’s Greening our City program. In line with these projects and our Strategy, we are revitalising Council’s 35-year-old nursery to increase our capacity to propagate local providence plants.

We continue to collaborate and consult with our community. In the past six months, residents have helped shape the early development of our next *12-year Community Strategic Plan* and provided feedback and ideas on the design for a City Park, the revitalisation of Soper Place, public artwork for

Regatta Park and future use of the Police Cottage (a Nepean River Precinct heritage site).

We also worked with city leaders through the COVID-19 Economic and Social Recovery Taskforces and adopted the 12-month *Penrith Rising Strong Recovery Plan*. One of the earliest actions from the plan was to collaborate on the Penrith Proud initiative to encourage residents to support local businesses.

While we were unable to stage our REAL Festival this year, Council created COVID-Safe opportunities for our community to enjoy art through ReAnimate Penrith and our Magnetic Places program. ReAnimate included a collection of creative street art, animation and augmented reality experiences across the Penrith CBD, while the Magnetic Places: Arts & Connection After Isolation program brought buildings and quiet corners in St Marys to life after dark.

During this reporting period, Council received a number of awards and accolades. Among them, Council’s exceptional *Cooling the City Masterclass* received the Climate Change Adaptation Award at the Local Government NSW Excellence in Environment Awards.

I am proud to say Council also completed its journey to White Ribbon Australia Workplace Accreditation – marking us as an organisation that champions respect and gender equality, and whose policies and people respond to and prevent violence against women. Our accreditation sits alongside Council’s own Towards Zero campaign against all forms of violence, bullying and harassment.

To find out more about Council’s current and future projects, and how you can have your say in our City’s future, visit penrith.city and yoursaypenrith.com.au, and follow us on Facebook and Twitter.



WARWICK WINN
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.

STENZONCO

A Message from our General Manager	3
Our Mission, Values and Customer Promise	4
Our Performance Summary	6
Outcome 1	16
Outcome 2	20
Outcome 3	26
Outcome 4	30
Outcome 5	34
Outcome 6	38
Outcome 7	44
Our Finances	50

OUR PERFORMANCE



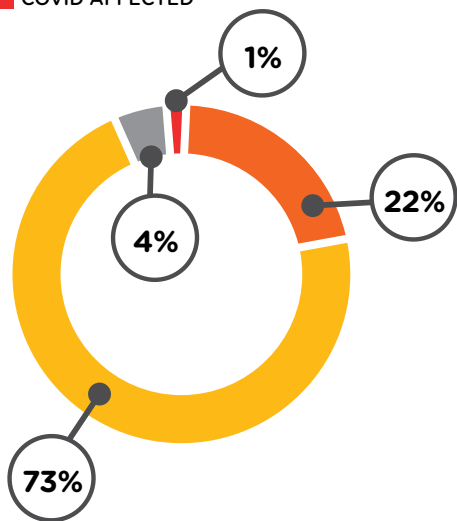
OUR PERFORMANCE SUMMARY

Our Projects

At the end of the December 2020 six monthly reporting period, 22% of reportable projects (Capital and Operational) were completed, 73% were on schedule for completion, 1% were experiencing some delay due to COVID-19, and a further 4% were experiencing other delays. Although we do our best to anticipate what needs to be done each year, unexpected challenges and opportunities inevitably arise. In some cases, this affects our ability to undertake the work we had planned, however, in others, we can respond without affecting our agreed program of works.

Projects

- COMPLETED
- ON TRACK
- AT RISK
- COVID AFFECTED

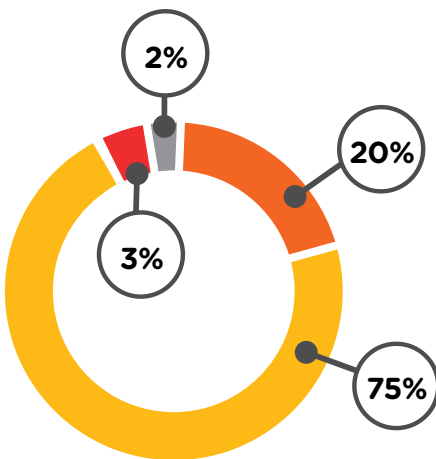


Our Operational Plan Actions





At the end of December, 20% of Operational Plan actions were reported as completed, 75% identified as on schedule for completion, 3% were experiencing some delay due to COVID-19, and a further 2% were experiencing other delays.

Actions










- COMPLETED
- ON TRACK
- AT RISK
- COVID AFFECTED



HOW DID WE DO





 COMPLETE
  ON TRACK
  AT RISK
  OFF TRACK

Below is a summary of our performance against the specific actions we committed to for 2020-21.

ACTION	DESCRIPTION	PROGRESS
OUTCOME 1 WE CAN WORK CLOSE TO HOME		
 1.1.1a	Develop a concierge service to support people wanting to locate their business in Penrith	A Customer Relationship Management system was scoped with economic development, marketing and tourism inputs. A broader stakeholder data base will be further refined.
 1.1.1b	Advance the State Government's proposal to roll out a 5G pilot that includes Penrith	Development of a pilot is underway, and a non-binding Memorandum of Understanding was drafted for the stakeholders to review and sign. This MOU will guide the pilot 5G project in 2021.
 1.1.2a	Prepare a business case to examine ways to help manufacturing businesses in Penrith be ready for the opening of Western Sydney International Airport	Expression of interest document for external parties to help develop an advanced manufacturing program for existing businesses in Penrith was drafted. An Export Capabilities Webinar is also planned for March 2021 with Regional Development Australia and Export Australia. The Webinar will feature industry, trade, Government, export and finance experts to support local business thinking of exporting, or those who are exporting and want to expand or diversify.
 1.1.2b	Progress the actions from the 2019-20 Mayoral Job Summit	A number of initiatives were completed with others being pursued into 2021. These include: facilitating a STEM initiative between local schools and business in partnership with CSIRO; sponsoring and attending Western Sydney Schools Career Expo in May 2021; virtual workshops with TAFE NSW about apprenticeships and traineeship that align to WSA jobs; online network platform for participants of the Mayor Job Summit participants.
 1.1.4a	Coordinate a review of the Our River Masterplan and Plan of Management	Project planning was started. This includes preparation for the project, including scoping, timing and budget preparation and analysis. This work will continue in 2021.
 1.1.4b	Set a framework to transition the City Park project from concept design to delivery	Completed - The project was transitioned from planning phase to delivery with an agreed set of parameters in place to manage the project.
 1.1.5a	Complete an audit of potential enterprises in key industry sectors and launch a targeted campaign to increase their awareness of Penrith as a place to invest	The New West Marketing Implementation Plan is complete and will be presented to Council in April 2021.
 1.1.5b	Conduct market research into the lifestyle offering required to attract new workers from key industry sectors	The New West Marketing Implementation Plan is complete and will be presented to Council in April 2021.
 2.1.1a	Adopt first review of Penrith Local Environmental Plan 2010 and start second review of Penrith Local Environmental Plan 2010	Council prepared an LEP Review Phase 1 Planning Proposal which aligned LEP 2010 with the planning priorities set in the Greater Sydney Commission's Greater Sydney Region Plan – A Metropolis of Three Cities and Western City District Plan. The LEP Review 1 Planning Proposal was submitted to the Department of Planning, Industry and Environment on 31 August 2020.




✓ COMPLETE ➤ ON TRACK ◆ AT RISK ✗ OFF TRACK

ACTION		DESCRIPTION	PROGRESS
OUTCOME 2 WE PLAN FOR OUR FUTURE GROWTH			
➤	2.1.1b	Finalise a draft comprehensive review of the Penrith Development Control Plan	The Comprehensive review of the DCP was begun. This work will be completed in three stages. Stage 1 involved minor housekeeping amendments to the DCP and was endorsed by Council on 10 August 2020. Stage 2, which involves a comprehensive review of the DCP, has begun. A draft DCP is expected July 2021.
➤	2.1.7a	Develop structure plans and subsequent strategies for the North South Rail Corridor and East West Economic Corridor	Draft structure plans for Penrith, Kingswood, Werrington and St Marys completed. Work now started on North South Corridor following confirmation of station locations.
➤	2.1.7b	Work with Government to release the Penrith Multi-User Depot site for sale to support jobs growth in Penrith City Centre	Council collaborated with the State and Federal Governments to facilitate a planning proposal for the site. This involved developing detailed project plans with tri-government responsibilities.
➤	2.1.7c	Work with the NSW Government to develop a strategy to manage South Creek	Council continues to work with the State Government and the Western Parkland City Authority to plan for South Creek.
➤	2.1.7d	Continue the preparation of the Centres Strategy	Following the endorsement of the Interim East West Corridor Strategy by Council in April 2020, work progressed towards Places of Penrith, our consolidated strategy including centres, green corridors, housing, jobs and transport.
➤	2.2.1a	Facilitate the implementation of the short-term actions in the Local Strategic Planning Statement	Council worked with the local community to develop the Penrith Local Strategic Planning Statement (LSPS). The Penrith LSPS describes the vision and priorities for land use across Penrith City. It outlines the special character and values of the place and how they will be managed into the future. Council endorsed the final LSPS on 23 March 2020, with most of the short-term actions being implemented through the LEP Review Phase 1 Planning Proposal. The Planning Proposal was submitted to the Department of Planning, Industry and Environment on 31 August 2020 for Plan Making.
➤	2.2.1b	Review and Update the planning controls for Penrith City Centre	Council is undertaking a review of the Penrith City Centre including a comprehensive review of planning controls, preparation of a Transport Management Plan and Parking Strategy. Council completed an initial review of the city centre and will be incorporated into the broader strategy work known as the Places of Penrith. A report on the Transport Management Plan based on detailed traffic modelling was also completed.
➤	2.3.1a	Continue to implement our advocacy strategy for the Greater West Metro and Castlereagh Connection infrastructure projects	Environmental Impact Statement for the Greater West Metro in development with construction of the rail line from St Marys to Western Sydney Airport due to start at the end of 2021. A joint research project with Blacktown City Council on the Castlereagh Connection and staging benefits was completed.
✓	2.3.1b	Formalise an implementation framework for the advocacy program	A review was undertaken and led to us identify emerging advocacy needs and the need for a more strategic and policy led approach.
➤	2.3.2a	Implement recommendations from the Development Contributions Review	Council worked on a review of its contributions planning framework. The following actions from the project plan are currently in progress; preparation of s7.11 template; preparation of s7.12 plan for Penrith LGA; review and implementation of software system for the tracking and calculation of contributions and works; review and update of WELL Precinct Contributions Plan.

 COMPLETE
  ON TRACK
  AT RISK
  OFF TRACK

ACTION	DESCRIPTION	PROGRESS
--------	-------------	----------





OUTCOME 2 WE PLAN FOR OUR FUTURE GROWTH

	2.3.2b	Adopt a s7.12 contributions plan for non-residential development	Council endorsed a citywide s7.12 contributions plan for non-residential development in July 2020, after community consultation.
	2.3.2c	Adopt a s7.12 contributions plan together with Liverpool Council for the Aerotropolis	Council, in conjunction with Liverpool Council, prepared a Development Contributions Plan for the Western Sydney Aerotropolis Precinct, in order to deliver local infrastructure to support the precinct. The plan is on public exhibition until January 2021.
	2.3.2d	Adopt a Voluntary Planning Agreement and Works in Kind Policy	As a result of the Development Contributions Review a policy to guide the negotiation of planning agreements and works in kind agreements was prepared, involving council staff and industry feedback. The policy was adopted by Council at its Ordinary Meeting of 30 November.

OUTCOME 3 WE CAN GET AROUND THE CITY

	3.3.2a	Put a process in place to make the most of the new parking sensor technology	In November 2018, Penrith City Council entered into a contract for installation and maintenance of 1,683 parking bay sensors. There are currently 1,529 sensors with a further 154 to be installed. The contractor experienced significant supply chain issues.
	3.3.3a	Finalise detailed design for the Soper Place development	Design Excellence Competition was run and awarded. Consultants were engaged. A Development Application was prepared and submitted.
	3.3.3b	Review and Update the traffic and parking controls for Penrith City Centre	Penrith Core Centre Transport Management Study and Plan is completed. The development of a Parking Policy and Strategy for the Penrith City Centre to cater for future parking demands within the City based on projected growth is completed.

OUTCOME 4 WE HAVE SAFE, VIBRANT PLACES

	4.1.4a	Finalise Regatta Park Stage 1 design	Final tender package for road design was finalised and sent to TfNSW and Project Verifier for review and certification. Final tender package for the landscape design was finalised.
	4.1.5a	Continue to deliver strategies identified within the Community Safety Plan	The Community Safety Plan 2018-22 continues to guide work across three key priority areas: Public Space Safety, Domestic and Family Violence and Community Cohesion and Resilience. A mid-term review highlighting key projects delivered under the Plan was presented to the Penrith Community Safety Partnership at its October 2020 meeting.
	4.2.1a	Deliver targeted activation programs in both St Marys and Penrith City Centres	Programming continued on the activation of the public spaces within each centre, including lunch time music performances and a program to match musicians with local business throughout November. Support continued of the Town Centre Corporations Triennial Plan implementation. Fortnightly meetings were held with the Town Centre Corporation managers.
	4.2.2a	Finalise the Kingwood Place Plan and start delivery of priority actions	The Kingswood Place Plan was adopted by Council on 9 November 2020. Following adoption of the plan a number of projects were delivered including the gateway arts project and creative lighting installation in Red Cross Park, Kingswood.
	4.3.2a	Undertake Neighbourhood Renewal activities in Llandilo to develop an action plan	Council staff engaged with over 50 Llandilo residents, services and businesses through the delivery of the Village Cafe Project and focused on establishing relationships with key residents and stakeholders. This provided early insights into local community priorities, including requests for upgrades to physical infrastructure, improved community cohesion and support in addressing poor mental health.

✓ COMPLETE ➤ ON TRACK ◆ AT RISK ✗ OFF TRACK

ACTION	DESCRIPTION	PROGRESS
--------	-------------	----------

OUTCOME 4 WE HAVE SAFE, VIBRANT PLACES





➤	4.3.3a	Develop a project model to increase resilience across a range of Neighbourhood Renewal communities	Engagement with over 300 residents, services and businesses helped to inform a draft Resilience Action Plan with community feedback shaping the design of a new resilience project model drafted. An online vulnerability mapping tool was also developed to assist in identifying areas of Penrith most vulnerable to shocks and stressors.
---	--------	--	--

OUTCOME 5 WE CARE FOR OUR ENVIRONMENT

➤	5.2.3a	Implement a reduce, reuse and recycle waste communications strategy	Six waste campaigns went live within the LGA. Most of the campaigns were launched with creative animations, GIFS and static material. The animations were well-received as reflected in the number of engagements on social media; likes, shares, saves, comments. Also, all the animations surpassed the market average video completion rate of 20%, revealing that residents' interest was held, which in the digital world translates to engagement and potentially behaviour change.
➤	5.3.4a	Develop the Resilient Penrith Action Plan	Community and Stakeholder engagement for the Resilience Action Plan was undertaken during Oct/Nov 2020. An Outcomes Report was produced. This information is currently being built into the draft Resilience Action Plan document. A vulnerability data mapping tool is currently being developed.

OUTCOME 6 WE ARE HEALTHY AND SHARE STRONG COMMUNITY SPIRIT

➤	6.1.2a	Undertake a review of the Disability Inclusion Action Plan	In line with direction given by NSW Department of Communities and Justice, Council developed a one year "bridging" DIAP for 2021-2022. This bridging DIAP outlines key projects relating to disability inclusion that Council will work on during the next 12-month period.
✓	6.1.3a	Start construction of fields and amenities at the western end of the Kingsway Sporting Complex	Action completed. Construction of the sporting fields is complete and now in turf establishment period.
➤	6.1.3b	Build a new amenity building in Mark Leece Oval, St Clair	Demolition of existing building completed. New amenities building foundation is complete and structure is now out of the ground. Construction works are progressing well.
◆	6.1.3c	Deliver two synthetic fields in Jamison Park	Initial delays in approving the contractor's designs were resolved but the ongoing wet weather is not allowing large scale earthworks and compaction tasks to be completed to program.
➤	6.1.5a	Undertake request for quote (RFQ) process for a new Library Management System and complete the implementation of the new system	The detailed draft tender document is being reviewed for updating. A number of changes still required to be completed, reflecting technology/system changes.
✓	6.1.6a	Finalise the five-year operational model for Council's nursery	A five-year operational model for the nursery was developed.
➤	6.2.1a	Start development of the City-wide Community and Cultural Needs Study	The Needs Study report was drafted by Council officers with peer review and support from consultants. The report will be finalised and Councillors will be briefed early in 2021.
➤	6.2.2a	Undertake a review of the grants Council provides to the community	Research and interviews are being conducted with internal staff and other councils who administer grant programs, with analysis of information underway.
➤	6.2.3a	Facilitate the development of a new approach to referral pathways that support better outcomes for the community	Council officers progressed planning for this project and met with external stakeholders to discuss best practice for the framework.

 COMPLETE
  ON TRACK
  AT RISK
  OFF TRACK





ACTION	DESCRIPTION	PROGRESS
--------	-------------	----------

OUTCOME 6 WE ARE HEALTHY AND SHARE STRONG COMMUNITY SPIRIT

	6.2.4a	Develop a 10-year plan for the delivery of the REAL Festival	Council officers began work on the first draft of the strategy and this should be completed and ready for review in early 2021.
	6.3.1a	Review the international partnerships program	International Partnerships review is completed and will go to a Councillor briefing in May 2021.
	6.3.2a	Start development of a new Cultural Action Plan	Development of the Cultural Action Plan was begun with the project plan and scoping completed and work undertaken on a cultural audit to identify the cultural and arts groups and assets in our city.

OUTCOME 7 WE HAVE CONFIDENCE IN OUR COUNCIL

	7.1.2a	Undertake a Delegations Awareness Campaign	The delegations form was completed, updated and included in all Workforce forms to ensure delegations are captured at an early stage and before the fact. A new page on the iConnect page was developed which includes comprehensive information about delegations.
	7.1.2b	Undertake a Fraud and corruption awareness Survey	Survey was completed and results reviewed. Results will be reported to the Leadership Team, but this task is now completed.
	7.1.14a	Complete procurement process to engage a contractor for the digitisation of the applications archive (Building/Development)	Procurement process to engage a Contractor for the digitisation of Council's application records was completed. Reported to Council on 28 September 2020.
	7.1.14b	Appraise for disposal 25% of the non-application records held at the archives	Records appraisal is ongoing for the non-application records held at the Archives. The records are being appraised for either destruction or for transfer to the NSW State Archives and Records Authority as State Archives.
	7.2.8a	Complete procurement training sessions across the organisation	Good level of training achieved across organisation. Procurement eLearning module draft version almost complete.
	7.2.9a	Update Asset Management Plans for all asset classes	Draft Asset management plans were written for all major asset classes. Condition data for roads was collected in 2020, and a contract to collect condition data for paths in 2021 due to commence in February 2021. Data from all asset classes are in the process of being migrated into one central database to allow better visibility and linkage to the financial system.
	7.2.9b	Review key asset management processes, including acquisition and disposal	This project will be completed in the second half of this financial year.
	7.2.9c	Develop the 2021-22 asset renewal programs for the buildings, parks, drains, roads and pathways	Draft asset renewal programs for 2021-22 exist for roads, buildings and open space. These renewal programs are being refined as more data becomes available.
	7.2.9d	Participate in the development of uniform engineering design standards	All comments collected from internal stakeholders and sent to consultant for consideration. The Western Sydney Engineering Design Manual was endorsed by the Project Control Group in November 2020 and was circulated to select development industry groups for feedback.
	7.3.2a	Start the End of Term Report	Initial data capturing work was begun and a draft will be started in February 2021.
	7.3.4a	Deliver three initiatives to improve customer experience	1. Waste Management Phase 1 released 1 July 2019 2. City Presentation case management released August 2019 3. Waste Management Phase 2 (bulky waste) released March 2020. 4. Waste Spot Release 1 (overall waste enhancements) released December 2020

 COMPLETE
  ON TRACK
  AT RISK
  OFF TRACK

ACTION	DESCRIPTION	PROGRESS
OUTCOME 7 WE HAVE CONFIDENCE IN OUR COUNCIL		
▶	7.3.4b	Start development of a data strategy Development of a Data Strategy and Framework are in progress. A core working group of Council staff has been initiated, with a wider "influencer" group of Council staff at Manager level supported by external expertise. Two sample areas were chosen to undertake detailed analysis of their data needs and the systems available to meet those needs Analysis is underway to continue the development of the Data Strategy and Framework.
▶	7.3.4c	Review the functionality and appearance of the corporate website (penrith.city) Review is in progress, including identifying areas for 'quick win' improvements to tide us over until the bigger website renewal project is complete. Short term 'quick win' goals for the first half of the year include improving the UX of the home page (particularly by reducing the number of quick links) and ongoing improvements to menu navigation.
✗	7.3.4d	Finalise roll out of the field services mobility program and deliver initial training Training began. The roll-out and training had a projected completion date of December 2020. However after discussions was extended to the end of March 2021 to include re-training sessions.
▶	7.4.1a	Deliver a seasonal newsletter to all residents in the Penrith LGA Council's new Our Place (Community Newsletter) continues to be a popular means to share news from Council and about our City with the local community. Two of the four editions for 2020/21 were distributed (Spring 2020 and Summer 2020).
▶	7.4.2a	Finish talking to our community to understand the issues to be addressed by the new community plan Workshops were held in October covering the areas of building a relationship with our community, growing Penrith's lifestyle and protecting the environment and managing growth. These workshops provided a deeper understanding of the broader issues raised through the community engagement held from November 2018 to March 2020. The next step is to go back out to service providers and community groups to test the workshop findings with a broader audience.
▶	7.4.2b	Respond to the findings of the Integrated Planning and Reporting Audit Good progress was made on implementing the recommendations of the IPR Audit, with further recommendations to be addressed following documents planned for June 2022.
▶	7.4.2c	Start preparation of the new suite of Integrated Planning and Reporting documents A review of the Resourcing Strategy was commenced.
▶	7.4.3a	Review the use of indicators around community wellbeing and organisational performance and culture New organisational performance indicators were adopted with the 2020-21 Operational Plan and are being tested.
▶	7.4.3b	Integrate business planning with other relevant corporate processes and strategic goals Some initial work has commenced with further opportunities to be explored.

ORGANISATIONAL INDICATORS

Financial Indicators

Variation between actual budget and planned budget

Council's budgets are prepared annually and phased into quarters. Although planning can never be completely accurate in an organisation the size and complexity of Council, comparing actual vs planned budgetary spend will indicate how well budgets are being phased and managed.

This indicator will be reported annually at an organisational level

Cost of service delivery over time

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

This indicator will be reported annually at both organisational level and division level.

Management Indicators

Completion rate / status of operational plan actions (progressing to schedule)

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

95%

As at the end of December 2020, 95% of Council's 65 2020-21 Operational Plan Actions were completed or progressing to schedule.

Annual Business Plan reviewed quarterly

Each year every department of Council prepares an internal business plan which establishes how the department will use the resources available to deliver services, what risks need to be accounted for and how success will be measured. These plans are reviewed quarterly to reflect changes in organisational or community priorities, resources, or the operating environment.

100%

All Business Plans were reviewed during the 6 month period ending 31 December 2020.



Employee leave levels meet organisational targets

Leave is an essential part of employee wellbeing and can also help indicate engagement levels. Council has targets for annual leave to ensure workloads are planned to allow staff to take reasonable leave and measuring of unplanned leave allows Council to identify possible areas of disengagement. This indicator will be reported quarterly at organisational level.

Annual Leave

TARGET: 100% of employees to have less than 8 weeks of accrued annual leave

RESULT:

91.3%

Of staff (temporary and permanent) have less than 8 weeks of accrued annual leave as at 31 December 2020.

This figure represents the period 1 Jul-31 Dec 2020, given that January is peak time for people to take annual leave, it is expected that this will improve over the 12 month period. Tracking this indicator also helps identify leave patterns across the organisation. It is anticipated that leave targets will be reviewed as part of Council's "Finding Balance" journey.

Unplanned Leave

TARGET: employees to have taken less than 9 days unplanned leave per financial year (4.5 days per 6 months)

RESULT:

4.13

Days per employee

This figure indicates that Council is on track to meet this target. Tracking this indicator also helps identify leave patterns across the organisation.

Customer Experience Indicators

Customer experience measures developed and tested

This indicator will only be in place for 2020-21. This indicator will track the development and testing of Customer Experience measures across the organisation.

Customer experience measures have been developed and being tested in 3 areas across Council.

It was intended for measures to be developed by 30 June 2021, but due to resourcing and the changing nature of customer expectation this may be delayed until 30 June 2022.

Customer experience performance meets agreed targets

This indicator will progressively apply to more departments across Council.

This indicator will be reported quarterly at organisational level from 1 July 2021.



OUTCOME 1

WE CAN WORK CLOSE TO HOME



HELPING OUR COMMUNITY FIND A LOCAL JOB THAT SUITS THEM

How Have We Done Over The Past Six Months?

The following indicators help to measure the effectiveness of Council's activities in delivering the strategies included in this Outcome.

Number of Childcare Centres that meet national quality standards

The National Quality Standards for Childcare Centres include requirements around early childhood education. Compliance with these standards demonstrates that Council's Childcare Centres are delivering national standard educational programming.

100%

**Of Childcare Centres have met or
exceeded National Quality Standards**

Number of attendees at library education programs

This helps Council understand the popularity of educational programs such as story time or HSC revision. Increased popularity over time will indicate sessions are valued by the community. A method to record participant feedback is currently being developed.

49

children's sessions were presented online with an average attendance of

84

children per session.

2

adult sessions were presented online with an average of

20

adults per session.

STRATEGY 1.1 ATTRACT INVESTMENT TO GROW THE ECONOMY AND INCREASE THE RANGE OF BUSINESSES OPERATING IN THE REGION



WE CAN WORK CLOSE TO HOME

The service activities that help deliver this strategy are:

- 1.1.1 Undertake actions to deliver on planning priorities 11 to 15 (Our Economy) within the Local Strategic Planning Statement
- 1.1.2 Facilitate and pursue investment leads based on industry sector research
- 1.1.3 Promote and market the New West investment brand to key industries
- 1.1.4 Facilitate transformational strategic land projects in the Penrith City Centre or other significant economic corridors of Penrith and the Nepean River
- 1.1.5 Promote Penrith as a place to live and work in through events and marketing

Strategy highlights from the reporting period

- Employment Lands Strategy development is in progress. Consultation on the broader Western Parkland City Employment Lands study and Economic Development Strategy is underway. Industry specific research is being conducted to understand the gaps and opportunities in focus areas to be able to attract investment.
- Investment leads will emerge and link to the development of the Employment Lands Strategy and the Economic Development Strategy. Two investment leads were received and site selection advice and recommendations were given.
- Penrith New West Marketing Implementation strategy is almost finished. It is being prepared for a Councillor briefing in April 2021. This strategy will include multiple campaigns across targeted industry sectors.
- 'The Quarter' Prospectus and marketing campaign was prepared and presented to Council.
- Significant work was completed on both the City Park and Regatta Park projects, with construction due to start in 2021.

- Community and business consultation on City Park is complete. The Park design is complete and being finalised for lodgement of Development Application in early 2021.
 - Regatta Park design is finalised, and construction is due to start in 2021.
- Council continued to promote Penrith through the Visit Penrith brand. The team sourced and published an increasing amount of event information to promote on the Visit Penrith website, social and email channels. Council also provided significant marketing support for the ReAnimate Penrith event.
- Long day care year-to-date numbers are currently 2% above its target of 91%. Some preschool services started the financial year with numbers down on projections. While this situation turned around in most instances during COVID-19, the slow start brings the overall figure down. Before and after school care services continue to track down due to COVID-19 and families choosing to keep their children at home.
- All of Council's children's centres are rated as exceeding or meeting the National Quality Standards (NQS), against 76% achieving this rating nationally.
- Support to improve access for children with ongoing high support needs was provided by the Commonwealth funded Inclusion Development Fund and through the State Government Preschool Disability Inclusion Program over the last 6 months. These programs built the capacity of services to include children with ongoing high support needs into mainstream services. During the past six months the services managed by the Cooperative enrolled over 72 children with diagnosed additional needs and disability.
- Many children's attendance patterns were affected in 2020 due to COVID-19 and we had to develop innovative strategies to support families with children at home. We provided online information sessions that supported their child's learning and development while they were absent from care. We maintained relationships with children and families and provided material packs they could use at home for collection.
- Working from home arrangements for staff during COVID-19 allowed broad curriculum learning to occur which included the completion of relevant e-learning modules and online training sessions. All educators also attended training in relation to guiding the behaviour of children and we continue to embed training in this area into all areas of curriculum planning. We also delivered an e-learning module on Active Supervision which was completed by all staff and gave them clear information about their role in keeping children safe.

STRATEGY 1.2 PROVIDE ACCESS TO LIFELONG LEARNING TO MAXIMISE OPPORTUNITIES FOR OUR COMMUNITY

The service activities that help deliver this strategy are:

- 1.2.1 *Deliver high quality children's services*
- 1.2.2 *Deliver quality library services that meet the community's changing needs*
- 1.2.3 *Deliver a work experience and traineeship program that adds value to the community*

Strategy highlights from the reporting period

- All Council's children's services remained open during the COVID-19 crisis, with Council implementing several actions to ensure staff and children were supported and provided with continuity of care. These actions have included:
 - where possible, parents dropping off and picking up children in the centre foyer/ or before entry into the rooms
 - ensuring unwell children are excluded from centres; introduction of temperature checks for children, staff and visitors to the centre as well as the roll-out of masks to staff
 - Rigorous cleaning of touch point surfaces throughout the day including daily and weekly cleaning of buses
 - QR codes for visitors and contractors

- A number of building and playground upgrades were completed including internal painting, playgrounds and kitchen upgrades. Carita and Werrianda received a complete upgrade to the floors and walls.
- Council remains committed to supporting the health and wellbeing of staff, ensuring they were provided with opportunities to participate in health and wellbeing activities. More than 254 employees participated in the Corporate Global Step Challenge where staff were encouraged to reach at least 10,000 steps each day. Staff also attended a Health Expo which included a range of health information.
- COVID-19 service delivery restrictions, including reduced seating and limits for studying and computer use, affected Library outcomes. Library staff adapted services, including developing and providing online programs, providing more digital assistance to help the community with technology and systems enquiries, and introducing the Library app for members to obtain access to the physical and online resources. Two online adult sessions were provided with an average attendance of 20 people, and 3,272 digital assistance enquiries were completed at the library. This is a 55% increase over the same period last year. 49 children's programs were developed and presented online by library staff with an average online attendance of 84 people.
- 153,034 loans were made, including 47,298 eLoans which was an 11.5 % increase over the same period last year. eLoans made up 30.9% of total loans. There was a 27% decline in physical loans over the same period last year. There was a corresponding 65% decrease in the number of library visits.
- The current library membership is 43,912, with 3,577 new members registered at the library, around half the number of the same period in the previous year.

- Our work experience program was reviewed with improvements implemented to reduce administration time and improve the experience for all stakeholders. The work experience program will be launched in February 2021.
- The traineeship program is ongoing with business admin trainees and an ICT trainee starting in February 2021.



CHALLENGES FROM THE REPORTING PERIOD

- COVID-19 impacted the launch of the work experience program. However, the program will be launched now the Civic Centre is due to re-open to staff.
- COVID-19 restrictions on gatherings and events require a different approach to marketing. Messaging and frequency were carefully adjusted to help businesses and events remain within guidelines and to keep the community safe.
- COVID-19 delayed some planned initiatives such as Penrith Jobs, Skills and Traineeships Trades Fair, as well as Western Sydney Airport School career path seminars for Penrith school students aimed at early intervention and career path mapping. These actions and initiatives will be revisited in 2021.

OUTCOME 2

WE PLAN FOR FUTURE GROWTH



MAKING SURE SERVICES AND INFRASTRUCTURE KEEP UP AS PENRITH GROWS

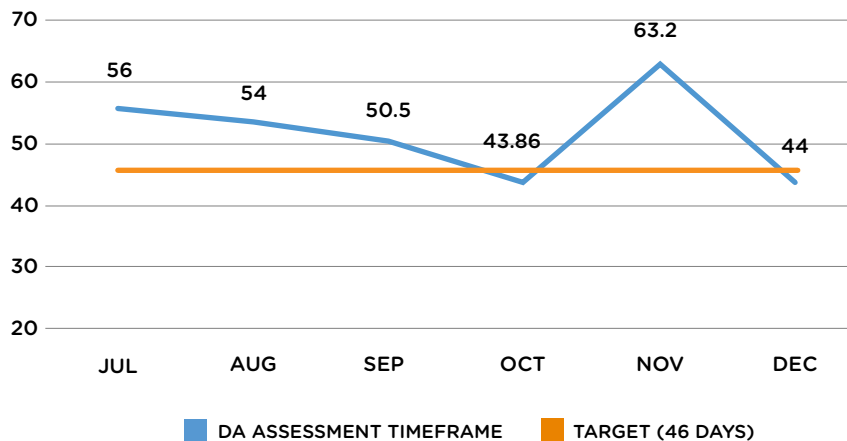
How Have We Done Over The Past Six Months?

The following indicators help to measure the effectiveness of Council's activities in delivering the strategies included in this Outcome.

Assessment timeframes for development applications meet targets

Assessment of development applications and regulation of construction activity are key aspects of ensuring development can occur to meet the needs of our community.

Average number of days for assesment of minor Development Applications



STRATEGY 2.1 FACILITATE QUALITY DEVELOPMENT IN THE CITY THAT CONSIDERS CURRENT AND FUTURE NEEDS OF OUR COMMUNITY

The service activities that help deliver this strategy are:

- 2.1.1 Plan for and facilitate development in the City
- 2.1.2 Provide engineering advice for development applications, strategic planning and policy development
- 2.1.3 Assess development proposals efficiently and make decisions that are open and fair
- 2.1.4 Improve development assessment services through continuous improvement and stakeholder input
- 2.1.5 Ensure buildings constructed are safe and healthy
- 2.1.6 Contribute to and influence changes in policy to ensure the best outcomes for our community
- 2.1.7 Support and influence tri-government strategic planning in the Western Parkland City by responding to City Deal opportunities

Strategy highlights from the reporting period

- Council is developing a robust planning framework to enable the planning and facilitation of development in the City. The work will be undertaken in phases to implement Council's LSPS actions and outcomes of the Places of Penrith strategy program. The framework includes:
 - LEP review over three phases (phase one complete)
 - Comprehensive DCP review over three phases (phase one complete)
 - Implementation of the Action Plan from the Development Contributions Review
- Adoption of S7.12 Citywide plan and Infrastructure Agreements policy
- Exhibition of S7.12 Aerotropolis Plan and S7.11 Mamre Precinct Contributions Plan
- Reviewed and provided engineering advice on 380 referrals
- Between 1 July and 31 December 2020:
 - 470 Development Applications (DAs) were lodged with 454 applications determined (including withdrawals). This represents a minor increase in lodgements from the same period in 2019-20
 - Average days for the determination of Minor DAs increased slightly to 52 Days
 - Reviewed and responded to over 42 development and infrastructure works proposals from the State Government and 20 telecommunications authorities.

- Assessed and processed 46 land title dealing applications and provided advice on 27 liquor license applications.
- Instrumental in lobbying State Government and NSW Land Registry Services (LRS) to enable electronic processing and lodgement of land title dealing forms and final plans of subdivision. Council's Development Service worked with the Land Registry Service to trial an electronic endorsement process which vastly improved productivity and is now available to all councils within the Greater Sydney Metropolitan Area.
- A Land Title Dealings and Subdivision Certificate Workshop stakeholder engagement session was held in September 2020 for key customers involved in subdivision applications, subdivision certificate preparation and land title dealings. The session covered the expansion of mandatory functions of the NSW Planning Portal and explained advancements in the management and determination of land title dealing applications.
- 53 Construction Certificates determined. This was a reduction of 17% from the same period in 2019-20. The COVID-19 pandemic and associated health restrictions saw staff adapt to significantly altered ways of working at very short notice. These challenges contributed to the reduction in Construction Certificates determined.
- 66 Construction Certificate applications were received, an increase from the same period in 2019-20 (57). Council's market share increased from 16% (57 out of a total 357 applications) to 19% (66 out of a total 349 applications). In the future, there will be scope to grow this market share as staff accreditation and experience levels increase.
- COVID-19 also caused a slow-down of existing construction projects and the postponing of many others. This was a significant contributor to the 52% decrease in the number (326) of critical stage inspections conducted when compared to the same period last year.
- The number of Annual Fire Safety Statements received increased 30% from 1,254 to 1,631. The increase is attributable in the main to a higher number of rejected statements due

to more complex regulations coming into force. This results in additional statements being resubmitted. The number of properties on the database increased by 63.

- Council continued to support planning for the Western Parkland City through various collaborative committees, including working closely with State Government to implement the City Deal, working with other local councils and collaborating when opportunities arise.

STRATEGY 2.2 PROTECT THE CITY'S NATURAL AREAS, HERITAGE AND CHARACTER

The service activities that help deliver this strategy are:

- 2.2.1: *Ensure our strategic planning responds to the requirements of the Greater Sydney Commission's District Plans*
- 2.2.2 *Undertake research and projects and participate in the Western Sydney Planning Partnership to respond to emerging issues and government initiatives*
- 2.2.3 *Guide quality development outcomes through provision of expert advice and quality customer service*

Strategy highlights from the reporting period

- The background studies for the LSPS, including the Local Housing Strategy, Rural Lands and Villages Study and Strategy, Scenic and Cultural Landscape Study and St Marys Economic Development Strategy, are complete and will be incorporated into the broader strategy work. These strategies are interdependent on State Government work, such as population projections, common planning assumptions, the North South Rail Link, corridors and other Council strategies under preparation, such as the Employment Lands and Centres' strategy. These studies will be finalised as a part of the broader strategy work being undertaken through the Places of Penrith.
- Council carried out studies in response to emerging issues and trends in collaboration with the Western Sydney Planning Partnership on the Common Planning Assumptions, Contributions

and Uniform Engineering Design Guidelines (Street Design). The Street Design work will be incorporated in the future DCP review. Council provided input to Aerotropolis Planning including the SEPP, DCP and Precinct Planning Process.

- Council facilitates a number of advisory forums for applicants and the general public. These forums are available through urban design and pre-lodgement panel meetings and a heritage advisory service. They provide early and pertinent technical advice to inform development proposals and facilitate quality development outcomes. Due to the increased scale of development being sought, an increasing number of items are being considered through these panel processes.

STRATEGY 2.3 ENSURE SERVICES, FACILITIES AND INFRASTRUCTURE MEET THE CHANGING NEEDS OF OUR CITY

The service activities that help deliver this strategy are:

- 2.3.1 *Represent the changing needs of our growing community to other levels of government*
- 2.3.2 *Ensure our policies, strategies and plans provide for the services and infrastructure our City needs*

Strategy highlights from the reporting period

- Council continues to leverage the City Deal governance arrangements to make representation to government on the growing needs of our community. This is done through a range of involvements and representation to government agencies and through forums including Planning Partnerships, Penrith Collaboration Area with the GSC and Western Parkland City Authority.
- The following actions are currently underway:
 - Preparation of s7.11 template
 - Review and implementation of a software system for the tracking and calculation of contributions and works
 - Review and update of WELL Precinct Contributions Plan



- Preparation of s7.12 Plan for Western Sydney Aerotropolis (note separate to the action plan and done in conjunction with Liverpool City Council)
- Work is continuing on actions from the development contributions review. Systems review and VPA tracking software is progressing to the development of a business case. A project plan is being prepared for the citywide open space contributions plan, and the community facilities review was begun.
- A s7.11 plan was prepared for Mamre Road Precinct. This area was moved from the Aerotropolis plan as the DCP provided enough information to prepare a nexus-based plan. This plan was endorsed by Council for exhibition in October 2020 and placed on exhibition in November. The exhibition was concluded and Council received a number of detailed submissions.
- An amendment to Council's citywide s7.12 plan was endorsed for exhibition by Council in October. The amendment removes the Aerotropolis and Mamre Road Precincts from the plan. This plan was exhibited during November and submissions are being reviewed.
- As a result of the Development Contributions Review, a policy to guide the negotiation of planning agreements and works in kind agreements was prepared by council staff and with industry feedback. The policy was adopted by Council on 30 November.

CHALLENGES FROM THE REPORTING PERIOD

- Delays occurred due to COVID-19. For example, the neighbour notification period generally started later as a result of allowances for delays in Australia Post correspondence.
- The introduction of electronic lodgments through the planning portal resulted in payment delays compared to previous instant arrangements (in person or by cheque).
- The rapidly changing legislative framework and accelerated release area planning continued to remain a major challenge for the service.
- The continued roll out of application types as mandatory functions of the NSW Planning Portal is a significant challenge due to inefficiencies and duplication with existing application lodgement processes.
- Continued service delivery while waiting on further information and clarification on planning matters from other levels of Government.
- As a consequence of the COVID-19 pandemic, face-to-face meetings were not available. Online audio / visual engagement sessions were established to provide necessary advice and guidance. These sessions allowed greater flexibility in meeting frequency, volume and accessibility.
- Ministerial requirements for the reporting of certain development types to the Local Planning Panel is extensive. Opportunities to advocate for reconsideration and refinement of requirements continue to be raised with the Department of Planning, Infrastructure and Environment.



OUTCOME 3

WE CAN GET AROUND THE CITY



MAKING SURE WE CAN GET FROM PLACE TO PLACE SAFELY AND EASILY, WHETHER WE DRIVE, WALK, CYCLE OR RIDE THE TRAIN OR BUS

How Have We Done Over The Past Six Months?

The following indicators help to measure the effectiveness of Council's activities in delivering the strategies included in this Outcome.

Average time to respond to notification of a defect on Council roads (potholes)

The safety of Council's road network is closely linked to the quality of the road pavement and how quickly defects can be fixed

3 Days

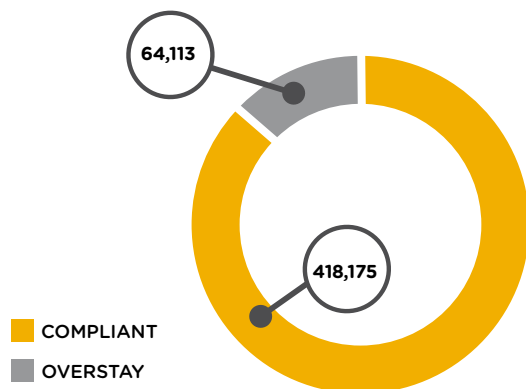
Taken on average to respond to notifications.

Number of cars overstaying time limits during peak times

Council has introduced parking pods in some parts of the Penrith CBD to better track the utilisation of parking spaces. This information will help inform a parking strategy. In the interim, data around overstays and peak time capacity of carparks will help inform us about whether parking is meeting demand. As the network of parking pods increases, this indicator will be refined.

Peak times refers to 8am to 6pm, Monday to Friday; and 8am to 12 pm Saturday

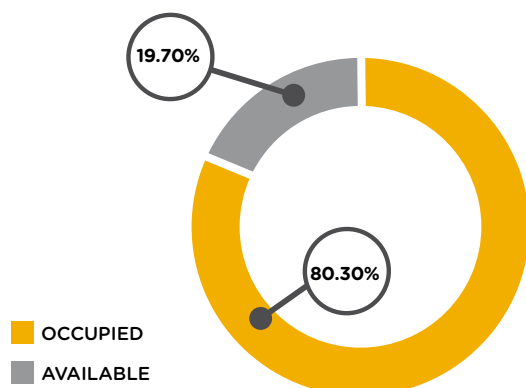
Number of cars overstaying in peak times



% of time carparks are at 95% capacity or above during peak times

At no time were any of Council's carparks at 95% capacity or above during peak times during the last six months.

Average % occupation in peak times



STRATEGY 3.1 WORK WITH PARTNERS TO IMPROVE PUBLIC TRANSPORT



WE CAN GET AROUND THE CITY

The service activities that help deliver this strategy are:

- 3.1.1 *Implement the Bus Shelter Renewal Program*
- 3.1.2 *Work with providers to review existing services and plan for new public transport services*

Strategy highlights from the reporting period

- Four bus shelters were installed in St Marys, Cambridge Park and Penrith as part of the Council's annual Bus Shelter Program. In addition, Council received a grant under the Local Roads and Community Infrastructure Program (LRCIP) to construct around 50 bus stop boarding points including the installation of tactiles at priority locations across the Penrith LGA.
- Continued to collaborate with Transport for NSW (TfNSW) to develop Rapid Bus Routes between Penrith and the new Airport.

STRATEGY 3.2 PROVIDE A SAFE AND EFFICIENT ROAD AND PATHWAY NETWORK

The service activities that help deliver this strategy are:

- 3.2.1 *Maintain the City's roads and pathways*
- 3.2.2 *Implement the Road Asset Renewal Program*
- 3.2.3 *Implement the Footpath and Shared Pathway Program*
- 3.2.4 *Manage the delivery of Council's major transport infrastructure projects*
- 3.2.5 *Certify future public assets being delivered as part of development*
- 3.2.6 *Provide technical advice on traffic issues and plan for the delivery of roads and shared pathways*
- 3.2.7 *Manage programs and initiatives that improve road safety and efficiency*
- 3.2.8 *Identify areas and causes of traffic congestion that affect main roads*

Strategy highlights from the reporting period

- Council responded to 217 customer requests about potholes and replaced 2,130sqm of footpath.
- 120,040sqm of road pavement was resurfaced, in Cambridge Gardens, Castlereagh, Claremont Meadows, Colyton, Emu Heights, Erskine Park, Glenmore Park, Leonay, Llandilo, Londonderry, Mulgoa, North St Marys, St Clair, Werrington, Werrington County and Werrington Downs as part of the Road Resheeting Program.
- 15,950sqm of road pavement was reconstructed in Colyton, Cranebrook and Erskine Park as part of the Road Reconstruction and Roads to Recovery Program.
- 3.26km of footpath was constructed in Parkin Road, Colyton; Ridgetop Drive, Glenmore Park; River Road, Leonay; Maple Road and Sycamore Street, North St Marys; Coreen Avenue, Penrith; Grandview Street, South Penrith; Braddon Street and Mary Mackillop Park, St Marys.
- 515m of footpath was widened in Banks Drive, St Clair; Great Western Highway, Emu Plains; Illawong Avenue, Penrith; Smith Street, Kingswood and Timesweep Drive, St Clair
- Intersection upgrade of Northern Road and Derby Street was completed, and the Erskine Park Road upgrades are in the final stages.
- Council continued to inspect and deliver assets associated with developments across the LGA. The majority of these assets are delivered as part of major urban release areas.
- Work for projects listed within the Local Traffic Committee (LTC) and Urgent Traffic Facilities budget progressed as expected with matters reported to LTC, reported for community consultation and scheduled for construction.
- All Safer roads funded projects are on track for completion. All plans progressed to consultation and delivery phases and are expected to be within budget.
- Continue to participate with TfNSW in preparing the planning for the Western Sydney Road Network Plan (RNP) for road corridors. The corridors are Elizabeth Drive (RNP32), The Northern Road (RNP 58), and the Great Western Highway (RNP48).
- At the Councillor briefing on 28 October 2020, TfNSW made a progress report and presentation on the Mulgoa Road Upgrade, in particular, Stage 2 (from Glenmore Parkway to Jeanette Street), Stage 5a (from Blaikie Road to Jamison Road) and Stage 5b (from Jamison Road to Union Road).
- At the 30 November 2020 meeting, Council resolved to endorse the preliminary high-level submission to the Proposed Upgrade of Mamre Road Upgrade – Stage 1 between the M4 Motorway, St Clair and Erskine Park Road, Erskine Park.

STRATEGY 3.3 PROVIDE PARKING TO MEET THE NEEDS OF THE CITY

The service activities that help deliver this strategy are:

- 3.3.1 *Maintain Council's car parks*
- 3.3.2 *Help ensure efficient and fair use of parking spaces across the City*
- 3.3.3 *Provide technical advice on parking issues and plan for the delivery of parking infrastructure*

Strategy highlights from the reporting period

- A percentage of Council car parks are on a scheduled maintenance program, they are being attended to as per schedule. Other Council car parks are attended to as required based on reactive maintenance requests.
- Council Rangers resumed full time enforcement operations from August 2020 after the COVID-19 disruption. Areas actively patrolled include in the Penrith CBD, St Marys CBD, Emu Plains Town Centre and Hospital Precinct. Rangers actively enforce both Council free car parks and on-street regulated parking.

- Further work was completed to deliver additional parking at North Street and a new decked structure at Soper Place.
- The Penrith Parking app was rolled out and is now active, with over 1,000 parking spaces within the Penrith CBD able to be accessed via real-time information.

STRATEGY 3.4 IMPROVE PASSENGER AND FREIGHT TRANSPORT CONNECTIONS IN THE REGION

The service activities that help deliver this strategy are:

- 3.4.1 *Work with government to deliver regional transport infrastructure that meets the needs of our community*
- 3.4.2 *Support the work of the Federal and State Government in delivering Stage 1 of the North South Rail link in time for the opening of Western Sydney Airport*

Strategy highlights from the reporting period

- Council continued to participate with TfNSW in preparing the planning for the Southern Link Road Network Strategy (SLRNS) between Mamre Road and the M7. Council's officers advised that the road classification for the future SLRNS north south road networks need to be classified as State Road, not as a local road, and the current proposal for Bakers Lane access through the industrial area is not acceptable for the two school communities.
- Council continued to work alongside Government and City Deal partners in planning for North South Rail.

CHALLENGES FROM THE REPORTING PERIOD



- Broader road network planning continues to be a challenge, including commitment to funding for the road infrastructure works program.
- Face-to-face meetings were cancelled due to COVID-19 and the LTC business paper went to an electronic and Zoom meeting format.
- The speed of delivery of urban release areas increased. This put pressure on Council's certification services as developers and contractors require mandatory inspections during construction or elements like roads and drainage.

WE CAN GET AROUND THE CITY



OUTCOME 4

WE HAVE SAFE, VIBRANT PLACES

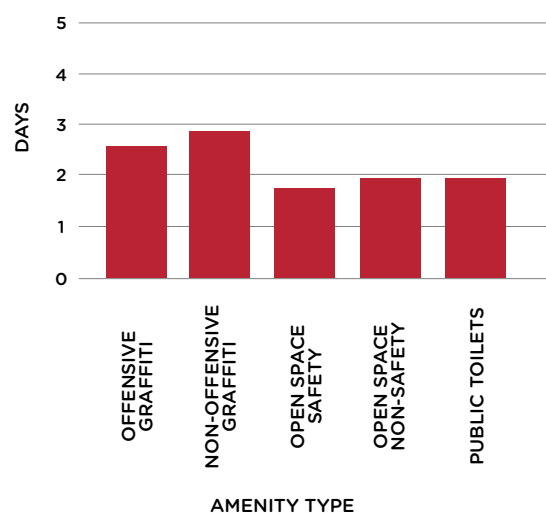


MAKING SURE OUR PUBLIC PLACES ARE SAFE, PLEASANT PLACES TO BE

How Have We Done Over The Past Six Months?

The following indicators help to measure the effectiveness of Council's activities in delivering the strategies included in this Outcome.

Average time to respond to requests related to public amenity



STRATEGY 4.1 MAKE OUR PUBLIC PLACES SAFE AND ATTRACTIVE

The service activities that help deliver this strategy are:

- 4.1.1 *Maintain Council's public buildings*
- 4.1.2 *Implement the Public Amenity Replacement Program*
- 4.1.3 *Manage Council's cemeteries*
- 4.1.4 *Plan and deliver Council's major capital projects for public spaces*
- 4.1.5 *Maintain a Community Safety Plan for the City*
- 4.1.6 *Maintain Council's public spaces*
- 4.1.7 *Maintain public trees across the City*
- 4.1.8 *Help make our public spaces and community facilities safe and pleasant places to be*
- 4.1.9 *Provide security for Council property and public areas*
- 4.1.10 *Implement the Building Asset Renewal Program*

Strategy highlights from the reporting period

- Reactive and scheduled building maintenance is meeting customer and asset condition requirements. The first half of the year saw a significant increase in reactive maintenance requests which placed pressure on the budget.
- Werrington Public Amenities at Rance Oval opposite the shopping strip was replaced with a new facility attached to the sporting building. The old building was demolished and the area made good.
- Council's three operational cemeteries (Penrith, St Marys and Emu Plains) continued to operate during COVID-19, adhering to all government regulations that apply to funerals. A project was completed to enter data in relation to all St Stephen and Castlereagh Cemetery records into Stone Orchard (electronic cemeteries record keeping system). The community can now search cemetery records online for all Council managed cemeteries.
- Regatta Park design work and authority approvals are nearing completion and the project will move into construction shortly.
- City Park is in detail design with the site being available to start remediation works in August 2021.
- Kingswood pedestrians lighting is close to completion. Additional planters were installed and additional funding was secured for further upgrades to be delivered in 2021.
- The Community Safety Plan 2018-22 continues to guide the work of the Community Safety team across both social and physical projects to improve public space safety, help reduce domestic violence and promote safer, connected communities. Highlights include the 'Walk With Me' project raising awareness of violence against women, pedestrian lighting improvements through the 'Light My Way' project in Kingswood and the successful 'Formation' Young Women's Leadership Training program.
- Requests for graffiti removal are responded to within agreed service standards and time frames.
- Thousands of trees were assessed for pruning or removal. Works were organised and most undertaken in accordance with Council's Street and Park Tree Management Plan.
- There was greater cooperation and integration with the Regional Illegal Dumping (RID) Squad. Rangers assisted in the development of draft protocols that should greatly improve the detection, classification, investigation and removal of illegally dumped waste.
- Council security and access control systems are being migrated to a new security platform. The remote locking pilot program at Mulgoa Park public amenities was successful. The remote locking system will be rolled out at other similar facilities.



STRATEGY 4.2 HELP MAKE OUR MAJOR CENTRES AND IMPORTANT COMMUNITY PLACES SAFE AND ATTRACTIVE

The service activities that help deliver this strategy are:

- 4.2.1 *Support the revitalisation of Penrith City Centre and St Marys Town Centre*
- 4.2.2 *Help ensure our important community places meet the needs of the people that use them*

Strategy highlights from the reporting period

- A number of activation programs were delivered, including the programming of 36 hours of live music for Lunchtime Tunes in St Mary Town Centre and Penrith City Centre. 43 hours of live music was delivered in November through the Matchmaker Program in Penrith City Centre.
- Continued working with stakeholders in our centre, particularly the Town Centre Corporations and local businesses on the delivery of renewal and activation projects within of our City Centres.
- Work continues on delivering the Penrith Night Time Economy Strategy and recommendations from the St Marys Town Centre Audit and Study to enhance the experience of the centres at night for residents and visitors.

STRATEGY 4.3 WORK WITH OUR COMMUNITIES TO IMPROVE WELLBEING AND INFRASTRUCTURE IN THEIR NEIGHBOURHOODS

The service activities that help deliver this strategy are:

- 4.3.1 *Manage the use of community sport and recreation facilities*
- 4.3.2 *Work with local communities to identify priority issues in their area*
- 4.3.3 *Deliver projects that address local issues and improve the wellbeing of local communities*

Strategy highlights from the reporting period

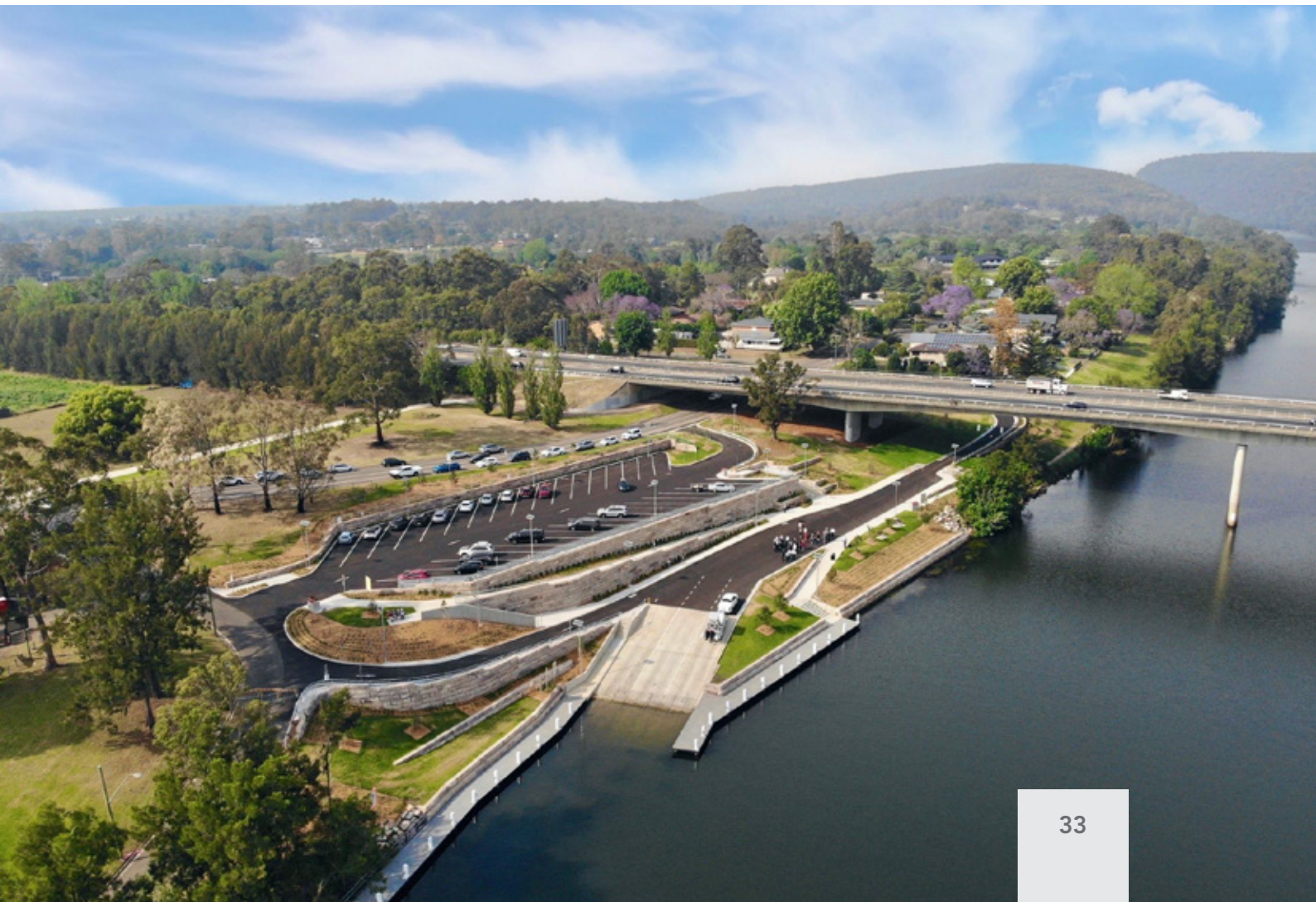
- Reopened 40 community facilities for regular user groups in July and return of function hire in November 2020.
- Recommended community sports within a COVID-Safe environment in July 2020.
- Issued cleaning packs to more than 200 user groups and more than 40 sports groups.
- Developed and regularly updated COVID Safety Plans and COVID-Safe Operational Plans for all community facilities.
- Assisted sporting associations and clubs with reallocation of fields to ensure COVID compliance.
- Trained and supported facilities management committees and sporting facilities regarding COVID-19 requirements/regulations and safety.
- Displayed more than 500 Council 'branded' COVID-Safe Signage in all facilities.
- Produced COVID-Safe information for hirer and user groups including a COVID-Safe Plan template for hirers, Frequently Asked Questions handout, multiple updates of booking application form, terms and conditions of hire and website information to include COVID requirements.
- Removed all fees associated with use of sporting fields until end of winter season 2021 to provide relief to community groups given the financial impact of COVID-19.
- Established and managed a COVID-19 fee-relief program for regular users of community facilities.
- Council engaged with residents in Kingswood Park, North St Marys, Kingswood and Llandilo to identify local opportunities and challenges. In response to COVID-19, staff captured feedback from residents attending Village Café about the impacts of the pandemic on the community.
- In Llandilo, mental health was identified as a challenge and in response, a new public art program was developed to build local social connections.

- Neighbourhood Renewal also worked with local services in Kingswood Park to host a pop-up café to engage with local residents and identify emerging community needs. Food security was flagged as a challenge for many vulnerable residents. Similar challenges were identified in North St Marys. Council partnered with local services to distribute more than 250 Christmas food hampers to residents in Kingswood Park, North St Marys, Kingswood and Llandilo.
- Penrith Stories was launched as an online project to capture the strength and resilience of communities living in the Penrith LGA during COVID-19. The project reached over 1,500 people with 34 stories of kindness, gratitude and courage submitted by local residents.
- Council also engaged with young people in Kingswood Park through support of a local project called the Kids Collective. In response to the challenges raised by the young people, a grant was submitted to the NSW Youth Opportunities program for a project aimed at building the resilience of local young people.

CHALLENGES FROM THE REPORTING PERIOD



- Challenges surrounding scheduled and reactive maintenance on Council's public buildings is primarily due to the high number of maintenance requests. This is impacted by the overall condition of a high percentage of buildings.
- Challenges faced regarding graffiti are mainly due to school holidays when there is a spike in maintenance requests.
- There are still challenges in delivering COVID-Safe activations within the centres.
- COVID-19 related restrictions impacted Neighbourhood Renewal's capacity to deliver face-to-face engagement events and programming.



OUTCOME 5

WE CARE FOR OUR ENVIRONMENT



PROTECTING OUR AIR AND WATER QUALITY, AND NATURAL AREAS

How Have We Done Over The Past Six Months?

The following indicators help to measure the effectiveness of Council's activities in delivering the strategies included in this Outcome.

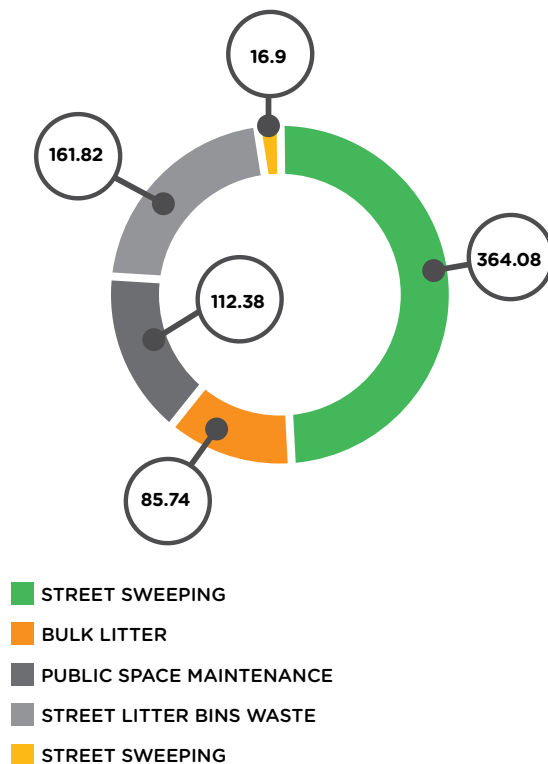
Tonnes of litter collected from public areas (including street sweepers)

Preventing litter from getting into creeks and waterways is a key part of protecting water quality.

Total Tonnes collected:

740.92

Tonnes of litter collected



STRATEGY 5.1 PROTECT THE ENVIRONMENT OF OUR CITY

The service activities that help deliver this strategy are:

- 5.1.1 Maintain Council's drainage infrastructure
- 5.1.2 Deliver programs that help improve our City's natural environment, including significant roadside vegetation
- 5.1.3 Provide advice on protection of the environment and community health
- 5.1.4 Maintain Council's natural areas
- 5.1.5 Collaboratively manage illegal dumping across Western Sydney RID Squad
- 5.1.6 Help minimise impacts on the environment from unauthorised activities
- 5.1.7 Undertake activities associated with the management of asbestos and other waste environmental management chemical management and WHS practices within the Depot

Strategy highlights from the reporting period



WE CARE FOR OUR ENVIRONMENT

- 320 tonnes of gross pollutants were removed from GPTs as part of the Drainage Maintenance Program.
- Most environmental protection service targets are on track, although in the last few months it was not possible to meet all routine audit/ inspection and education/advocacy targets due to COVID-19 restrictions.
- Recreational Water Monitoring continues at four key sites along the Nepean River. Sampling sites include Tench Reserve, Jamisontown, Regatta Park, Emu Plains, the Rowing Club (Nepean River Weir) and Devlin Road, Castlereagh. Sampling is undertaken between October and March each year. 2020-21 testing began on 6 October 2020. Initial results continue to indicate that water quality at these sites is generally good, with the exception of immediately after rain. A trend is also starting to develop indicating the poorest water quality at Delvin Road, Castlereagh.
- A final report on the student project on the impacts of stormwater on microbial levels was submitted to Council. The Report was limited due to the number of rainfall/sampling events. A number of elements will be investigated further.
- 92 environmental and public health DA referrals were assessed by Council, with 13 pre-operational final DA inspections being completed and 16 pre-DA Meetings attended.
- Environmental and public health complaints continue to be investigated with around 257 complaints investigated by Council.
- Council continued to inspect local food, skin penetration and public pools and splashpark businesses, focusing primarily on the Minister's Directions for COVID-19 related matters. Around 550 COVID-19 Safety Health Checks of food business were completed by the Environmental Health Team. Council also sent an email to all local skin penetration businesses and local pool and splashpark operators providing them with their relevant business COVID-19 Safety Plan Template and links to other education resources provided by the State Government.

- Council continued to maintain a diverse number of natural areas across the LGA. Bush Regeneration Programs, involving Council staff and community volunteers, continued to deliver enhanced bushland areas.
- Council continued to host the operations of the Western Sydney RID Squad on behalf of the other member councils.
- The RID Squad conducted 3,495 investigations, an increase of 18.4%. During the same period 114 penalty notices were issued with a value of \$193,300.
- Council continued to manage asbestos incidents and management requirements in line with Council's Asbestos Management Framework. 133 asbestos matters were managed - 116 asbestos incidents, three environmental investigations and 14 Asbestos Management Plans. Of these, 96.5% of asbestos incidents were responded to within four hours and 100% within 24 hours (during normal business hours).
- Council provided a submission for the Local Government Environment Awards (Asbestos Category) and received a 'Highly Commended' award.
- A Gipps Street Induction Module was finalised for all applicable staff and contractors. The package provides a comprehensive safety and site induction for the site, which will be needed as the Gipps Street Recreation project continues.

STRATEGY 5.2 SUPPORT OUR COMMUNITY TO USE RESOURCES WISELY

The service activities that help deliver this strategy are:

- 5.2.1 *Provide information to our community on resource use and living sustainably*
- 5.2.2 *Manage resource recovery and waste collection services*
- 5.2.3 *Help our residents and businesses understand how they can increase resource recovery, reduce waste and reduce carbon footprint.*

Strategy highlights from the reporting period

- The Empowering Penrith Program provided residents with information and tips on energy efficiency in the home. Council partnered with Endeavour Energy in September 2020 to promote the Power Savers program to the community over spring/summer months, with almost 950 households registering.
- The Sustainability e-news provided residents with information on sustainable living. A sustainability video was prepared for NAIDOC week, and staff attended and ran school workshops/events.
- The State Government diversion target is 70% however the State Government is currently subsidising landfill of mixed waste organic output (Red Bin) that would normally be diverted. These targets are quite challenging as Council's net diversion rate is 59.28%, and the net diversion if waste was recovered (as per contract) is 76.74%.
- Six waste campaigns went live within the LGA, each focused on changing and improving behaviours toward waste avoidance and correct sorting behaviours. They were Love Food Hate Waste, The Waste Spot (Council's online portal), Waste – Let's get it sorted, 10 years of FOGO, Right Waste, Right Place- Ewaste, Problem waste, Sharps and Christmas extra services. These educational messages were communicated digitally to specific communities and more broadly across the LGA. Council channels were harnessed with a strong focus on digital advertising.

STRATEGY 5.3 MINIMISE RISKS TO OUR COMMUNITY FROM NATURAL DISASTERS AND A CHANGING CLIMATE

The service activities that help deliver this strategy are:

- 5.3.1 *Manage the risk to and impact on life and property from the existing and potential future use of the floodplain*
- 5.3.2 *Provide advice on floodplain and stormwater management*
- 5.3.3 *Help protect our community by supporting emergency services to prepare for and respond to emergencies*
- 5.3.4 *Identify actions that can be taken to increase the resilience of Penrith (including implementation of the Cooling the City Strategy)*
- 5.3.5 *Identify opportunities to respond to a changing climate*

Strategy highlights from the reporting period

- Flood studies are now prepared for the majority of the LGA. One flood study was completed and adopted on 30 November 2020, another is in progress. This will complete the urban areas. Three Floodplain Risk Management Plans are prepared and three are in progress.
- Council continued to provide flood advice to residents, developers, consultants and insurance companies. We continue to update our information through the preparation of flood studies and Risk Management Plans.
- Council continued to support emergency management services.
- Cooling the City actions were incorporated into the draft Resilience Action Plan, as were the recommendations from the Heat Sensor project report. The Green Grid Strategy is underway.
- Tree planting projects were undertaken across Penrith including Chameleon Reserve. Council received a grant to plant 5,000 trees in parks and streets.

- A mural was painted at the future City Park site incorporating greening and cooling elements to showcase the importance of a cool, green and connected city.
- A Beat the Heat communications program was rolled out for summer. The Get Prepared App was promoted for Emergency Preparedness Week in Aug/Sept and will be promoted again over the summer months.
- Continued to look for opportunities to reduce energy use and greenhouse gas emissions. Current proposals include the installation of solar systems at four additional Council sites and an energy efficient lighting upgrade of the Civic Centre.
- The Street lighting upgrade project was completed.
- The Heat Sensor project report was completed and is currently being promoted to staff and the community.
- Council is currently participating in the WSROC Heat Smart Project and the Wentworth Housing Heat in Social Housing Project.



CHALLENGES FROM THE REPORTING PERIOD

- Due to COVID-19 restrictions, proactive routine inspection program work needed to be placed on hold. This was to minimise exposure and ensure the safety of our team and the community. However, the team continued to respond to priority/urgent matters such as environmental incidents and complaints and work that did not require face-to-face interactions or involve highly public locations. While working remotely, the team continued to respond to pollution incidents and other priority complaints, with the same prompt response times expected while based in the office.

OUTCOME 6

WE ARE HEALTHY AND SHARE STRONG COMMUNITY SPIRIT



SUPPORTING THE PHYSICAL AND MENTAL HEALTH OF OUR COMMUNITY

How Have We Done Over The Past Six Months?

The following indicators help to measure the effectiveness of Council's activities in delivering the strategies included in this Outcome.

Participant satisfaction with relevant events

Data for this indicator will be collected at relevant events and reported annually.

STRATEGY 6.1 PROVIDE OPPORTUNITIES FOR OUR COMMUNITY TO BE HEALTHY AND ACTIVE

The service activities that help deliver this strategy are:

- 6.1.1 *Deliver the Parks Asset Renewal Program*
- 6.1.2 *Deliver programs and work with government and community organisations to improve health and wellbeing including the Penrith Health Action Plan*
- 6.1.3 *Plan and deliver Council's major capital projects for open space and recreation*
- 6.1.4 *Help protect and improve the health of our community*
- 6.1.5 *Deliver library services that support a vibrant connected community*
- 6.1.6 *Maintain the City's sportsgrounds parks and open spaces*
- 6.1.7 *Plan for the provision of and facilitate the delivery of community sport and recreation facilities*
- 6.1.8 *Help promote responsible pet ownership*
- 6.1.9 *Ensure privately owned swimming pools are safe and healthy*
- 6.1.10 *Deliver health, fitness and aquatic services to support health and wellbeing*

Strategy highlights from the reporting period

- The Parks Asset Renewal Program was progressed through community consultation, design and implementation. Special effort is being made to accelerate the design of future parks to have a strong pipeline of works to deliver.
- The Penrith Health Action Plan steering committee continued to meet regularly. The committee reviewed the achievements of the current Health Action Plan, which is coming to an end, and is looking to develop a new plan.
- Council continued to contribute to the Western Sydney City Deal Health Alliance working groups to improve health outcomes through new projects to increase access to health services and fresh healthy food.

- Council also supported the delivery of a FoodRedi program in Thornton to improve food and health literacy for residents while building social connection. 10 residents participated in the six week course, and throughout the course began to share traditional cultural recipes and support each other with healthy eating goals.
- Planning and construction works on open space and recreation projects progressed. Locations included Regatta Park, Penrith's City Park, upgrade of several local playgrounds including the Mayoral Challenges at Brian King and Spence Reserves, Jamison Park multi-sport synthetic field as well as shelters and seating, shade trees and shade structures in playgrounds across the LGA, the Great West Walk and Gipps St.
- Work continued on the Department of Planning's Parks for People Program at Tench Reserve, signage and wayfinding across the LGA, Hickeys Lane and Parker Street fields, Werrington Sports Precinct and the Harold Corr athletics track.
- As of the end of December 2020, Council's Food Safety Program had 925 registered food businesses, with 207 primary food business inspections completed and 41 re-inspections completed. 95 food businesses rated 5 star, 48 rated 4 star and 24 rated 3 star. This equates to 89% of local food businesses receiving a rating certificate based on their performance at the time of Council's inspection. Only 20 businesses, or 11%, did not qualify for a Score on the Door Rating. 20 inspections were not eligible for a rating (either a bar or the business had closed).
- 68 food complaints were investigated.
- Council's Temporary Event and Mobile Food Safety Program issued 82 approvals for temporary events and 20 approvals for mobile food vending vehicles. This program was affected by the COVID-19 Pandemic and multiple events were cancelled.
- Two newsletters were sent to all registered food businesses and three free Food Handler Education Seminars were conducted.
- Council's Skin Penetration Safety Program had 123 registered businesses, with around 79 primary skin penetration business inspections completed and nine re-inspections completed.



- Council's Legionella Safety Program had 58 registered businesses, with around five primary inspections being completed. It is anticipated that the remaining inspections will be completed by the end of the third reporting quarter, subject to COVID-19 restrictions.
- Council's Public Swimming Pool and Splash Park Safety Program had 21 registered businesses, with around 14 primary inspections being completed. It is anticipated that the remaining inspections will be completed by the end of the third reporting quarter, subject to COVID-19 restrictions.
- Library services were only able to operate in a limited capacity with programs suspended and access to collections and computers heavily restricted in order to ensure the service adhered to the NSW Health COVID-19 restrictions.
- The new Library app launched in September. It allowed the Library Service to stay connected with the community and provide access to a wide variety of online resources. There were 1,093 app downloads and 6,060 page visits.
- The Home Library Service continued to run. It gave older and more vulnerable residents contactless deliveries of library items. Library staff provided Home Library Service clients with much needed social interaction, calling them regularly to check how they were and if they needed to be connected to other services. The Home Library Service delivered 6,387 items to 130 registered clients.
- The Library Service delivered a combination of recorded and online programs for children and adults in place of onsite and face-to-face programs. 20 recorded videos of children's programs were viewed via social media and YouTube by 3,166 people. 31 live online programs entertained and educated 272 children and adults in their homes.
- A spring membership drive was also run as a substitute to our 'Pop Up' library service which could not operate due to COVID-19 restrictions. The three-month promotion generated awareness of the Library's services post the initial COVID-19 shutdown. 1,283 new members joined the library during the membership drive and went in the draw to win one of three iPads. Feedback indicated the opportunity to win an iPad was a great incentive and, in some instances, encouraged whole families to join.
- The City's sportsgrounds were sprayed with herbicide and insecticide, fertilised and sections re-turfed under the spring maintenance program. The grounds continue to be mown on a weekly basis to encourage maximum use during the summer season. Parks and open spaces are being maintained in line with their monthly mowing schedules.
- Council adopted its Sport and Recreation, Play and Open Space Strategy in April 2020 with 82 projects to be delivered to the value of \$125 million over the next five years. 19 projects are complete, with a further six currently under construction. 13 of the completed projects are associated with sport and recreation facility improvements such as amenities, floodlights, surface construction and irrigation, cricket practice facilities and the renewal of St Clair Leisure Centre. The remaining six projects involved the upgrade of playspaces.
- 17 shade structures were installed over playgrounds, another 13 will be completed by February 2021 (pending weather), with the remaining shade sails expected to be completed by December 2021.
- A further 33 projects are in the community engagement, design and development phase, with the majority of these to be in construction or completed by the end of 2021.
- In terms of sport, recreation, play and open space planning, the masterplan for Gipps Street Recreation Precinct in Claremont Meadows was adopted following community exhibition. Work started on developing the detailed designs for the new precinct.
- Our Companion Animal Officers (CAOs) continue to promote responsible pet ownership and engage animal owners across the City at every opportunity. Conventional education opportunities were limited due to COVID-19 restrictions so Animal Services designed a new high-profile campaign called TAG, WAG & BAG. Operations are conducted exclusively outdoors and concentrated on high profile walking tracks, dog parks and open spaces used by dog owners.
- Rangers streamlined barking dog investigations and built strong relationships with animal welfare/volunteer groups with common purpose.
- Council also assisted with the training of new Police in Companion Animal Investigations and supplied relevant resource materials for internal use.

- Swimming pool compliance officers increased communications with certifiers to encourage uniform standards in relation to upgrades and general requirements across the LGA.
- 182,704 people visited the Penrith and St Marys Ripples aquatic centres, with 165,744 visiting St Marys and 16,916 visiting Penrith.

STRATEGY 6.2 HELP BUILD RESILIENT, INCLUSIVE COMMUNITIES

The service activities that help deliver this strategy are:

- 6.2.1 *Develop effective responses to the impacts of growth, redevelopment and change in our community*
- 6.2.2 *Work with partners to deliver events that strengthen our community*
- 6.2.3 *Support community service organisations working in our City*
- 6.2.4 *Conduct and support events that include all members of our community*
- 6.2.5 *Deliver the civic events calendar*

Strategy highlights from the reporting period

- To support improved social outcomes, advice was provided on a broad range of current development proposals, strategic planning documents and key projects. This included the Places of Penrith Strategies, Western Parkland City Place-based Infrastructure Compact (PIC), Aerotropolis Social Infrastructure Needs Analysis, Western Sydney Affordable Housing Strategy, NSW Housing Strategy, DPIE Social Impact Assessment Guidelines and the TAFE Construction Hub.
- Advice was provided to facilitate social infrastructure planning and provision in new release and accelerated housing areas, and Council officers led delivery of the Community and Cultural Facilities Needs Study to support effective future provision of social infrastructure.
- Due to the impact of COVID-19, the International Day of People with Disability (IDPWD) became a collaborative local arts project rather than the normal community event with local disability organisations. Art

kits were made available to local people with disability who took part in three Zoom workshops led by an arts mentor. Their creations were displayed in the Penrith Central Library and a short video was released on IDPWD to showcase the artistic ability of some of our local residents.

- ReAnimate, held in the Penrith City Centre in November, was another event created to meet COVID-19 health guidelines. This activation replaced the annual REAL Festival which could not take place due to COVID-19 and included a contactless, COVID-Safe program of public arts installations, music, digital animations and augmented reality experiences.
- In response to the challenges faced by local communities and the impact of COVID-19, Council supported local service organisations across Penrith by providing funding, hosting interagency meetings, planning days and support for collaborative projects.
- 40 projects received CAP funding totaling \$43,079 with an additional \$240 distributed for a project through the program's rolling component. Council also provided \$1,000 of funding to Nepean Migrant Access and Nepean Community and Neighbour Services for the delivery of satellite Grandparents Day events.
- Penrith Interagency, Penrith Community Care Forum, Penrith Youth Interagency and Penrith Homelessness Interagency continued to meet regularly, providing information and sector updates. Council officers helped run planning days with interagency groups and services to identify priorities and projects for 2021, such as International Women's Day and Youth Week.
- As part of a project aimed at reducing social isolation for older people, Council collaborated with the Nepean Blue Mountains Primary Health Network to deliver community connector training to 21 local residents and services. The training focused on how to best to refer friends and relatives to the appropriate community service. It was well received by all participants.
- Council was unable to deliver its full program of events for the community as a result of the ongoing COVID-19 pandemic and current and ongoing Government health advice.



- Council reinstated some events including the Western Sydney Academy of Sports Meet and Greet, the long-serving staff lunch and began preparations for the Mayoral Golf Charity Day. This quarter also saw the reintroduction of Citizenship Ceremonies with the first held at the Joan Sutherland Performing Arts Centre on 22 November 2020.

STRATEGY 6.3 ENHANCE THE CULTURAL VITALITY OF THE CITY

The service activities that help deliver this strategy are:

- 6.3.1 *Create opportunities for residents to learn about different cultures through national and international partnerships*
- 6.3.2 *Support and implement initiatives which contribute to culture and creativity across our City*
- 6.3.3 *Create opportunities for residents to learn about different cultures*

Strategy highlights from the reporting period

- Council continued to look for ways to interact with our international partners in alternative ways, including online forums as international travel continues to be restricted.
- A partnership with the Museum of Contemporary Art, C3West Program saw the delivery of eight creative workshops with women in Kingswood with a total of 118 participants.
- Council is currently facilitating a video exchange between Our Lady of the Rosary in St Marys and a school in Hakusan Japan.

CHALLENGES FROM THE REPORTING PERIOD

- Our ability to complete inspections was affected due to the COVID-19 pandemic. The Environmental Health Team continued to modify its practices to limit field time exposure and ensure the safety of Council Officers and the community. During this time, the team maintained its service level for priority and emergency matters as well as conducting COVID-19 Health Checks on local food business.
- The Office of Local Government, Companion Animal Register/Data Base (CAR) underwent extensive maintenance and was offline for around three months. This created a significant backlog of work resulting in overtime to process outstanding CAR entries and updates.
- The impact of COVID-19 was felt by the Swimming Pool Compliance Officers, as they were often faced with residents refusing them entry to their properties, regardless of the safety measures Officers put in place in order to carry out their inspections in a COVID-Safe manner.
- Many events that enliven and strengthen our City were cancelled due to COVID-19. Where events did proceed, their delivery was significantly impacted by additional requirements under COVID-Safe plans or uncertainty and last-minute changes.
- COVID-19 related restrictions postponed the delivery of Grant Information Sessions and impacted on face-to-face interagency meetings.



WE ARE HEALTHY AND SHARE
STRONG COMMUNITY SPIRIT



OUTCOME 7

WE HAVE CONFIDENCE IN OUR COUNCIL



**PUTTING OUR VALUES INTO ACTION:
WE ARE ACCOUNTABLE. WE SHOW RESPECT.
WE ENCOURAGE INNOVATION.**

How Have We Done Over The Past Six Months?

This Outcome is about the community having confidence that Council is operating efficiently and working to deliver services that meet community needs. Accordingly, the financial, management and customer experience indicators assist in determining how well Council is delivering on the strategies.

STRATEGY 7.1 BE OPEN AND FAIR IN OUR DECISIONS AND OUR DEALINGS WITH PEOPLE

The service activities that help deliver this strategy are:

- 7.1.1 Provide accurate and timely planning information
- 7.1.2 Promote ethical behaviour through awareness and advice and manage investigations of alleged corruption maladministration or breaches of the Code of Conduct
- 7.1.3 Manage Council's meeting calendar, meeting process and business papers to ensure open and fair decision making
- 7.1.4 Implement Council's Code of Conduct to a high standard with respect to allegations breaches and investigations
- 7.1.5 Support the Councillors and the Leadership Team
- 7.1.6 Provide a quality customer experience through the contact centre and front counter
- 7.1.7 Help improve customer experience for everyone that contacts Council
- 7.1.8 Provide advice to assist the organisation in meeting its lawful obligations
- 7.1.9 Provide general legal services and advice to Council
- 7.1.10 Provide dispute resolution and litigation services to Council
- 7.1.11 Manage access to information requests
- 7.1.12 Administer and promote a consistent approach to risk through the Risk Management Strategy
- 7.1.13 Undertake the audit program as agreed with the Audit Risk and Improvement Committee to ensure Council's operations are ethical and efficient
- 7.1.14 Manage Council's records responsibly

Strategy highlights from the reporting period



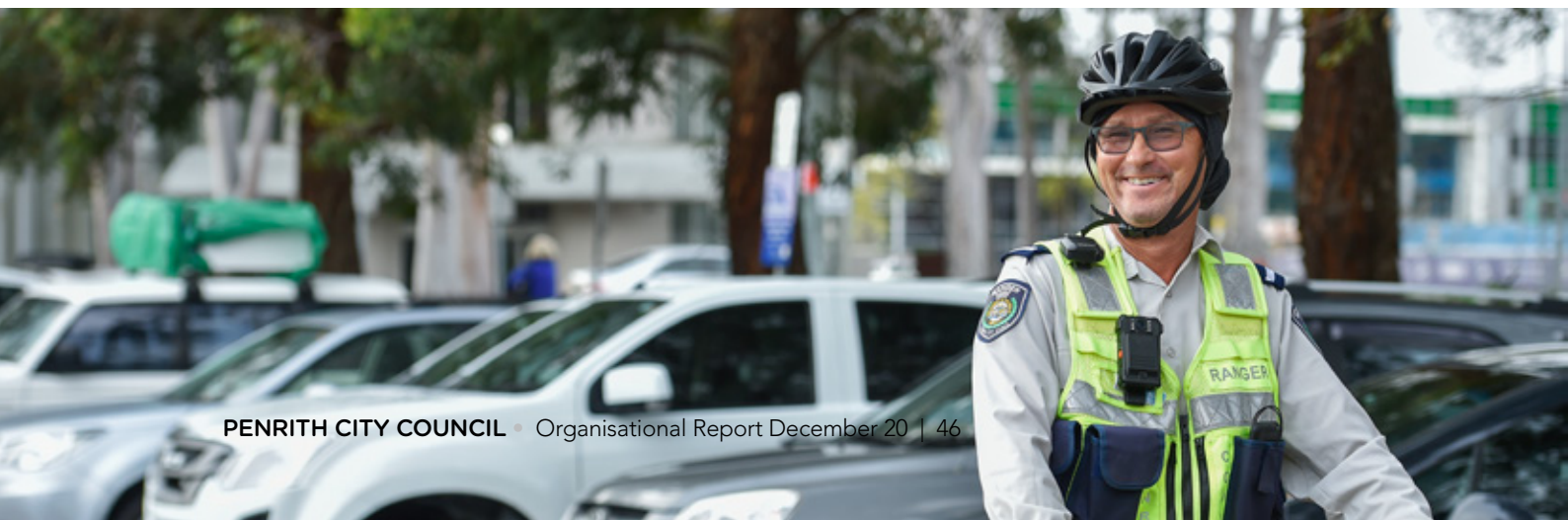
- The City Planning team generated, reviewed and issued 3,048 planning certificates. We ensured that 99% of certificates were issued within our standard delivery timeframe of two to three business days, with an additional 156 urgent certificates issued within one business day.
- A fraud and corruption survey was completed and results compiled. Training is being planned with an initial meeting booked with Workforce for late January. Councillors had an online training session with an external company in November to refresh Code of Conduct.
- Council's meetings continued to operate effectively and transparently through the pandemic with meetings held online and live broadcast, allowing Councillors and staff to participate from home. All legislative deadlines were met.
- Staff continued to support Council's Leadership Team and Councillors by providing day-to-day support with administrative tasks including reviewing and processing correspondence, diary management and event preparation.
- Several processes were implemented to provide a quality service to our customers, these include:
 - introduction of coaching framework to provide clear benchmarks for excellent customer service
 - introduction of queueing system to greater understand customer needs and forecasting
 - implementation of a CRM across Waste and City Presentation queries, and
 - customer facing portal made available 24/7
- The contact centre achieved a service level of 71.04% as well as exceeding the receipting accuracy target of 80% (achieved 95%).
- Since restrictions began to lift, Council arranged to have between six to eight customer experience staff working from the office on all days. The cross skilling of counter staff across the Contact Centre functions recommenced and staff began assisting in managing various call queues. There was also an increase in phone support from other operational teams across Council. As a result, the service level continues to improve, with a target result achieved in November and December 2020.

- Legal Services provided effective dispute resolution and litigation services to Council. Council was involved in 19 matters in the Land and Environment Court and eight in the Local Court.
- All applications for information were processed within the statutory time frames.
- The Penrith City Council Enterprise Risk Management Framework requires mid-year and year-end operational risk reviews by managers. The year-end risk review for 2019-20 was undertaken during August and September 2020 and the results were reported to the Leadership Team on 3 November and the Audit, Risk & Improvement Committee (ARIC) on 9 December.
- Risk review workshops were facilitated via video conference with each of the 26 departmental managers. Following the workshops, risk data was collated and rigorous quality assurance activities performed.
- The 2020-21 Internal Audit Annual Plan (IAAP) was endorsed at the June 2020 Audit, Risk & Improvement Committee (ARIC) meeting and is currently tracking at 25%, based on the number of audits finalised. Three audits are in progress and expected to be finalised early in the new year, bringing the IAAP completion to 62.5%.
- A new four-year Strategic Internal Audit Program (SIAP 21-22 to 24-25) is being developed and will be endorsed by the ARIC before the end of the financial year.
- Consultation was conducted with Departments in relation to InfoStore information architecture requirements, including subsites, libraries, document sets, metadata content and security permissions. The information architecture for the InfoStore system is continually being updated and mapped to RecordPoint. Function based InfoStore demonstrations were delivered.

STRATEGY 7.2 BE OPEN AND FAIR IN OUR DECISIONS AND OUR DEALINGS WITH PEOPLE

The service activities that help deliver this strategy are:

- 7.2.1 *Manage our money and our assets to be sustainable now and into the future*
- 7.2.2 *Support financial sustainability through financial planning and budget management*
- 7.2.3 *Optimise the use of Council's fleet plant and equipment to minimise risk and reflect lifecycle costs*
- 7.2.4 *Reduce Council's reliance on rateable income by delivering property projects to achieve financial returns or significant value to Council and the community*
- 7.2.5 *Realise the potential of land and property assets by focusing on operational and commercial sustainability of Council's Property Portfolio*
- 7.2.6 *Provide leadership and deliver excellence in our new and revitalised residential and employment centres projects*
- 7.2.7 *Provide property services and manage community and commercial requests for the use of Council owned or controlled land*
- 7.2.8 *Support financial sustainability by managing Council's purchasing policies and procedures*
- 7.2.9 *Manage Council's assets to minimise risk, reflect lifecycle costs and meet community needs*
- 7.2.10 *Provide plans and designs to meet asset renewal and maintenance programs*
- 7.2.11 *Help staff understand how to be sustainable in their everyday actions*
- 7.2.12 *Identify ways Council can use resources more efficiently*
- 7.2.13 *Maintain and support Council's corporate business information management systems*



Strategy highlights from the reporting period

- All Financial requirements were met with:
 - September Quarterly Review completed within statutory deadline and reported to Council on 30 November 2020
 - June 2020 end of year review reported to Council on 24 August 2020, and
 - finalisation of 2019-20 Annual Financial Statements adopted by Council on 26 October 2020.
- Budget reports are given to management each month and quarterly to Council.
- The draft 2021-22 Budget is currently being prepared. It is the final year of the current five-year Delivery Program (extended by one year due to COVID-19).
- The 10-year Long Term Financial Plan (2020-21 Base Case) continues to be updated with any major ongoing changes to assumptions.
- 15 major plant items were replaced and five new major plant items bought and added to the major plant fleet.
- 30 Motor Vehicles were bought as part of the Motor Vehicle replacement program.
- 768 scheduled maintenance and 1,728 unscheduled maintenance works carried out on plant and vehicle fleet, to minimise risk and maximise usage.
- Council acquired two industrial assets in the LGA. This meets Council's Community Plan objectives to achieve forecast financial returns, diversify and grow Council's property portfolio. These assets are proposed for longer term retention and income generation.
- Detailed measurables to track the realisation of changes to Council's property portfolio are being developed.
- After complex land tenure details were determined, two allotments were transferred to Council's ownership at zero cost from TfNSW to facilitate the land required for the delivery of the new Mulgoa Rural Fire Station
- 17 allotments were transferred along the banks of the Nepean River to Council at zero cost from the Department of Planning. These allotments were critical in the land assembly requirements for the Regatta Park project.
- A priority approval was obtained from the Minister of Local Government for the acquisition of a key site for the new intersection at Regatta Park.
- A road closure to assist in the delivery of the Soper Place project was put in place with community consultation and Council reporting completed.
- Procurement Standards were reviewed and an update published. A Procurement eLearning module draft almost complete.
- The majority of the Tree Critical Works Package to prune/remove existing trees identified in the initial audit undertaken by Council's qualified arborists completed.
- Existing sustainability module for new employees. Staff were advised of any professional development / learning opportunities on sustainability/resilience topics of interest.
- Sustainability webinars were arranged for staff including a Green Building Council of Australia webinar on the green star tools. The Sustainability team held internal webinars on the heat sensor data so staff can input and apply this to their own roles. The Cooling the City speaker videos continue to be promoted to staff.
- A number of enhancements were made to processes, systems and reporting. These include developing a process for supporting sustainable choices rebate, improvements to the ConnectNow process for system requests and continued refinement of processes and reports for the new accounting standards.



STRATEGY 7.3 DELIVER OUR SERVICES TO PROVIDE BEST VALUE FOR MONEY

The service activities that help deliver this strategy are:

- 7.3.1 *Support the business performance of the organisation*
- 7.3.2 *Tell our community and stakeholders about how we are delivering on our commitments to them*
- 7.3.3 *Provide information technology to support efficient service delivery*
- 7.3.4 *Implement major information and technology projects*
- 7.3.5 *Manage our mapping and geographical information systems to meet Council's needs*

Strategy highlights from the reporting period

- The Customer Experience Transformation program had five of the 10 reviews initiated.
- A training program for the Business Improvement Framework, in line with relevant KPI's is under way and on track to be rolled out early 2021
- All reporting requirements met for the June 2020 Organisational Performance Report and the 2019-20 Annual Report within legislative timelines.
- Adoption of 2020-2024 ICT Strategy – Technology for Tomorrow's Penrith.
- 7,229 ICT Service Desk tickets resolved.
- Continued the delivery of key major information technology projects including:
 - the continuation of Field Services Mobility roll-out and training
 - the transition of customer requests from ECM to Dynamics 365
 - the Payroll Project
 - implementation of strategic online payments platform
 - ePlanning DA API implementation
 - Contact Centre Telephony, and
 - Construction Management Strategic solution.

- GIS software upgraded to support updated Windows Server technology.
- Publication of specialised map themes using Exponare GIS software.

STRATEGY 7.4 KEEP OUR COMMUNITY INFORMED ABOUT WHAT COUNCIL IS DOING AND HOW THEY CAN HAVE THEIR SAY IN DECISIONS THAT AFFECT THEM

The service activities that help deliver this strategy are:

- 7.4.1 *Keep our community informed about what Council is doing*
- 7.4.2 *Ensure our Corporate Planning documents reflect how Council will respond to community needs within organisational capacity*
- 7.4.3 *Support the efficient functioning of Council*
- 7.4.4 *Participate in reviews and forums and make submissions that affect the community in respect to local government governance*

Strategy highlights from the reporting period

- Council continues to communicate through a variety of mediums and platforms to keep the community informed. They include traditional methods such as newspaper advertisements, media releases, radio advertisements, letter box drops and digital platforms such as the website and social media (Facebook, Instagram, Twitter).
- The 2020-21 Operational Plan was adopted and is being implemented. Work began on the Customer Satisfaction Survey to help with understanding our community's expectations of service levels for the majority of Council's activities including roads, parks, footpaths and youth services. This information will help determine if there are any areas that need increased resources to meet community expectations. Work will begin in the new year to revise outcomes and strategies in line with the information being gathered through community engagement.



- The Resource Allocation Request process for November was completed within the required timeframes and other day-to-day organisational support processes are continuing. A temporary shortfall in resources in Corporate Planning and reporting means legislatively required activities including community engagement, corporate reporting and preparation of the 2021-22 Operational Plan will need to be prioritised.
- Council staff managed motions developed for the local government conference held in November 2020 and also made representations relating to the ongoing ability for councils to be able to choose how their meetings are conducted into the post-pandemic future.

STRATEGY 7.5 INVEST IN OUR PEOPLE

The service activities that help deliver this strategy are:

- 7.5.1 Council Safe Home Safe - Towards Zero
- 7.5.2 Enhance employee engagement and capability
- 7.5.3 Ensure our processes and systems support efficient and fair operations

Strategy highlights from the reporting period

- Reduction in workers' compensation claims when compared to same period last year.
- The Employee Engagement Survey was completed in October-November 2020. Results were shared with the Leadership Team. We are currently preparing for the roll-out of results to department Managers at the start of February 2021 and then more broadly to all employees. This will be followed by the start of the action planning process.
- The Capability Framework Pilot in Children's Services is underway. The mapping of roles across the department is complete and progressing through the approval process before further roll-out/training can begin.
- The Ripples Leadership Development Program successfully completed two out of the three core modules: 'Lead Self' and 'Lead Teams', with the final module 'Lead Results' starting in early 2021.

- Towards Zero Training is underway across the organisation. 84.2% of People Leaders completed Towards Zero Training. The remainder of People Leaders will be trained via e-learning in 2021. Currently, 52.7% of staff are trained in Towards Zero.
- The Learning and Development Framework was progressed through consultation, review and is currently moving into the next phase of design and branding in preparation for roll-out across the organisation.
- The new succession planning process was applied for Director and Manager level roles. Managers completed a nine box, succession plan and identification of 'key people'. The next key step in early 2021 is for succession plans to be validated by Directors and then presented by each Director to the wider LT team. Upon completion of this validation step, we will move into the 'Talent Management' phase, supporting Managers on how to best have discussions and plan development activity with their top talent.
- Planning for the hard launch of the Learning Management System is underway, and the Organisational Development Team is working closely with the wider People and Culture department to facilitate the exchange of data, processes and information. It is expected that all current safety training data will be accessible in the PageUp software by 1 March 2021.

CHALLENGES FROM THE REPORTING PERIOD

- As the demand for access to information held by Council increases the challenge is to ensure all requests, formal, informal and open access, are dealt with in the statutory time frames.
- Lack of asset data and condition data for some asset classes means some renewal programs are currently reactive and long-term financial planning is not optimised.
- Remote working for workshops, group sessions and large meetings proved challenging.
- Delays in hardware supply chains due to COVID-19.

OUR FINANCES



FINANCIAL SERVICES MANAGER'S REPORT

Executive Summary

This report covers the second quarter of the 2020-21 financial year. It includes details of significant Variations, Reserve Movements and the status of Council's Operating and Capital Projects compared to budget.

Council projected a balanced Budget in the adoption of the original 2020-21 Operational Plan. The September Quarterly Review reported variations to the predicted annual budget with a net surplus result of \$14,318 in the first quarter.

The December Review again presents a positive result, with a revised projected net surplus of \$212,159 for 2020-21. This result comprises mainly positive variations to the adopted Budget, with the most notable budget adjustments for the December Quarter being additional rates income (\$72,433), \$10.7 Certificate Fees (\$77,159), and Public Library Funding Strategy Subsidy (\$30,526).

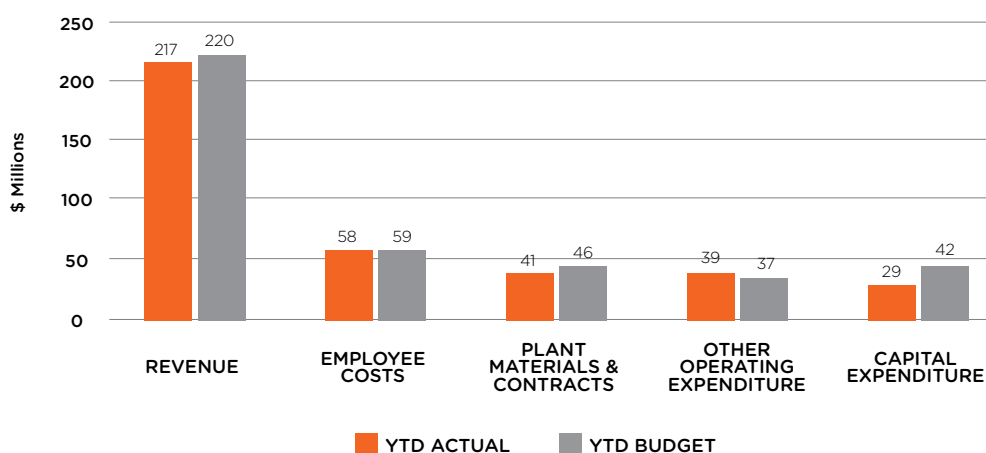
Net organisational salary savings of \$171,717 were identified in this quarter, largely from staff vacancies. In keeping with Council's adopted practice, these salary savings will be retained within the employee cost budget and reallocated at the end of the year to manage any budgetary risks throughout the year. Council's LTFP foreshadowed that increases to the annual Employee Leave Entitlement (ELE) provision will be required and a strategy to increase this provision was

implemented. Council is committed to ensuring enough provision is made for ELE and therefore it is proposed that any remaining salary savings be transferred to the ELE Reserve as part of the June 2021 Review, once provision for current year payments are made.

In order to track the actual impact of COVID-19 on Council's operations and revenue, a separate COVID-19 Impact Reserve was created as part of the March 2020 Quarterly Review. This Reserve initially resulted in a deficit balance as we are only notionally funding from the Reserve against other internal unrestricted reserves, with the intention that future surpluses will be directed towards repayment. The impact of COVID-19 updated as part of the September 2020 review with a predicted General Revenue impact of \$4.7m. This prediction was reviewed as part of the December Quarterly Review process with the revised impact to General Revenue for the year being \$4.75m. Further details are provided in this report.

The overall 2020-21 Budget compared to the phased budget is generally in line with expectations, with a surplus of \$212,159 projected for 2020-21. All variations were considered and, where a budget adjustment is required, details were included in the review. The following graph shows a comparison by category of Council's Adopted Budget compared to expectations as at December 2020.

Actual vs Budget Comparison - December 2020



Budget Position

The review recommends a number of both favourable and unfavourable adjustments to the adopted budget for 2020-21. A list of variations greater than \$20,000 is included in this report. The net effect of the recommended proposed variations and adjustments adopted during the quarter is a surplus of \$197,841 for the quarter, which results in an expected surplus for the full year of \$212,159.

Some of the more significant variations are outlined below, with their impact on the budget position indicated as F – Favourable, U – Unfavourable or A – Allocation.

Budget variations that impact on the surplus

Net Salary Savings- \$171,717 F (0.14%)

During the second quarter of 2020-21 salary savings were realised primarily due to vacancies across several departments. Most of these vacant positions are in the process of being filled. It is recommended that some of the identified salary savings are retained in the individual departments to engage consultants or temporary staff to ensure the delivery of key Operational Plan tasks and projects. The salary savings, net of those being retained by departments, totals \$171,717.

It is proposed that as part of the December Quarterly Review that salary savings of \$171,717 are retained within the employee costs area to help with year-end employee cost balancing and to supplement the budget for terminations. Any remaining savings at year end could then be transferred to the Employee Leave Entitlement (ELE) Reserve.

Net Rates income - \$72,433 F (0.04%)

The December Quarterly Review includes a number of variations relating to rates income with a net positive impact of \$72,433. Most of this variance relates to a review of rates income which is now expected to be \$930,000 higher, mainly due to significant rates increases after a rezoning of 80 properties at Kemps Creek from rural to industrial use. However, around \$770,000 is expected to be postponed and recovered in future years so will not be recognised as current year income.

S10.7 Certificate Fees - \$77,159 F (26%)

Section 10.7 certificate income is predominantly a product of the level of activity in the property market, with the current very low interest rates continuing to boost that market. As a result, property transactions and development exceeded original estimated income levels, which are based on historical records and adjusted for any known subdivision activity anticipated to occur within the LGA.

Licence Fees - \$32,000 U (100%)

This variance reinstates the licence fee for Council's organisational Mapping Tool Promapp (Nintex Promapp) that was removed in the current year. This product will now be fully used. Promapp remains the process mapping tool of choice and is used by Corporate Planning and Customer Experience. It is also available organisation wide.

Public Library Funding Strategy Subsidy - \$30,526 F (6%)

As a result of a new model being implemented by the State Library NSW for the allocation of the annual Public Library Funding between all councils in NSW, Penrith City Council received additional funding of \$30,526.

COVID-19 Impact

In order to track the actual impact of COVID-19 on Council's operations and revenue a separate COVID-19 Impact Reserve was created, initially resulting in a deficit balance for the Reserve as at this stage we are only notionally funding from this Reserve. It effectively resulted in a loan against our internal reserves, while appropriate recovery actions are considered by Council. At the conclusion of each reporting period a review of actual vs budgeted impact will be undertaken with any variance adjusted against the original source of funding for this Reserve and surplus directed towards the repayment of this internal reserve. For the December 2020 quarter the net change is an increase in the deficit balance of \$45,831.

The table below tracks the financial impact of COVID-19 for the full nine months March to December 2020. The revised forecasted impact of COVID-19 on Council's operations for the period July to December 2020-21 is \$4.75m.

COVID-19 IMPACT					
	2019-20		2020-21		
	2019-20 3 Months - April to June 2020 Predicted (\$'000)	2019-20 3 Months - April to June 2020 Actual (\$'000)	2020-21 Budget September-20 Adopted (\$'000)	2020-21 December-20 Predicted (\$'000)	TOTAL 2019-20 (actual) and 2020-21 (revised) (\$'000)
	As at March 2020 Review	As at June 2020 Review	As at September 2020 Review	As at December 2020 Review	Cumulative impact - 2019-20 and 2020-21
Impact on General Revenue					
Revenue	\$4,004	\$2,728	\$4,170	\$4,268	\$6,996
Expenditure (savings)	-\$279	-\$353	\$0	-\$44	-\$397
PWS Relief Request	\$0	\$0	\$570	\$570	\$570
Less: Repayment of Internal Loan	\$0	-\$551	-\$37	-\$45	-\$596
	\$3,725	\$1,824	\$4,703	\$4,749	\$6,573

Further details on all COVID-19 related budget adjustments proposed for the December Quarterly Review are provided below. This will be reported to Council at the Ordinary Meeting of 22 February 2021.

Net Rates income - \$39,922 U (0.02%)

Income related to recovery action for overdue rates was further impacted by COVID-19 regulations with an extension of the ban on court action until at least March 2021. This will result in a \$45,000 loss of forecast income. Around 50% of this is offset by a reduction in expenditure related to the ban on court action.

Ripples Salary Savings - \$60,000 F (1.4%)

There was a strategic delay on some recruitments due to services not being operational at 100% during the second quarter. The impact to general entry and venue hire was in the region of 20%, reducing the reliance on the casual workforce. The significant impact was the cancellation of Department of Education bookings due to restrictions in place for COVID-19, this led to reduced recruitment and engagement of casuals.

Unfavourable seasonal weather also impacted visitations, reducing the reliance on the workforce and further delaying the recruitment of roles. These trends are not expected to continue into the third quarter with both visitations and venue gaining traction. Recruitment is now either in progress or complete.

Hall Hire Income - \$18,795 U (4%)

The income for hire of community facilities during the first two quarters remained low as a direct result of COVID-19 risks and restrictions. Though around 60% of regular hirers recommenced their group activities, function hire only started up in mid-November 2020. A similar impact on revenue is expected in the next quarter as restrictions are expected to continue. It is anticipated income will gradually increase as restrictions ease and user groups return. In addition to this, under Council's COVID-19 Fee Relief Program currently in operation, hirers may be granted Hall Hire fee relief on application.

Library Operations - \$49,617 U (52%)

The annual cost factored into the budget was for ordinary cleaning costs only and did not take into account additional COVID-19 cleaning measures. The additional budget of \$49,617 was for frequent touchpoint cleaning at Penrith, St Marys, and St Clair Libraries, to allow the library to re-open and adhere to strict new measures for staff and public safety.

S10.7 Certificate Fees - \$45,813 F (100%)

Section 10.7 certificate income is predominantly a product of the level of activity in the property market and government policy surrounding the market. The property market was not impacted by COVID-19 to the extent initially expected with income returning to pre-COVID levels.

Fee Waiver - \$8,477 F (23%)

Council allocated a fund of \$500,000 in the original budget for their COVID-19 Fee Relief Program. Under Council's COVID-19 Fee Relief Program, facility hirers may be granted fee relief upon application. During the December quarter fee relief to a total value of \$8,477 was granted with funds from the COVID-19 Relief fund offset reimbursing the COVID-19 Impact Reserve for this amount.

Facilities – COVID related expenses - \$44,782 U (298%)

Additional expenses were incurred by the Community Facilities and Recreation department for additional cleaning which is required for the halls and centres to operate in a COVID-Safe manner. In addition, the Community Facilities and Recreation department extended financial support, upon request, to facility management committees whose revenue was severely impacted due to COVID-19.

Temporary Depots Security Contract Services - \$50,569 U (37%)

Temporary depots at The Kingsway and the Civic Centre required additional security services and patrols. These new arrangements were put in place to help outdoor staff maintain social distancing. The original arrangement ended in mid-December. However, to keep with best practice in social distancing and workplace health and safety for our outdoor staff the temporary depot was re-established in late January.

Organisational Stationery - \$43,564 F (32%)

Savings of \$43,564 were identified following a review of organisational stationery budgets which were impacted by staff working remotely and the move to a "paperless" office. These savings will be transferred to the COVID-19 Reserve.

Transfer to/from Reserve – COVID-19 \$45,831 A

In order to track the actual impact of COVID-19 on Council's operations and revenue a separate COVID-19 Impact Reserve was created. This new Reserve was established in 2019-20 to track those impacts and will initially result in a deficit balance for the Reserve, as at this stage we are only notionally funding from this Reserve. It will effectively result in a loan against our internal reserves, while appropriate recovery actions are considered by Council. At the conclusion of each reporting period, a review of actual vs budgeted impact will be undertaken with any variance adjusted against the original source of funding for this Reserve. For the December 2020 quarter, the net change in this reserve is an increase in the deficit balance of \$45,831.

Other Budget variations with no impact on the surplus

The December 2020 quarter also includes budget variations with no impact on the surplus since they have an alternative internal funding source or are funded by reserves. The more significant of these variations are detailed below.

Development Contributions – Increase of \$106,331

Development Contributions were received earlier than anticipated for the S7.11 Local Open Space, S7.11 District Open Space Contribution Plan. This is due to Development Applications for boarding houses proceeding earlier than expected. In addition, Council adopted a new Section 7.12 Development Contribution Plan for Non-Residential Developments and started receiving contributions for various industrial/ commercial developments and fit outs.

Plant Replacement Program – Increase of \$704,190 (Reserve)

The replacement program was accelerated to update all plant assets beyond useful lives to achieve the adopted Plant Management Replacement Plan. Fifteen major plant items were replaced and five new major plant items bought and added to the plant assets in the first half of 2020-21. Also, six major plant items were ordered and twenty major plant items sold at auction in the first half of 2020-21. This accelerated replacement program is scheduled to end by 2023-24 and annual program allocations will then be used to repay the Plant Replacement Reserve.

Nursery Redevelopment – Increase of \$480,773 (Reserve)

All civil construction works are nearing completion. Final asphalt work in the car park and the hard-stand area will occur following the completion of building works. Modifications to the existing front shed were not part of original scope but were considered necessary to allow for additional staff space and provision of amenities. Relocation of high voltage/low voltage powerlines was approved by Endeavour Energy and is currently in progress. All works will be finished by March Quarter.

Superannuation – Increase of \$400,000 (funded by recovery/oncost)

Additional superannuation was estimated for the financial year which reflects increases to staff (permanent and temporary) since the original budget was prepared. This increase in superannuation costs is offset by an increase in recovery from departments via the application of on-costs.

Light My Way – Kingswood Pedestrian Lighting project – Increase of \$119,905 (S7.11 Reserve)

Light My Way - Kingswood Pedestrian Lighting Project is a grant project funded by the Federal Government's Safer Communities Program. The project will install pedestrian lighting in Bringelly Road, Kingswood and adjoining public spaces to enhance safety and amenity with additional funding being contributed from the Kingswood Neighbourhood Centre S7.11 Plan.

Roper Road Amenity Renewal – Increase of \$105,000 (Reserve)

Renewal works were completed and the facilities are in full operation by user groups. The following variations were required:

- Increase of the roof line to the new building in compliance with Building Code of Australia (BCA)
- Changes to the structural concrete slab to avoid potential structural failure
- Significant drainage issues around the building were discovered and needed addressing
- Other changes included rectification of the levels of the existing building (concrete floor) to meet BCA access levels and new walls required for plumbing

These issues had to be addressed to remove significant risk to Council in not meeting the BCA, and avoiding potential for injury, and/or harm to the public and staff.

St Marys Art and Craft Studio Refurbishment – Increase of \$84,675 (SRV)

The refurbishment works were completed and the centre handed over to the Community Facilities team. Additional scope items not included on the original tender but necessary to complete the works led to the following variations:

- design and replacement of bathroom concrete floor
- replacement of blinds and additional façade treatment
- replacement of roof sheeting in kiln room and front foyer
- additional electrical works
- external drainage works
- building crack treatment

Hunter Fields Reserve Amenities Upgrade – Increase of \$80,000 (Reserve, SRV)

Relocation of the new section of building from the western to the eastern side was necessary due to a heritage issue on the property across the road. The eastern side was more challenging and the amended design more complicated to construct. Significant additional plumbing, drainage, electrical, concreting, roofing and brickwork was needed. This resulted in significant variations. An additional \$50,508 is needed to cover these works and is proposed to be forward funded from Building Asset Renewal Program.

A further issue is that the site does not have sufficient power supply. This was a previous issue unrelated to the project and is going to require a supply upgrade into the site with an estimated cost of \$29,492. The project team is seeking a second opinion from Council's electrical contractor. This component is funded from current year Building Asset Renewal savings.

Coreen Avenue Corridor Improvements – Increase of \$60,000 (Reserve)

Site investigation and initial concept design works have started in anticipation of Western Sydney Infrastructure Plan Round 4 expressions of interest opening up to councils. This initiative will place Council in the best position for proposing the Coreen Avenue Corridor Improvement infrastructure works.

Revotes

In addition to the aforementioned variations, a total of \$205,574 of planned capital projects are proposed for revote this quarter. The total value of revotes for the year to date is \$205,574 (including the proposed December Quarter revotes) compared to \$7.3m for the same period in 2019-20. A full list of revotes is included in this report and further details on revotes for the December Quarter are detailed below.

CAPITAL PROJECTS

Parks Asset Renewal Program - Oriole Street Reserve - \$87,614 (General Revenue)

This project was postponed until the next financial year to allow enough time to manage and realise the community's visions and design requirements. A revised completion date of October 2021 was advised.

Parks Asset Renewal Program - Sunbird Terrace - \$117,960 (General Revenue)

This project was postponed until the next financial year to allow enough time to manage and realise the community's visions and design requirements. A revised completion date of October 2021 was advised.

Rates Arrears

Rates arrears assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of Council's debt recovery efforts.

Monthly arrears since the onset of COVID-19 remained consistent with prior year results up to the end of September 2020 with arrears being within 1% higher or lower, including the 30 September result that was actually 0.96% lower than the corresponding August 2019 result.

With the absence of disincentives to not pay rates (i.e. interest charges) and limited reminder and recovery action since March 2020, rate arrears have now increased above the industry benchmark of <5% with the December 2020 result of 5.42% being 1.99% higher than the December 2019 result (3.43%). This may also be likely attributed to a hold placed on recovery action in line with amendments to Local Government Regulations (COVID-19 - prescribed period to 25 March 2021).

A considered, compassionate approach to recovery action will be maintained by Council, but a gradual increase in recovery action will be launched, including SMS and paper reminders that were either stopped or been limited since March 2020. Interest charges will also be reinstated from January 2021 as the term of the 0% interest rate set by the NSW Government from June to December 2020 has now expired. The impact of these additional measures on arrears will be monitored to determine if any additional recovery action is necessary.

Summary

Council's financial position remains sound with a surplus of \$212,159 projected for 2020-21. This Review and the proposed allocations continue to demonstrate Council's commitment to strong financial management.



NEIL FARQUHARSON
FINANCIAL SERVICES MANAGER

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

It is my opinion that the information contained within this report for the quarter ended 31 December 2020 indicates Council's projected short-term financial position is satisfactory, having regard to the projected estimates of income and expenditure compared to the original Budget.



ANDREW MOORE
DIRECTOR - CORPORATE SERVICES
RESPONSIBLE ACCOUNTING OFFICER

FUNDING SUMMARY

	Current Budget			Proposed Variances			Revised Budget		
Operations from Ordinary Activities	Services	Untied Income	Total	Services	Untied Income	Total	Services	Untied Income	Total
Operating Expenditure									
Employee Costs	(120,133.9)	-	(120,133.9)	430.2	-	430.2	(119,703.8)	-	(119,703.8)
Interest Charges	(1,261.8)	-	(1,261.8)	-	-	-	(1,261.8)	-	(1,261.8)
Depreciation and Amortisation	(29,920.0)	-	(29,920.0)	-	-	-	(29,920.0)	-	(29,920.0)
Materials, Contracts and Other	(124,266.0)	-	(124,266.0)	(2,876.3)	-	(2,876.3)	(127,142.3)	-	(127,142.3)
Asset Utilisation and Overheads	7,302.3	-	7,302.3	225.9	-	225.9	7,528.2	-	7,528.2
Total Operating Expenditure	(268,279.4)	-	(268,279.4)	(2,220.2)	-	(2,220.2)	(270,499.6)	-	(270,499.6)
Operating Revenue									
Rates and Annual Charges	37,089.1	136,270.5	173,359.6	-	189.4	189.4	37,089.1	136,459.9	173,549.1
User Charges and Fees	45,915.9	88.7	46,004.5	784.7	(44.3)	740.3	46,700.5	44.3	46,744.9
Interest Income	1,065.9	1,126.5	2,192.3	13.5	3.0	16.5	1,079.4	1,129.5	2,208.8
Operating Grants and Contributions	25,013.0	5,281.5	30,294.5	(1,326.6)	-	(1,326.6)	23,686.5	5,281.5	28,968.0
Profit on Sale of Assets	(331.5)	-	(331.5)	-	-	-	(331.5)	-	(331.5)
Total Operating Revenue	108,752.4	142,767.2	251,519.5	(528.4)	148.1	(380.3)	108,224.0	142,915.2	251,139.2
Result before Capital Grants and Contributions	(159,527.1)	142,767.2	(16,759.9)	(2,748.6)	148.1	(2,600.5)	(162,275.7)	142,915.2	(19,360.4)
Capital Grants & Contributions	38,298.5	-	38,298.5	1,244.3	-	1,244.3	39,542.8	-	39,542.8
Operating Result	(121,228.6)	142,767.2	21,538.6	(1,504.3)	148.1	(1,356.2)	(122,732.9)	142,915.2	20,182.4
Funding Statement (Sources & Application)									
Add back non funded items	34,039.2	-	34,039.2	-	-	-	34,039.2	-	34,039.2
Funds received from Sale of Assets	11,234.1	-	11,234.1	-	-	-	11,234.1	-	11,234.1
Loans Received	-	-	-	-	-	-	-	-	-
Budget (Surplus) / Deficit	-	(14.3)	(14.3)	-	(197.8)	(197.8)	-	(212.2)	(212.2)
Funds Transferred (to)/from Reserves held	54,613.9	(15,780.1)	38,833.9	2,033.0	(915.3)	1,117.7	56,647.0	(16,695.4)	39,951.6
Net Fund Available	(21,341.3)	126,972.7	105,631.5	528.7	(965.1)	(436.4)	(20,812.6)	126,007.7	105,195.1
Application of Funds									
Assets Acquired	(97,222.6)	-	(97,222.6)	436.4	-	436.4	(96,786.3)	-	(96,786.3)
Internal Loans	712.9	-	712.9	-	-	-	712.9	-	712.9
Loan Repayments Made	(9,121.7)	-	(9,121.7)	-	-	-	(9,121.7)	-	(9,121.7)
Total Application	(105,631.5)	-	(105,631.5)	436.4	-	436.4	(105,195.1)	-	(105,195.1)
Net Costs funded from Rates & Other Untied Income	(126,972.7)	126,972.7	-	965.1	(965.1)	-	(126,007.7)	126,007.7	(0.0)

Significant Proposed Variations - December 2020

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

Account Description	Budget Variance Pos/(Neg)
CITY PLANNING	
s10.7 Certificate Fee Income	
COVID-19. Section 10.7 certificate income is predominantly a product of the level of activity in the property market and government policy surrounding the market. The property market has not been impacted by COVID-19 as much as initially expected with income returning to pre-COVID levels.	45,813
s10.7 Certificate Fee Income	
Section 10.7 certificate income is predominantly a product of the level of activity in the property market, with the current very low interest rates continuing to boost that market. As a result, property transactions and development has exceeded original estimated income levels, which are based on historical records and adjusted for any known subdivision activity that is anticipated to occur within the LGA.	77,159
TOTAL CITY PLANNING	122,972
CIVIL MAINTENANCE, RENEWAL AND CONSTRUCTION	
Temporary Depots - Security Contracts	
COVID- 19. Temporary depots at The Kingsway and the Civic Centre required additional security services and patrols. These new arrangements were put in place to help outdoor staff maintain social distancing in the current COVID-19 pandemic. The original arrangement ended in mid-December. However, to keep with best practice in social distancing and workplace health and safety for our outdoor staff the temporary depot was re-established in late January.	(50,569)
TOTAL CIVIL MAINTENANCE, RENEWAL AND CONSTRUCTION	(50,569)
COMMUNITY FACILITIES AND RECREATION OPERATIONS	
Hall Hire Income	
COVID-19. The income for hire of community facilities during the first two quarters remained low as a direct result of COVID-19 risks and restrictions. Though approximately 60% of regular hirers have recommenced their group activities, function hire only recommenced in mid-November 2020. A similar impact on revenue is expected in the next quarter as the restrictions are expected to continue. It is anticipated that income will gradually increase as restrictions ease and user groups return. In addition to this, under Council's COVID-19 Fee Relief Program currently in operation, hirers may be granted Hall Hire fee relief on application.	(18,795)
Facilities - COVID expenses	
COVID-19. Additional expenses have been incurred by Community Facilities and Recreation department for additional cleaning which is required for the halls and centres to operate in a Covid-19 safe manner. In addition, the Community Facilities and Recreation department has extended financial support, upon request, to facility management committees whose revenue has been severely impacted due to COVID-19.	(44,782)
Ripples	
COVID-19. There has been a strategic delay on some recruitments due to services not being operational at 100% during the second quarter which has resulted in salary savings of \$60,000. The impact to general entry and venue hire has been in the region of 20% reducing the reliance on the casual workforce. The significant impact was Department of Education bookings due to restrictions in place for COVID-19, these cancellations resulted in the lack of recruitment and engagement of casuals for these roles.	60,000
Fee Waiver	
COVID-19. Council has allocated a fund of \$500,000 in the original budget for their Covid-19 Fee Relief Program. Under Council's Covid-19 Fee Relief Program facility hirers may be granted fee relief upon application. During the December quarter one applicant has been granted a fee relief of \$8,477. This non-cash transaction to recognise relief granted reduces the amount available within the fund.	8,477
TOTAL COMMUNITY FACILITIES AND RECREATION OPERATIONS	4,900
LIBRARIES	
Library Operations	
COVID-19. The annual cost factored into the budget was for ordinary cleaning costs only, it didn't take into account additional cleaning measures introduced due to COVID-19. The additional budget of \$49,617 is for frequent touchpoint cleaning at Penrith, St Marys and St Clair Libraries to allow the library to re-open and adhere to strict new measures for staff and public safety.	(49,617)

Public Library Funding Strategy Subsidy

As a result of a new model being implemented by the State Library NSW for the allocation of the annual Public Library Funding between all councils in NSW, Penrith City Council received additional funding of \$30,526.

30,526

TOTAL LIBRARIES (19,091)

PMO and BUSINESS IMPROVEMENT

Licence Fees

This variance reinstates the licence fee for Councils organisational Mapping Tool Promapp (Nintex Promapp) that was removed in the current year. It has now been confirmed that this product will be fully utilised. Promapp remains the process mapping tool of choice and is utilised by Corporate Planning and Customer Experience and is also available organisation wide.

(32,000)

TOTAL PMO and BUSINESS IMPROVEMENT (32,000)

GENERAL REVENUE/UNTIED INCOME

COVID-19 Impact Reserve

COVID-19 Impact. In order to track the actual impact of COVID-19 on Council's operations and revenue a separate COVID-19 Impact Reserve was created initially resulting in a deficit balance for the Reserve as at this stage we are only notionally funding from this Reserve. It has effectively resulted in a loan against our internal reserves, while appropriate recovery actions are considered by Council. At the conclusion of each reporting period a review of actual vs budgeted impact will be undertaken with any variance adjusted against the original source of funding for this Reserve and surplus directed towards the repayment of this internal reserve. For the December 2020 quarter the net change in this reserve is an increase in the deficit of \$45,831.

45,831

Salary Savings

During the second quarter of 2020-21 salary savings have been realised primarily due to vacancies across a number of departments. The majority of these vacant positions are in the process of being filled. It is recommended that some of the identified salary savings are retained in the individual departments to enable the engagement of consultants or temporary staff to ensure the delivery of key Operational Plan tasks and projects. The salary savings, net of those being retained by departments, total \$171,717.

171,717

Provision for Resignations/Retirements

It is proposed that as part of the September Quarterly Review the salary savings identified are retained within the employee cost are to assist with year-end employee cost balancing and to supplement the budget for terminations. Any remaining savings at the year end could then be transferred to Employee Leave Entitlements (ELE) Reserve.

(171,717)

Organisational Stationery Budgets

COVID-19. A review of organisational stationery budgets which have been impacted by staff working remotely and the move to a "paperless" office has identified savings of \$43,564. These savings are proposed to be transferred to the COVID-19 Reserve.

43,564

Rates Income

COVID-19. Income related to recovery action for overdue rates has been further impacted by COVID-19 regulations with an extension of the ban on court action until at least March 2021. This will result in a \$45,000 loss of forecast income. Around 50% of this is offset by a reduction in expenditure related to taking the court action.

(39,922)

Rates Income

The December Quarterly Review includes a number of variations relating to Rates income with a net positive impact of \$72,433. The major variance relates to a review of rates income which is now expected to be \$930,000 higher mainly due to significant rates increases after a rezoning of 80 properties at Kemps Creek from rural to industrial use. However, around \$770,000 of this is expected to be postponed and recovered in future years so will not be recognised as current year income.

72,433

Total General Revenue/Untied Income 121,906

Total Variances over \$20k 148,118

Other Variances under \$20k 49,723

December 2020 Quarter Surplus/(Deficit) 197,841

1st Quarter Variances to adopted budget reported to Council 14,318

2nd Quarter Variances to adopted budget reported to Council -

Original 2020-21 Budget Surplus/(Deficit) -

Net Predicted Surplus/(Deficit) for 2020-21 212,159

PROPOSED REVOTED WORKS

as at December 2020

Description	Revote Amount \$	General Revenue \$	Other Funding \$	Other Funding Source	Budget \$	Actual \$	Balance \$
CAPITAL PROJECTS							
CITY ASSETS							
Parks Asset Renewal Program - Oriole Street Reserve	87,614	87,614	-		89,735	2,121	87,614
Parks Asset Renewal Program - Sunbird Terrace	117,960	117,960	-		120,000	2,040	117,960
TOTAL CITY ASSETS	205,574	205,574	-		209,735	4,161	205,574
TOTAL CAPITAL PROJECTS	205,574	205,574	-		209,735	4,161	205,574
TOTAL PROPOSED REVOTES	205,574	205,574	-	-	209,735	4,161	205,574

Reserve Movements Budget

Reserve	Opening Balance	Budgeted Transfers To	Budgeted Transfer From	Closing Balance
INTERNAL RESERVES				
<i>Assets and Construction</i>				
Car Parking/Traffic Facilities	3,100,535	811,493	763,636	3,148,392
ICT Reserve	1,743,335	4,137,949	5,881,284	-
Library Reserve	228,833	-	35,357	193,476
Major Projects Reserve	1,768,108	3,164,706	11,147,777	(6,214,963)
OOSH Bus Fleet Replacement Program	115,318	99,976	75,000	140,294
Plant and Motor Vehicle Replacement Reserves	3,890,001	626,537	3,576,439	940,099
<i>City Economy and Planning</i>				
City Planning	576,848	285,822	492,942	369,728
Economic Initiatives Reserve	165,918	-	82,285	83,633
<i>Committee Closures</i>				
Alister Brass Foundation	86,150	1,343	-	87,493
S377 Committee Closure Proceeds	95,594	-	-	95,594
<i>Community Facilities</i>				
Cemetery Reserve	816,623	(138,021)	10	678,592
Children's Services Reserves	84,914	(1)	9,000	75,913
<i>Employment</i>				
Employee's Leave Entitlements	5,250,308	-	-	5,250,308
Salary System Training and Development Reserves	44,083	-	-	44,083
<i>Environmental Programs</i>				
Environmental Awareness Programs	718,101	75,897	126,561	667,437
Environmental Protection	227	-	-	227
Stormwater Management Service Charge	1,599,364	2,232,254	2,358,218	1,473,400
<i>Financial Management</i>				
COVID-19 Impact	(1,824,346)	(4,502,360)	246,891	(6,573,597)
COVID-19 Hardship Relief	-	454,987	-	454,987
Financial Assistance Grant in Advance	5,694,321	-	5,694,321	-
Financial Management Reserves	18,111,898	4,914,269	9,416,755	13,609,412
Grant Funded Projects Reserve	308,462	49,996	75,370	283,088
Productivity Revolving Fund	597,455	35,045	65,000	567,500
Property Development Reserve	16,132,751	10,688,678	13,229,041	13,592,388
Special Rate Variation 2016-17	4,633,117	17,902,226	20,347,628	2,187,715
Sustainability Revolving Fund	1,043,005	754,173	981,612	815,566
<i>Legal and Governance</i>				
Election Reserve	678,947	221,053	-	900,000
Insurance Reserves	6,224,429	-	1,995,127	4,229,302
Legal Reserve	724,626	-	696,009	28,617
<i>Other</i>				
Exchange For Change	222,851	-	211,933	10,918
International Relationships	203,014	-	-	203,014
Revote Reserve	2,408,675	205,574	2,408,675	205,574
Town Centre Review and Administration	22,532	-	-	22,532
Voted Works	423,492	159,000	130,600	451,892
TOTAL INTERNAL RESERVES	75,889,489	42,180,596	80,047,471	38,022,614
INTERNAL LOANS				
Costs to Advance Next Years Projects	(401,612)	650,653	484,549	(235,508)
Penrith Regional Gallery	(248,910)	13,650	-	(235,260)
Penrith Swimming Centre Waterplay Facility	-	-	-	-
Public Open Space Reinvestment Project	(1,789,469)	-	265,000	(2,054,469)
Waste Bins New Contract	(6,858,407)	712,930	-	(6,145,477)
Woodriff Gardens Facility Development	(97,878)	-	-	(97,878)
TOTAL INTERNAL LOANS	(9,396,276)	1,377,233	749,549	(8,768,592)
Section 7.11 in deficit internal loan	(5,728,949)	-	215,846	(5,944,795)
TOTAL INTERNAL RESERVES AND LOANS	60,764,264	43,557,829	81,012,866	23,309,227

Reserve Movements Budget

Reserve	Opening Balance	Budgeted Transfers To	Budgeted Transfer From	Closing Balance
EXTERNAL RESERVES				
<i>Section 7.11 Development Contributions</i>				
Civic Improvement s7.11	(1,066,348)	171,546	-	(894,802)
Claremont Meadows s7.11	(599,106)	-	392,892	(991,998)
Cultural Facilities s7.11	(2,300,495)	330,500	-	(1,969,995)
Erskine Business Park s7.11	611,085	2,574	-	613,659
Footpath Construction s7.11	-	-	-	-
Glenmore Park Stage 2 s7.11	56,733	354,130	323,712	87,151
Kingswood Neighbourhood Centre s7.11	119,571	504	119,905	170
Lambridge Industrial Estate s7.11	(1,763,000)	-	325,000	(2,088,000)
Non Residential Development s7.12	-	101,301	-	101,301
Penrith City District Open Space s7.11	38,758,336	3,589,782	3,564,535	38,783,583
Penrith City Local Open Space s7.11	3,145,080	967,274	718,379	3,393,975
Waterside s7.11	242,710	1,023	-	243,733
WELL Precinct s7.11	7,446,919	31,212	230,236	7,247,895
Funding for s7.11 Plans in deficit	5,728,949	-	(215,846)	5,944,795
TOTAL SECTION 7.11 RESERVES	50,380,434	5,549,846	5,458,813	50,471,467
<i>Other External Reserves</i>				
Waste Disposal Reserve	20,755,756	4,855,414	4,059,640	21,551,530
Environment / Sullage Reserve	258,967	967,437	858,096	368,308
Unexpended Loans	-	-	-	-
Unexpended Grants	1,857,941	26,832,434	26,157,414	2,532,961
Contributions	8,455,338	17,912,972	22,026,009	4,342,301
Waste and Sustainability Improvement Payments	-	312,205	312,205	-
TOTAL OTHER EXTERNAL RESERVES	31,328,002	50,880,462	53,413,364	28,795,100
TOTAL EXTERNAL RESERVES	81,708,436	56,430,308	58,872,177	79,266,567
<i>Other Internal Reserves/Committees</i>				
Bonds and Deposits	9,340,007	-	-	9,340,007
Children's Services Cooperative Reserves	1,757,978	8,059	170,499	1,595,538
Other (Committees)	412,508	11,913	-	424,421
TOTAL OTHER INTERNAL RESERVES	11,510,493	19,972	170,499	11,359,966
GRAND TOTAL OF RESERVES	153,983,193	100,008,109	140,055,542	113,935,760
Controlled Entity				
Total Controlled Entity	-	95,877	-	95,877
RESERVE MOVEMENTS PER BUDGET		100,103,986	140,055,542	

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

PROJECTS PROGRESS REPORT

For the Period to 31 December 2020

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated Project Cost	PTD Expenditure
CAPITAL PROJECTS							
Cemeteries							
Cranebrook	Castlereagh Cemetery	CF	10	-	10	-	10
TOTAL CEMETERIES			10		10		10
Children's Services							
Various	Building Upgrades	CSO	305,000	-	305,000	305,000	87,486
Various	CS IT Replacement Capital	CSO	82,383	-	82,383	-	57,488
Various	CS Playground Upgrades	CSO	446,000	-	446,000	446,000	82,495
Penrith LGA	OOSH Bus Fleet Replacement	CSO	100,000	-	100,000	-	-
Penrith	Building Renewal	CSO	519,372	-	519,372	-	-
Jamisontown	<i>Jamisontown CCC</i>	CSO	-	-	-	0	-
South Penrith	<i>Platypus Playground CCC</i>	CSO	-	-	-	0	-
Glenmore Park	<i>Glenmore Park CFC</i>	CSO	-	-	-	119,372	76,219
Penrith LGA	<i>Contingency</i>	CSO	-	-	-	400,000	26,933
TOTAL CHILDREN'S SERVICES			1,452,755		1,452,755		330,621
City Activation							
Various	Advancement of St Marys Town Centre Revitalisation Projects	CACP	-	-	-	270,000	-
St Marys	Advancement of St Marys Town Centre Revitalisation Projects	CACP	270,000	-	270,000	-	-
TOTAL CITY ACTIVATION			270,000		270,000		-
Civil Maintenance, Renewal and Construction							
Various	Road Resealing/ Resheeting (Pt AREAS)	CPR	4,762,473	-	4,762,473	-	3,270,304
Various	Traffic Facilities - Regulatory	CPR	471,000	-	471,000	-	227,521
Various	Construction of Bicycle Facilities	CPR	30,000	-	30,000	-	-
Various	Rural Roads Resealing	CPR	59,500	-	59,500	-	59,500
Various	Dedication - Subdivision Roads	CA	8,000,000	(2,000,000)	6,000,000	-	-
Various	Dedication - Drainage Works	CA	6,000,000	(1,500,000)	4,500,000	-	-
Llandilo	Rural Roads Widening	CA	156,000	-	156,000	-	156,000
Various	Roads Reconstruction	CA	2,495,935	-	2,495,935	-	431,132
Londonderry	<i>The Driftway 244 to 204</i>	CA	-	-	-	100,000	5,510
Llandilo	<i>Seventh Avenue Third Avenue to HN232</i>	CA	-	-	-	200,000	5,220

PROJECTS PROGRESS REPORT

For the Period to 31 December 2020

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated Project Cost	PTD Expenditure
Mulgoa	Chain-of-Pond Road 200m west of Northern Rd to prev work #87	CA	-	-	-	200,000	10,020
Cranebrook	Callisto Drive Borrowdale Way to Marrett Way	CA	-	-	-	425,000	-
Cranebrook	Andrews Road Laycock Street to Greygums Road	CA	-	-	-	600,000	-
Penrith	Arakoon Road Coreen Avenue to Caloola Avenue	CA	-	-	-	290,000	6,070
Oxley Park	Sydney Street Adelaide Street to Great Western Highway	CA	-	-	-	330,935	-
St Clair	Solander Drive Reserve to Cook Parade	CA	-	-	-	350,000	456
Penrith LGA	Shared Pathways	CA	190,000	-	190,000	140,250	-
St Marys	Braddon St between Sydney St - Brian King Park	CA	-	-	-	60,000	40,300
Penrith LGA	Urban Drainage Construction Program	CA	921,362	(50,000)	871,362	-	195,004
Oxley Park	Adelaide St Drainage Inlet Reconstruction	CA	-	-	-	-	702
Emu Plains	GRW Board Walk Pedestrian Bridge	CA	-	-	-	-	1,026
Cambridge Park	Barker St No.12 Construction of additional drainage pit	CA	-	-	-	-	545
Berkshire Park	Llandilo Road (Southern side at Richmond Road Intersection)	CA	-	-	-	-	549
Claremont Meadows	Caddens Road Kerb and Gutter	CA	-	-	-	-	43
St Marys	Queens Street Merinda Street-Nariel Street	CA	-	-	-	-	35,541
Colyton	Patricia Street Lennox & Elebana Street	CA	-	-	-	-	23
Penrith	Station Street near Nepean Shops	CA	-	-	-	-	273,957
Penrith	Memorial Avenue Regional Flood Evacuation Route	CA	-	-	-	-	9
Penrith	Memorial Avenue Kerb and Gutter	CA	-	-	-	143,000	7,445
St Marys	Queen Street Drainage	CA	-	-	-	150,000	19,887
St Clair	Finch Place Drainage	CA	-	-	-	30,000	-
St Marys	Bent Street Drainage	CA	-	-	-	30,000	18,807
Penrith	Belmore Street Drainage	CA	-	-	-	40,000	574
South Penrith	Perritt Place Drainage	CA	-	-	-	70,000	4,182
Penrith	Station Street Drainage	CA	-	-	-	158,362	15,410
Penrith	Soper Place Drainage	CA	-	-	-	250,000	-
Various	Traffic and Transport Facilities Program	CPR	423,573	-	423,573	-	2
Erskine Park	Swallow Drive Pedestrian Facility	CPR	-	-	-	-	1,141
St Clair	Endeavour Av Single Lane Roundabout with Moore St	CPR	-	-	-	-	139,741
Glenmore Park	Camellia Av Speed Hump-Watts Profile	CPR	-	-	-	-	1,098

PROJECTS PROGRESS REPORT

For the Period to 31 December 2020

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated Project Cost	PTD Expenditure
South Penrith	<i>York Rd South Penrith Single Lane Roundabout</i>	CPR	-	-	-	-	60,474
Penrith LGA	Restoration of Poor Condition Path Paving	CPR	100,000	-	100,000	-	9,049
Penrith LGA	Footpath Delivery Program	CA	400,000	-	400,000	-	(9,514)
Penrith	<i>Coreen Avenue Lemongrove Road to Coombes Drive</i>	CA	-	-	-	75,000	41,477
Kingswood	<i>Copeland Street Phillip St to Richmond Rd</i>	CA	-	-	-	63,000	-
St Marys	<i>Mary Mackillop Park Pages Road to Saddington St South Side</i>	CA	-	-	-	20,000	35,054
Colyton	<i>Parkin Road Alam Street to Carpenter Street</i>	CA	-	-	-	102,000	59,632
St Clair	<i>Banks Drive Peter Kearns Memorial Park (North) - Banks Drive</i>	CA	-	-	-	20,000	-
South Penrith	<i>Grandview Street Maxwell Avenue to Greenhills Avenue</i>	CA	-	-	-	120,000	27
Penrith LGA	Safer Roads Program	CPR	400,000	120,000	520,000	-	-
Kingswood	<i>Bringelly Rd Single Lane Roundabout at Smith St</i>	CPR	-	-	-	-	5,721
Penrith	<i>Colless St Single Lane Roundabouts at Derby St and Staffords</i>	CPR	-	-	-	320,000	465,331
St Clair	<i>Rochford St Provision of Median Island Treatments</i>	CPR	-	-	-	-	28,167
Cranebrook	<i>Smeeton Rd Rural Safety improvements at Tadmore Rd</i>	CPR	-	-	-	-	4,060
Cranebrook	<i>Borrowdale Way Install one lane Roundabout at Callisto Dr</i>	CPR	-	-	-	-	30
Oxley Park	<i>Sydney Street and Canberra Street OXLEY PARK</i>	CPR	-	-	-	200,000	-
Emu Heights	Wedmore Rd Headwall Repair Works	CPR	74,000	-	74,000	-	67,923
Penrith LGA	Roads to Recovery	CA	1,522,275	-	1,522,275	-	81,869
Penrith	<i>Copeland Street - Phillip St to Parker St</i>	CA	-	-	-	-	2,760
Colyton	<i>Bennett Road - Crossing to Shepherd St</i>	CA	-	-	-	-	259,262
Erskin Park	<i>Swallow Drive - Leo Pl to Shaula Cres</i>	CA	-	-	-	-	240,217
Mulgoa	<i>Littlefields Road - Mulgoa Rd to Farm Rd</i>	CA	-	-	-	-	8,730
Penrith	Nepean Av Penrith - Pop Up Cycleway	CPR	-	200,000	200,000	-	19,140
South Penrith	Penrith CBD South HPAA	CPR	680,000	-	680,000	-	26,450
Penrith	<i>Union Road Penrith</i>	CPR	-	-	-	96,000	37,701
Penrith	<i>Station St Penrith</i>	CPR	-	-	-	156,000	143,224
Penrith	<i>Woodriff St Penrith</i>	CPR	-	-	-	133,000	383
Penrith	<i>Derby St Penrith</i>	CPR	-	-	-	76,000	-
Penrith	<i>Lethbridge St Penrith</i>	CPR	-	-	-	84,000	26,310
Penrith	<i>Castlereagh St Penrith</i>	CPR	-	-	-	135,000	56,912

PROJECTS PROGRESS REPORT

For the Period to 31 December 2020

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated Project Cost	PTD Expenditure
St Clair	Peter Kearns Car Park Asphaltting	CPR	125,000	-	125,000	-	125,000
Mulgoa	Farm Road Mulgoa Road Resurfacing	CPR	200,000	-	200,000	-	200,000
Penrith LGA	WIRES Road Signs	CA	20,000	-	20,000	-	-
Penrith LGA	Nation Building Black Spot Program	CPR	1,050,000	-	1,050,000	-	-
Penrith	<i>Derby St & Woodriff St Penrith</i>	CPR	-	-	-	125,000	1,632
Penrith	<i>Derby St & Doonmore St Penrith</i>	CPR	-	-	-	150,000	-
Penrith	<i>Reserve St & Station St Penrith</i>	CPR	-	-	-	350,000	2,547
Penrith	<i>The Crescent Penrith</i>	CPR	-	-	-	75,000	1,250
South Penrith	<i>Maxwell St South Penrith</i>	CPR	-	-	-	350,000	2,800
Claremont Meadows	Myrtle Road Fencing Installation	CPR	-	20,000	20,000	-	-
Emu Plains	Great Western Highway Emu Plains to Glenbrook	CPR	-	600,000	600,000	-	-
Cranebrook	Cranebrook High Pedestrian Activity Area	CPR	-	150,000	150,000	-	-
Penrith LGA	Voted Works Footpath Allocations for 2019-20	CPR	457,761	-	457,761	-	-
Leonay	<i>River Rd from M4 Bridge – Buring Ave</i>	CPR	-	-	-	-	291,827
TOTAL CIVIL MAINTENANCE, RENEWAL AND CONSTRUCTION			28,538,879		26,078,879		7,223,161
Community and Cultural Development							
Various	Disability Access Improvements	CACP	56,922	-	56,922	-	24,316
TOTAL COMMUNITY AND CULTURAL DEVELOPMENT			56,922		56,922		24,316
Community Facilities and Recreation Operations							
Various	Neighbourhood Centres/Halls Improvements	CF	99,048	(18,000)	81,048	-	7,781
TOTAL COMMUNITY FACILITIES AND RECREATION OPERATIONS			99,048		81,048		7,781
Community Facilities and Recreation Planning							
South Penrith	Jamison Park Upgrades	CF	6,800	-	6,800	-	4,800
Glenmore Park	Glenmore Park Dog Park	CF	1,190	-	1,190	-	650
Oxley Park	Ridge Park Irrigation	CF	1,600	-	1,600	-	-
Werrington	Rance Oval Irrigation	CF	1,600	-	1,600	-	-
Werrington	Rance Oval Amenities Upgrade Stage 2	CF	612,960	-	612,960	-	383,813
TOTAL COMMUNITY FACILITIES AND RECREATION PLANNING			624,150		624,150		389,263
Community Safety							
Kingswood	Light My Way - Kingswood Pedestrian Lighting	CACP	470,354	119,905	590,259	-	507,253

PROJECTS PROGRESS REPORT

For the Period to 31 December 2020

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated Project Cost	PTD Expenditure
TOTAL COMMUNITY SAFETY			470,354		590,259		507,253
Council and Corporate Governance							
Penrith	Webcasting Council Meetings	GOV	15,120	-	15,120	-	6,300
TOTAL COUNCIL AND CORPORATE GOVERNANCE			15,120		15,120		6,300
Design and Projects							
Various	Park Asset Shade Sails	MP	1,525,377	-	1,525,377	-	371,975
Various	Parker Street Sporting Field Upgrades	MP	1,316,746	-	1,316,746	-	126,031
Penrith LGA	City Centre Improvements	MP	219,660	-	219,660	-	-
Penrith	<i>Penrith CBD – High Street (Station St - Woodriff St)</i>	MP	-	-	-	166,000	165,472
Penrith	<i>Judges Place Carpark Rectification Works</i>	MP	-	-	-	53,660	14,500
Penrith	Better Boating Program	MP	18,247	-	18,247	-	-
Penrith	<i>Tench Reserve Boat Ramp and Public Access Upgrade</i>	MP	-	-	-	-	18,202
Penrith LGA	Replacement of Survey Equipment	MP	26,600	-	26,600	-	26,600
St Marys	Kingsway Sporting Complex and Blair Oval All Weather Athleti	MP	2,073,900	-	2,073,900	-	-
St Marys	<i>Kingsway Amenities Building</i>	MP	-	-	-	-	0
St Marys	<i>Construction of Kingsway Fields</i>	MP	-	-	-	-	1,741,721
Penrith	Soper Place Multi Deck Carpark	MP	1,261,074	-	1,261,074	-	864,864
Penrith	North St Car Park & Pedestrian Ramp	MP	1,184	-	1,184	-	1,184
Penrith CBD	Regatta Park - Stage 1	MP	4,987,575	-	4,987,575	-	900,652
Jamisontown	Our River Parkland Paths Tench Reserve	MP	12,870	-	12,870	-	6,435
Penrith LGA	Sports Fields Shade Trees	MP	12,583	-	12,583	-	7,550
St Marys	Ripples Leisure Centre Splashpad Facilities	MP	17,110	9,058	26,168	-	10,260
Penrith	Nepean River - Install Waters Edge Access Decks	MP	-	4,569	4,569	-	1,523
Penrith LGA	Street Tree Asset Project (RAR)	MP	28,552	-	28,552	-	17,108
Glenmore Park	Mulgoa Rise Amenity Building Extensions	MP	545,797	-	545,797	-	338,012
St Clair	Mark Leece Oval New Amenity Building	MP	1,713,150	-	1,713,150	-	420,939
South Penrith	Jamison Park Multi-Sport Synthetic Surface	MP	3,641,474	240,300	3,881,774	-	725,298
St Marys	Kingsway Floodlighting & Access Path	MP	245,394	-	245,394	-	232,919
Emu Plains	Hunter Fields Reserve Amenities Upgrade	MP	603,759	80,000	683,759	-	590,212
Werrington	Gipps Street Recreation Precinct	MP	1,000,000	-	1,000,000	-	37,476

PROJECTS PROGRESS REPORT

For the Period to 31 December 2020

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated Project Cost	PTD Expenditure
Penrith	St Clair Recreation and Leisure Building Upgrade	MP	201,957	-	201,957	-	172,695
Erskine Park	Chameleon Reserve Stage 1 Tree Planting	MP	251,846	-	251,846	-	19,506
Werrington	Parkes Ave amenity renewal and upgrade	MP	205,056	20,000	225,056	-	219,030
Colyton	Roper Road amenity renewal and upgrade	MP	222,387	105,000	327,387	-	312,252
St Marys	St Marys Art and Craft Studio	MP	65,000	84,675	149,675	-	64,712
Penrith CBD	City Park	MP	600,000	-	600,000	-	217,910
Emu Plains	Dukes Oval Cricket Net Renewal/Upgrade	MP	31,678	-	31,678	-	(172)
Nth Penrith	Nursery Redevelopment	MP	800,344	480,773	1,281,117	-	523,021
Werrington	Harold Corr Synthetic Track Upgrade	MP	500,000	-	500,000	-	56,797
Kingswood	Kingswood Depot Redevelopment Design	MP	612,025	-	612,025	-	24,728
Claremont Meadows	Caddens Road - Gipps Street to Heaton Road	MP	2,500,000	-	2,500,000	-	241,618
Leonay	Leonay Oval Stage 2-4 Amenities Building	MP	839,013	-	839,013	-	297,126
Emu Plains	Arms of Australia Inn Post & Beam Renewal Upgrade	MP	90,000	-	90,000	-	70,356
Penrith	Dunheved Road Upgrade	MP	840,000	-	840,000	-	31,100
Werrington	Arthur Neave Hall Refurbishment and Renewal	MP	300,000	-	300,000	-	4,262
Glenmore Park	Floribunda NHC Refurbishment and Renewal	MP	300,000	-	300,000	-	10,750
Colyton	Shepherd Street Cricket Net Upgrade	MP	9,746	-	9,746	-	407
South Penrith	Eileen Cammack Building Refurbishment	MP	30,000	-	30,000	-	2,990
Penrith	Civic Centre Renewal	MP	5,881,291	-	5,881,291	-	-
Penrith	<i>Level 2 Works</i>	MP	-	-	-	600,000	444,577
Penrith	<i>Ground Floor Works</i>	MP	-	-	-	5,091,291	300,954
Penrith	<i>Basement Works</i>	MP	-	-	-	190,000	20,036
Emu Plains	Dukes Oval Upgrade of Field Lighting	MP	270,000	-	270,000	-	-
Glenmore Park	Ched Towns Amenity Renewal & Upgrade	MP	320,750	-	320,750	-	2,537
Kingswood	Chapman Gardens Kingswood Fencing and Bull Pens	MP	100,000	-	100,000	-	-
Penrith	Penrith Ripples Installtion of New Heat Pumps	MP	200,000	-	200,000	-	54,825
South Penrith	Eileen Cammack Field Lighting Stage 2 and 3	MP	100,000	-	100,000	-	419
Glenmore Park	Surveyors Creek Diamond 2 Field Lighting Upgrade	MP	100,000	-	100,000	-	-
Werrington	Parkes Avenue Tennis Synthetic Surface Conversion	MP	197,275	-	197,275	-	-
Werrington	The Kingsway Fields (South) Floodlighting Upgrade	MP	75,000	-	75,000	-	-

PROJECTS PROGRESS REPORT

For the Period to 31 December 2020

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated Project Cost	PTD Expenditure
Mulgoa	Gow Park Mulgoa Stage 2 Floodlighting Upgrades	MP	150,000	-	150,000	-	86
Cranebrook	Iron Bark Reserve Renew play equipment-soft fall-shade shelt	MP	160,251	-	160,251	-	146,773
Glenmore Park	The Carriage way Renew play equipment-soft fall-shade shelte	MP	84,900	-	84,900	-	81,445
St Clair	St Clair Dog Park Upgrade	MP	-	75,000	75,000	-	557
Claremont Meadows	Myrtle Road Playground, Claremont Meadows	MP	47,250	-	47,250	-	-
Penrith LGA	Cooling the City Strategy Green Infrastructure Project	MP	200,000	-	200,000	-	-
TOTAL DESIGN AND PROJECTS			35,536,821		36,636,196		9,940,231
Environmental Health							
Penrith LGA	Stormwater Work Improvement Program	EHC	385,670	-	385,670	-	-
TOTAL ENVIRONMENTAL HEALTH			385,670		385,670		-
Fleet and Plant Management							
Various	Motor Vehicle Purchases	CPR	2,067,000	31,016	2,098,016	-	952,197
Penrith Council	Plant Replacement	CPR	3,299,589	704,190	4,003,779	2,965,589	1,850,167
Not Applicable	<i>New Plant Purchase (not replacement)</i>	CPR	-	-	-	433,190	152,698
TOTAL FLEET AND PLANT MANAGEMENT			5,366,589		6,101,795		2,955,062
Information Management							
Various	Information Management System	GOV	69,295	12,960	82,255	-	14,089
Penrith	Records Capital Equipment Purchases	GOV	-	1,095	1,095	-	-
TOTAL INFORMATION MANAGEMENT			69,295		83,350		14,089
Information Technology							
Various	Desktop Hardware / Devices	ICT	413,771	-	413,771	413,771	187,249
Penrith Council	Server Infrastructure	ICT	404,000	-	404,000	-	-
Penrith Council	<i>Remediation</i>	ICT	-	-	-	50,000	838
Penrith Council	<i>Networking</i>	ICT	-	-	-	230,000	2,740
Penrith Council	<i>Server</i>	ICT	-	-	-	124,000	29,869
Penrith LGA	Wireless Internet Network Solution Upgrade	ICT	10,000	-	10,000	-	-
Penrith Council	Audio/visual Meeting Room Equipment Upgrades	ICT	52,000	-	52,000	-	-
TOTAL INFORMATION TECHNOLOGY			879,771		879,771		220,696
Libraries							
Various	Library Resources - Capital	LS	634,910	-	634,910	-	235,795

PROJECTS PROGRESS REPORT

For the Period to 31 December 2020

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated Project Cost	PTD Expenditure
Various	Library Management System	LS	92,916	12,056	104,972	-	98,481
Civic Centre	Library Special Purpose Projects -Building	LS	30,000	9,885	39,885	-	1,471
Penrith LGA	Library Capital Purchases	LS	-	-	-	-	5,160
Penrith LGA	Toy Library Capital Purchases	LS	35,286	-	35,286	-	32,846
St Marys	St Marys Office Refurbishment	LS	81,041	-	81,041	-	26,042
TOTAL LIBRARIES			874,153		896,094		399,796
Neighbourhood Renewal							
Various	Neighbourhood Renewal	CACP	188,642	-	188,642	188,642	8,443
Various	Mayoral Youth Challenge	CACP	167,225	(11,306)	155,919	155,919	3,175
Various	Robin Wiles Upgrade Project	CACP	9,967	-	9,967	-	5,000
Oxley Park	Brian King Park Fitness Equipment - Everyone Can Play	CACP	50,000	-	50,000	-	-
Oxley Park	Brian King Park Fencing and Fitness Equipment CBP19	CACP	49,775	-	49,775	-	-
North St Marys	Robin Wiles Park Solar Lighting CBP19	CACP	21,245	-	21,245	-	-
Kingswood	Chapman Gardens Kingswood Outdoor Gym	CACP	70,000	-	70,000	-	-
TOTAL NEIGHBOURHOOD RENEWAL			556,854		545,548		16,618
Property Development and Management							
Various	Property Development Expenditure Project (1)	PD	44,840	-	44,840	44,840	9,650
Various	Property Development Expenditure Project (2)	PD	(600)	-	(600)	-	(600)
Various	Peachtree acquisition	PD	430,000	-	430,000	430,000	189,445
Various	Dunheved Circuit St Marys	PD	940,000	-	940,000	940,000	4,000
Various	Henry Street Penrith	PD	1,215,450	-	1,215,450	1,215,450	312,078
Various	Union Rd At Grade Car Park	PD	71,545	-	71,545	71,545	17,542
Various	Erskine Pk Urban Reinvestment	PD	161,700	-	161,700	161,700	32,863
Various	Emu Plains Employment Precinct	PD	120,000	-	120,000	120,000	-
Penrith CBD	Mulgoa Rd & Jane St Project (RMS) - WIK/Acq	PD	3,970,475	-	3,970,475	-	-
Penrith CBD	WIK - Carpenter Site- Left in/left out	PD	-	-	-	1,470,475	-
Penrith CBD	WIK - Hardstand/Temp CarPak - Carpenters Site	PD	-	-	-	1,000,000	-
Penrith CBD	WIK - Stg 2 Car Park - Woodriff Gardens	PD	-	-	-	1,500,000	-
St Marys	Chesham Street St Marys	PD	720,000	-	720,000	-	-
St Marys	Civil Works	PD	-	-	-	720,000	550,625

PROJECTS PROGRESS REPORT

For the Period to 31 December 2020

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated Project Cost	PTD Expenditure
Kingswood	Commuter Car Park Upgrade – T1 Nth Shore North & West Line	PD	1,208,300	-	1,208,300	-	-
Kingswood	<i>Project Management Consultant</i>	PD	-	-	-	265,300	-
Kingswood	<i>Quantity Surveyor Consultant</i>	PD	-	-	-	120,000	-
Kingswood	<i>Architecture Consultant</i>	PD	-	-	-	120,000	-
Kingswood	<i>Landscaping Consultant</i>	PD	-	-	-	5,000	-
Kingswood	<i>Environmental Consultant</i>	PD	-	-	-	42,000	-
Kingswood	<i>Engineering Consultant</i>	PD	-	-	-	244,000	-
Kingswood	<i>Other Consultant</i>	PD	-	-	-	20,500	19,500
Kingswood	<i>Other Procurement Costs</i>	PD	-	-	-	175,000	-
Kingswood	<i>Due Diligence</i>	PD	-	-	-	34,500	-
Kingswood	<i>Planning Consultant</i>	PD	-	-	-	7,000	-
Kingswood	<i>ECI Contractor (Design Work)</i>	PD	-	-	-	175,000	-
St Marys	Commuter carpark upgrade - St Marys	PD	1,574,300	-	1,574,300	-	-
St Marys	<i>Project Management Consultant</i>	PD	-	-	-	381,300	-
St Marys	<i>Quantity Surveyor Consultant</i>	PD	-	-	-	185,000	-
St Marys	<i>Architecture Consultant</i>	PD	-	-	-	150,000	4,800
St Marys	<i>Landscaping Consultant</i>	PD	-	-	-	5,000	-
St Marys	<i>Environmental Consultant</i>	PD	-	-	-	42,000	-
St Marys	<i>Engineering Consultant</i>	PD	-	-	-	227,000	-
St Marys	<i>Other Consultant</i>	PD	-	-	-	20,000	19,500
St Marys	<i>Other Procurement Costs</i>	PD	-	-	-	262,500	29,352
St Marys	<i>Due Diligence</i>	PD	-	-	-	31,500	-
St Marys	<i>Planning Consultant</i>	PD	-	-	-	7,500	-
St Marys	<i>ECI Contractor (Design Work)</i>	PD	-	-	-	262,500	-
Emu Plains	Emu Plains Regatta Park - Kiosk	PD	169,224	22,786	192,010	-	-
Emu Plains	<i>Architecture Consultant</i>	PD	-	-	-	169,224	23,076
Emu Plains	<i>Pre-lodgement fee</i>	PD	-	-	-	881	881
Emu Plains	<i>Heritage Consultant</i>	PD	-	-	-	2,025	-
Emu Plains	<i>Landscape Consultant</i>	PD	-	-	-	9,880	-
Emu Plains	<i>Other Consultant</i>	PD	-	-	-	10,000	-

PROJECTS PROGRESS REPORT

For the Period to 31 December 2020

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated Project Cost	PTD Expenditure
TOTAL PROPERTY DEVELOPMENT AND MANAGEMENT			10,625,234		10,648,020		1,212,712
Public Space Maintenance (City Services)							
Various	Local Open Space s7.11 funded capital works	CPR	388,580	-	388,580	196,000	-
Kingswood	Chapmans Gardens - Amenities & security lighting Design	CPR	-	-	-	-	19,980
Oxley Park	Lucy Cobcroft Park - Seating & landscaping	CPR	-	-	-	-	520
Emu Plains	Bunyarra Reserve - Bunyarra Dr	CPR	-	-	-	103,000	81,455
Luddenham	Sales Park - Roots Av	CPR	-	-	-	89,580	89,807
TOTAL PUBLIC SPACE MAINTENANCE (CITY SERVICES)			388,580		388,580		191,762
Public Space Maintenance (Cross City Buildings)							
Various	Bus Shelters Program	CPR	285,000	-	285,000	-	101,864
Various	Tac Tiles	CPR	-	-	-	-	6,957
Penrith LGA	Building Asset Renewal	CA	8,470,342	(12,000)	8,458,342	8,437,824	656,803
Penrith LGA	Annual Paint Program	CA	-	-	-	-	20,098
St Marys	Ripples - Indoor Pool Joint Repairs	CA	-	-	-	20,518	-
Penrith LGA	CCTV Upgrade & Renewal Program	CA	112,281	(10,000)	102,281	-	12,696
Penrith	Penrith Ripples Kids Playground	CPR	-	12,000	12,000	-	-
Penrith LGA	Parks Asset Renewal	CA	356,353	-	356,353	22,347	-
Leonay	Leonay Oval Design - Field Lighting	CA	-	-	-	-	4,962
Emu Plains	Outlook Avenue Renew play equipment-soft fall-shade shelter-	CA	-	-	-	113,625	116,903
Jamisontown	Robinson Park Renew play equipment-soft fall-shade shelter-f	CA	-	-	-	115,000	150
St Marys	St Marys Tennis Court resurfacing	CA	-	-	-	105,381	105,381
Penrith LGA	Parks Asset Renewal	CA	816,585	(205,574)	611,011	-	-
Penrith	Spence Park Mayoral Challenge	CA	-	-	-	-	1,800
Leonay	Leonay Parade Renew existing Play Equipment & Softfall	CA	-	-	-	-	1,740
Glenmore Park	Oriole Street Reserve Renew existing Play Equipment&Softfall	CA	-	-	-	2,121	2,121
Penrith	Burcher Park Renew existing Play Equipment & Softfall	CA	-	-	-	120,000	2,330
Glenmore Park	Sunbird Terrace Renew existing Play Equipment & Softfall	CA	-	-	-	2,040	2,040
Penrith	Judges Park Renew exisitng Softfall	CA	-	-	-	30,000	-
Colyton	Edward (Ted) Little Park Renew exisitng Softfall	CA	-	-	-	28,800	-
Werrington Downs	Jim Anderson Park Renew exisitng Softfall	CA	-	-	-	22,000	-

PROJECTS PROGRESS REPORT

For the Period to 31 December 2020

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated Project Cost	PTD Expenditure
South Penrith	Edna Dunn Reserve Renew exisitng Softfall	CA	-	-	-	22,500	-
St Marys	Monfarville Park Renew exisitng Field Lighting	CA	-	-	-	210,000	-
Claremont Meadows	Myrtle Road Fields Renew exisitng Irrigation System	CA	-	-	-	33,550	-
Emu Plains	Dukes Oval Renew exisitng Barbeques	CA	-	-	-	12,000	-
South Penrith	Jamison Park 35-38 Renew exisitng Netball Court Surfaces -	CA	-	-	-	60,000	-
St Marys	Cook & Banks Reserve Renew exisitng Cricket Wicket Surfaces	CA	-	-	-	10,000	-
St Marys	Ridge Park Renew exisitng Cricket Wicket Surfaces	CA	-	-	-	9,000	-
Luddenham	Sales Park Renew exisitng Cricket Practice Nets	CA	-	-	-	49,000	-
TOTAL PUBLIC SPACE MAINTENANCE (CROSS CITY BUILDINGS)			10,040,561		9,824,987		1,035,845
Public Space Maintenance (Cross City Services)							
Various	Outdoor Mobility Implementation	CPR	181,234	145,000	326,234	-	231,521
TOTAL PUBLIC SPACE MAINTENANCE (CROSS CITY SERVICES)			181,234		326,234		231,521
Regional Illegal Dumping (RID)							
Penrith Council	RID Squad Motor Vehicle Purchases	EHC	35,260	-	35,260	-	32,423
TOTAL REGIONAL ILLEGAL DUMPING (RID)			35,260		35,260		32,423
Ripples Leisure Centres							
St Marys	Ripples Business Services Office Equipment	RIPP	33,646	-	33,646	-	2,495
St Marys	Ripples Aquatics Equipment	RIPP	10,047	-	10,047	-	1,152
St Marys	Ripples Fitness & Rehab Equipment	RIPP	5,575	-	5,575	-	5,558
St Marys	Ripples Small Projects	RIPP	-	-	-	171,641	-
St Marys	Outdoor Pool Gutter Tile Repairs	RIPP	-	-	-	42,359	-
St Marys	Outdoor Pool Construction Joint Repairs	RIPP	-	-	-	36,000	-
TOTAL RIPPLES LEISURE CENTRES			49,268		49,268		9,205
Security and Emergency Services Management							
Regentville	NSW Rural Fire Service Fire Control Centre Upgrade	CA	3,700	-	3,700	-	3,700
Various	SES Equipment Priority List	CA	20,000	-	20,000	-	-
Penrith LGA	Rural Fire Service Equip-Grant Funded	CA	372,800	70,000	442,800	-	427,000
Erskine Park	Erskine Park Brigade Station Storage Shed	CA	2,356	-	2,356	-	-
TOTAL SECURITY AND EMERGENCY SERVICES MANAGEMENT			398,856		468,856		430,700

Sustainability and Resilience

PROJECTS PROGRESS REPORT

For the Period to 31 December 2020

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated Project Cost	PTD Expenditure
Various	Solar photovoltaic (PV) systems at Council facilities	SUST	-	63,396	63,396	-	-
St Marys	Queen Street Centre	SUST	-	-	-	33,596	23,517
St Clair	St Clair Leisure Centre	SUST	-	-	-	11,082	7,758
St Marys	St Marys Childrens Centre	SUST	-	-	-	9,359	6,551
Oxley Park	Ridge Park Hall	SUST	-	-	-	9,359	6,551
TOTAL SUSTAINABILITY AND RESILIENCE			-		63,396		44,378
Traffic Management, Parking and Road Safety							
Various	LTC / Urgent Traffic Facilities	ES	86,919	-	86,919	-	-
Penrith	NSW Bike Plan River Cities Program	ES	32,217	(23,137)	9,081	-	-
Penrith Council	Integrated Parking Management System (IPMS) - Capital	ES	188,125	-	188,125	-	35,405
TOTAL TRAFFIC MANAGEMENT, PARKING AND ROAD SAFETY			307,261		284,125		35,405
Waste Avoidance and Resource Recovery							
Penrith LGA	Dynamics 365 Implementation for CRM	WRR	-	-	-	-	(8,000)
Penrith LGA	System Integrations	WRR	-	-	-	-	35
Penrith LGA	Internal resourcing costs (Backfill) (Total Resourcing Costs)	WRR	-	-	-	-	(11,153)
TOTAL WASTE AVOIDANCE AND RESOURCE RECOVERY			-		-		(19,117)
TOTAL CAPITAL PROJECTS			97,222,645		96,786,293		25,240,029
OPERATING PROJECTS							
Children's Services							
Various	CS Repair & Replace Equipment Operating	CSO	100,000	-	100,000	100,000	24,945
Various	Children's Services Community Grants	CSO	1,000	-	1,000	-	610
TOTAL CHILDREN'S SERVICES			101,000		101,000		25,554
City Activation							
Various	REAL Festival	CACP	438,645	-	438,645	-	173,931
Penrith Council	Relay for Life Sponsorship	CACP	3,000	-	3,000	-	-
Penrith LGA	Australia Day	CACP	77,000	-	77,000	-	-
TOTAL CITY ACTIVATION			518,645		518,645		173,931
City Deal							
Various	City Strategy Operational Program	CitSrat	255,000	35,530	290,530	290,530	100,782
Penrith Council	Integrated Transport and Planning Resourcing	CitSrat	154,345	-	154,345	-	83,999

PROJECTS PROGRESS REPORT

For the Period to 31 December 2020

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated Project Cost	PTD Expenditure
Penrith Council	Western Parkland Councils Alliance	CitSrat	40,000	-	40,000	-	40,000
Penrith LGA	City Strategy LEP Review Projects	CitSrat	813,179	-	813,179	11,048	-
Penrith LGA	<i>Employment Lands Strategy</i>	CitSrat	-	-	-	-	59,453
Penrith LGA	<i>Centres Implementation Plan</i>	CitSrat	-	-	-	75,220	26,350
Penrith LGA	<i>Biodiversity Study</i>	CitSrat	-	-	-	36,220	36,220
Penrith LGA	<i>East-West Corridor Transport Master Plan</i>	CitSrat	-	-	-	140,691	113,594
Penrith LGA	<i>Community Indicators Framework</i>	CitSrat	-	-	-	20,000	20,000
Penrith LGA	<i>Housing Sensitivity Study</i>	CitSrat	-	-	-	75,000	-
Penrith LGA	<i>Penrith Urban Design Analysis</i>	CitSrat	-	-	-	35,000	26,815
Penrith LGA	<i>Urban Design Framework</i>	CitSrat	-	-	-	250,000	-
Penrith LGA	<i>Graduate Urban Designer</i>	CitSrat	-	-	-	25,000	19,077
Penrith LGA	<i>REMPPLAN</i>	CitSrat	-	-	-	65,000	65,000
Penrith LGA	<i>Traffic Base Model for St Marys</i>	CitSrat	-	-	-	80,000	-
Penrith LGA	Penrith Green Grid Strategy	CitSrat	350,000	2,800	352,800	-	129,073
Penrith LGA	Corridors Strategy	CitSrat	50,000	-	50,000	-	-
Werrington	Werrington Masterplan	CitSrat	50,000	-	50,000	-	-
TOTAL CITY DEAL			1,712,524		1,750,854		720,364
City Planning							
Various	Integrated Local Plan	CP	68,551	-	68,551	-	-
Various	Planning Proposal Applications to Amend a LEP	CP	350,074	-	350,074	350,074	17,198
Various	Accelerated LEP Review Program	CP	244,231	-	244,231	244,231	152,791
Penrith Council	Externally Commissioned Studies	CP	38,340	53,437	91,777	-	-
Penrith LGA	City Planning Major Projects Resourcing	CP	137,378	-	137,378	-	72,000
Penrith LGA	Planning and Contributions Projects Resourcing	CP	142,868	-	142,868	-	300
TOTAL CITY PLANNING			981,442		1,034,879		242,289
Civil Maintenance, Renewal and Construction							
Various	Sweeping /re-linemarking of existing shared paths	CA	280,000	-	280,000	-	205,884
Various	Maintenance of GPT Constructions	CPR	343,639	-	343,639	-	165,245
Londonderry	The Driftway - Road Maintenance	CPR	66,000	-	66,000	-	(31,471)
Penrith LGA	GPT Upgrade Trial	CPR	50,000	-	50,000	-	(11,991)

PROJECTS PROGRESS REPORT

For the Period to 31 December 2020

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated Project Cost	PTD Expenditure
TOTAL CIVIL MAINTENANCE, RENEWAL AND CONSTRUCTION			739,639		739,639		327,667
Communications							
Penrith LGA	Corporate Advertising	Communi	349,646	-	349,646	-	3,731
Penrith LGA	Media Monitoring	Communi	-	-	-	28,000	7,667
Penrith LGA	Subscription based Newspapers	Communi	-	-	-	2,500	1,295
Penrith LGA	Vintage FM Radio Advertising	Communi	-	-	-	10,500	-
Penrith LGA	General Advertising	Communi	-	-	-	3,000	1,256
Penrith LGA	Miscellaneous	Communi	-	-	-	-	2,650
Penrith LGA	Western Weekender	Communi	-	-	-	90,000	12,877
Penrith LGA	Community Newsletter	Communi	-	-	-	215,646	142,839
Penrith Council	Website Maintenance	Communi	30,000	-	30,000	-	9,623
Penrith LGA	Penrith Panthers Grand Final support	Communi	-	15,000	15,000	-	8,374
TOTAL COMMUNICATIONS			379,646		394,646		190,312
Community and Cultural Development							
Various	Community Resources Development Officer	CACP	89,842	-	89,842	89,842	26,206
Various	Cultural Development Officer - City	CACP	7,000	(7,000)	-	-	-
Various	Community Health Promotion	CACP	6,000	-	6,000	-	2,640
Penrith LGA	Sponsorship of Blacktown Red Belly Warriors Team	CACP	7,500	-	7,500	-	-
Penrith LGA	Donation to English Language Class Community Group	CACP	600	-	600	-	600
TOTAL COMMUNITY AND CULTURAL DEVELOPMENT			110,942		103,942		29,446
Community Facilities and Recreation Operations							
Penrith LGA	Hall Hire - Fee Waiver	CF	3,000	-	3,000	-	130
TOTAL COMMUNITY FACILITIES AND RECREATION OPERATIONS			3,000		3,000		130
Community Facilities and Recreation Planning							
Penrith LGA	Western Sydney Academy of Sport	CF	16,010	-	16,010	-	15,206
Penrith LGA	Sponsorship of Penrith's NSW Netball Premier League team	CF	-	15,000	15,000	-	15,000
Penrith Lakes	Penrith Lakes Spatial Framework	CF	200,000	-	200,000	-	50,599
South Penrith	Facilities-Covid Related Expenses	CF	15,000	44,782	59,782	-	46,217
South Penrith	Covid-19 Financial Assistance	CF	-	-	-	-	13,565
TOTAL COMMUNITY FACILITIES AND RECREATION PLANNING			231,010		290,792		140,587

PROJECTS PROGRESS REPORT

For the Period to 31 December 2020

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated Project Cost	PTD Expenditure
Community Safety							
Various	Community Safety Program	CACP	203,891	-	203,891	203,891	16,134
TOTAL COMMUNITY SAFETY			203,891		203,891		16,134
Corporate Planning and Reporting							
Various	Strategic Research and Planning	BT	96,000	-	96,000	-	11,644
TOTAL CORPORATE PLANNING AND REPORTING			96,000		96,000		11,644
Customer Experience							
Penrith Council	Counter Queuing System	CE	5,230	-	5,230	-	-
Penrith Council	Quality Coach	CE	16,364	-	16,364	-	16,364
TOTAL CUSTOMER EXPERIENCE			21,594		21,594		16,364
Design and Projects							
Penrith LGA	WSIP Local Roads Package	MP	13,455,609	-	13,455,609	-	41,067
Penrith LGA	Local Roads Package Round 2	MP	-	-	-	-	556
Penrith LGA	TNR Northern Rd and Derby St	MP	-	-	-	-	26,295
Penrith LGA	EPR Erskine Park Rd Upgrades	MP	-	-	-	-	7,554,970
Penrith LGA	Major Project Design Costs	MP	150,000	60,000	210,000	-	6,962
Penrith	Sydney Smith Dr Coreen Av Intersectio	MP	-	-	-	-	15,471
Penrith	Coreen Avenue Corridor Improvements Design	MP	657,958	-	657,958	-	126,760
Jamisontown	Jamison Rd Signals at Station St and Woodriff St Design	MP	409,242	-	409,242	-	253,808
TOTAL DESIGN AND PROJECTS			14,672,809		14,732,809		8,025,890
Development Applications							
Penrith LGA	Local Planning Panel	DS	169,342	-	169,342	-	64,000
TOTAL DEVELOPMENT APPLICATIONS			169,342		169,342		64,000
Development Compliance							
Penrith LGA	Audit Ind Comm & Ag Activities	EHC	148,698	-	148,698	-	73,132
TOTAL DEVELOPMENT COMPLIANCE			148,698		148,698		73,132
Divisional Assurance (City Services)							
Penrith	Parker Street Sporting Fields Remediation Works	DIVASS	125,000	-	125,000	-	676
TOTAL DIVISIONAL ASSURANCE (CITY SERVICES)			125,000		125,000		676

Economic Initiatives

PROJECTS PROGRESS REPORT

For the Period to 31 December 2020

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated Project Cost	PTD Expenditure
Various	Economic Development Memberships and Sponsorships	CEM	8,186	-	8,186	8,186	-
Various	Advocacy Program	CEM	1,863	-	1,863	-	1,863
Various	City Economy	CEM	288,285	-	288,285	288,285	68,757
Castlereagh	Castlereagh Connection Advocacy	CEM	56,100	-	56,100	-	7,340
Penrith	Nepean River Precinct Facilitation	CEM	140,909	-	140,909	-	71,238
Penrith LGA	River Precinct Strategic Planning	CEM	60,600	-	60,600	-	-
Penrith LGA	Penrith Arts and Culture Project	CEM	12,000	-	12,000	-	12,000
TOTAL ECONOMIC INITIATIVES			567,943		567,943		161,199
Environmental Health							
Penrith LGA	On Site Sewer Management Strategy	EHC	276,699	-	276,699	-	143,905
Penrith LGA	Biodiversity Strategy	EHC	23,804	(2,000)	21,804	-	3,408
Penrith LGA	Integrated Catchment Management	EHC	134,099	-	134,099	-	65,533
Penrith LGA	Waterways Health Monitoring Program	EHC	70,000	-	70,000	-	23,223
TOTAL ENVIRONMENTAL HEALTH			504,602		502,602		236,068
Executive Services							
Penrith Council	Councillor Professional Training and Development	EX	60,000	(35,000)	25,000	-	-
Penrith Council	<i>East Ward - Councillor Robin Cook</i>	EX	-	-	-	-	3,500
TOTAL EXECUTIVE SERVICES			60,000		25,000		3,500
Floodplain and Stormwater Management							
Penrith LGA	Floodplain Management Resourcing	ES	297,033	-	297,033	-	72,920
Penrith LGA	Flood Studies SMSC	ES	131,268	-	131,268	-	-
Penrith LGA	<i>South Creek Floodplain Risk Management Study & Plan</i>	ES	-	-	-	-	7,010
Penrith LGA	<i>Nepean River Flood Risk Management Study/Plan</i>	ES	-	-	-	-	25,450
Emu Plains	<i>Emu Plains Overland Flow Flood Study</i>	ES	-	-	-	-	8,853
Penrith LGA	<i>College, Orth, Werrington Creeks Risk Management Study&Plan</i>	ES	-	-	-	-	21,644
Penrith LGA	<i>Little Creek Risk Management Study/Plan</i>	ES	-	-	-	-	21,644
Penrith LGA	NSW Floodplain Management Program 2018-19	ES	139,084	-	139,084	-	-
Cranebrook	Cranebrook Overland Flow Flood Study	ES	243,247	-	243,247	-	97,197
TOTAL FLOODPLAIN AND STORMWATER MANAGEMENT			810,632		810,632		254,719

Information Management

PROJECTS PROGRESS REPORT

For the Period to 31 December 2020

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated Project Cost	PTD Expenditure
Various	Case Management - Dynamics 365 Implementation	ICT	772,853	(35,000)	737,853	-	283,567
TOTAL INFORMATION MANAGEMENT			772,853		737,853		283,567
Information Technology							
Penrith Council	Operational and Support Agreements	ICT	1,460,000	-	1,460,000	-	7,533
Penrith Council	Cloud Services	ICT	-	-	-	1,000,000	483,085
Penrith Council	Data Centre Services	ICT	-	-	-	120,000	39,358
Penrith Council	Microsoft Premier Support	ICT	-	-	-	160,000	-
Penrith Council	Warranty / Contractor	ICT	-	-	-	180,000	21,820
Penrith Council	Contractor	ICT	-	-	-	-	5,400
TOTAL INFORMATION TECHNOLOGY			1,460,000		1,460,000		557,197
Libraries							
Various	Library Special Purpose Projects - Promotion	LS	19,000	-	19,000	-	3,415
Penrith Council	Library Resources - Operating	LS	270,000	-	270,000	-	206,675
Penrith LGA	Library Digital	LS	6,750	-	6,750	-	-
Penrith LGA	Library Management System Op Costs	LS	-	-	-	-	2,114
Penrith LGA	Library Special Purpose Projects - Technology	LS	17,967	-	17,967	-	17,967
Penrith LGA	Anzac Community Grant Award	LS	2,000	-	2,000	-	861
TOTAL LIBRARIES			315,717		315,717		231,033
Marketing Tourism and International Partnerships							
Various	City Marketing	CEM	171,000	(20,000)	151,000	151,000	9,956
Various	International Relations	CEM	86,355	-	86,355	86,355	-
TOTAL MARKETING TOURISM AND INTERNATIONAL PARTNERSHIPS			257,355		237,355		9,956
Neighbourhood Renewal							
Various	Urban Design and Activation	CACP	195,623	-	195,623	195,623	35,107
Various	Place Management Resourcing (Pt AREAS)	CACP	558,783	10,595	569,378	-	253,880
Various	Neighbourhood Renewal Projects (AREAS)	CACP	62,449	(12,564)	49,885	49,885	7,978
Various	Places to Love Demonstration Project	CACP	130,000	-	130,000	130,000	6,070
Penrith LGA	Magnetic Places	CACP	50,000	12,564	62,564	-	62,564
Penrith LGA	The Village Cafe	CACP	119,290	-	119,290	48,575	25,351
St Marys	The Village Cafe St Marys	CACP	-	-	-	11,700	3,796

PROJECTS PROGRESS REPORT

For the Period to 31 December 2020

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated Project Cost	PTD Expenditure
Kingswood	<i>The Village Cafe Kingswood</i>	CACP	-	-	-	11,700	5,432
Llandilo	<i>The Village Café Llandilo</i>	CACP	-	-	-	23,700	3,246
Kingswood	<i>The Village Café General</i>	CACP	-	-	-	23,615	5,593
TOTAL NEIGHBOURHOOD RENEWAL			1,116,145		1,126,740		409,017
PMO and Business Improvement							
Various	Capacity Improvement Program	BT	-	-	-	-	1,088
TOTAL PMO AND BUSINESS IMPROVEMENT			-		-		1,088
Property Development and Management							
Various	Masterplan for Erskine Park	PD	50,000	-	50,000	50,000	-
Various	PD Business Development	PD	585,015	(35,000)	550,015	550,015	53,246
Various	New West Major Projects - Operational Costs	PD	450,000	-	450,000	450,000	-
Various	Operational Sites Project	PD	100,000	-	100,000	100,000	-
Various	Opportunity Sites Project	PD	575,209	-	575,209	575,209	125,649
Various	Compensation for Easement-Leland St Penrith	PD	325,000	-	325,000	325,000	-
Penrith CBD	Penrith Paceway - Temp Public Car Park Lease	PD	26,000	-	26,000	26,000	13,000
Penrith LGA	Operational Dining Review	PD	662	-	662	662	662
Emu Plains	Regatta Dining Precinct	PD	191,843	40,500	232,343	-	-
Emu Plains	<i>Other Consultant – 026</i>	PD	-	-	-	149,500	67,934
Emu Plains	<i>Landscaping and fencing</i>	PD	-	-	-	12,843	545
Emu Plains	<i>Marketing campaign</i>	PD	-	-	-	20,000	8,623
Emu Plains	<i>Construction fees</i>	PD	-	-	-	50,000	6,086
Glenmore Park	Floribunda Ave Glenmore Pk Easement	PD	3,300	-	3,300	-	-
Glenmore Park	<i>Valuation Consultant</i>	PD	-	-	-	2,800	3,000
Glenmore Park	<i>Other Consultant</i>	PD	-	-	-	500	-
Werrington County	Drainage Easement - 144a Dunheved Rd	PD	2,000	-	2,000	-	-
Werrington County	<i>Valuation Consultant</i>	PD	-	-	-	1,650	-
Werrington County	<i>Community Consultant</i>	PD	-	-	-	350	-
St Marys	Sydney Metro Acqn- Station St St Marys	PD	-	21,500	21,500	-	-
St Marys	<i>Valuation</i>	PD	-	-	-	8,000	-
St Marys	<i>Legal Fees & Disbursement</i>	PD	-	-	-	5,000	-

PROJECTS PROGRESS REPORT

For the Period to 31 December 2020

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated Project Cost	PTD Expenditure
St Marys	<i>Planning Consultant</i>	PD	-	-	-	8,500	11,000
Erskine Park	Lenore Drive Erskine Park Business Case	PD	-	35,000	35,000	-	-
Erskine Park	<i>Feasibility Assessment</i>	PD	-	-	-	35,000	-
North St Marys	Harris St Nth St Marys - acqn by Sydney metro	PD	-	21,500	21,500	-	-
North St Marys	<i>Valuation</i>	PD	-	-	-	8,000	-
North St Marys	<i>Legal Fees & Disbursement</i>	PD	-	-	-	5,000	-
North St Marys	<i>Planning Consultant</i>	PD	-	-	-	8,500	6,000
St Marys	Sydney Metro Acqn - Chesham St St Marys	PD	-	17,500	17,500	-	-
St Marys	<i>Valuation</i>	PD	-	-	-	8,000	-
St Marys	<i>Legal Fees & Disbursement</i>	PD	-	-	-	5,000	-
St Marys	<i>Planning Consultant</i>	PD	-	-	-	4,500	2,000
TOTAL PROPERTY DEVELOPMENT AND MANAGEMENT			2,309,029		2,410,029		297,745
Public Space Maintenance (Cross City Services)							
Various	Enhanced Public Domain Team (Pt AREAS)	CPR	2,584,362	-	2,584,362	-	1,287,786
Penrith LGA	Enhanced Public Domain	CPR	172,788	-	172,788	-	82,861
Penrith LGA	Upgrade of Mercury Vapour Street Lights	CPR	841,925	-	841,925	-	483,930
Penrith Council	Implement Plans of Management	CPR	206,972	-	206,972	-	139,637
Castlereagh	Save Our Species - Persoonia Nutans (Nodding Geebung)	CPR	6,534	-	6,534	-	336
Penrith LGA	Preserving Cumberland Plain Threatened Species in Penrith LG	CPR	37,236	-	37,236	-	20,531
Emu Plains	Keeping the Hawkesbury and Nepean Rivers healthy - River Roa	CPR	88,000	-	88,000	-	27,715
Wallacia	Fowler Reserve Resnagging	CPR	40,000	2,000	42,000	-	-
Emu Plains	Emu Green Reserve Resnagging	CPR	40,000	2,000	42,000	-	-
TOTAL PUBLIC SPACE MAINTENANCE (CROSS CITY SERVICES)			4,017,817		4,021,817		2,042,796
Rangers and Animal Services							
Penrith LGA	Companion Animals Act Education Program	EHC	10,000	-	10,000	-	3,333
TOTAL RANGERS AND ANIMAL SERVICES			10,000		10,000		3,333
Strategic Asset Management Planning							
Penrith LGA	Road Network Survey	CA	12,600	72,591	85,191	-	85,191
Penrith LGA	Tree Critical Works Package	CA	158,083	-	158,083	-	104,893
TOTAL STRATEGIC ASSET MANAGEMENT PLANNING			170,683		243,274		190,084

PROJECTS PROGRESS REPORT

For the Period to 31 December 2020

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated Project Cost	PTD Expenditure
Sustainability and Resilience							
Penrith LGA	Sustainability Programs	BT	58,987	-	58,987	-	13,906
Penrith Council	Louise Petchell Learning for Sustainability Scholarship	BT	15,000	-	15,000	-	-
Penrith LGA	Compact of Mayors	BT	25,061	(2,692)	22,369	-	-
TOTAL SUSTAINABILITY AND RESILIENCE			99,048		96,356		13,906
Traffic Management, Parking and Road Safety							
Penrith LGA	Road Safety Project	ES	19,500	-	19,500	2,500	260
Penrith LGA	<i>P-1415 Towards Zero</i>	ES	-	-	-	-	675
Penrith LGA	<i>P-1445 Supervising Learners Drivers Workshops</i>	ES	-	-	-	-	475
Penrith LGA	<i>P-1643 Towards Zero</i>	ES	-	-	-	8,000	1,371
Penrith LGA	<i>P-1648 Child Seat Safety Check Days</i>	ES	-	-	-	6,000	605
Penrith LGA	<i>P-1650 Supervising Learner Drivers Workshops – GLS</i>	ES	-	-	-	3,000	1,089
TOTAL TRAFFIC MANAGEMENT, PARKING AND ROAD SAFETY			19,500		19,500		4,474
Waste Avoidance and Resource Recovery							
Penrith LGA	Purchase of Bins after Rollout	WRR	129,400	-	129,400	-	-
Various	Biodegradable Bags - Purchase & Delivery	WRR	1,500,000	-	1,500,000	-	527,475
Penrith LGA	E - Waste	WRR	150,000	(40,000)	110,000	-	21,922
Penrith	Waste Strategy & Contract Development	WRR	100,000	-	100,000	-	12,428
Penrith LGA	Hard Waste Assessment	WRR	239,343	-	239,343	-	123,673
Penrith LGA	Place Management and Waste Partnership	WRR	60,000	-	60,000	-	-
Penrith LGA	Community Recycling Centre Education	WRR	3,158	-	3,158	-	2,151
Penrith LGA	Chemical Clean Out	WRR	20,000	-	20,000	-	-
Penrith LGA	CRM Waste Services	WRR	100,000	57,400	157,400	-	74,782
Penrith LGA	Bin Purchase (New Contract)	WRR	-	138,000	138,000	-	137,412
Penrith LGA	Expanding Horizons	WRR	47,117	-	47,117	-	-
Penrith LGA	Exchange for Change	WRR	214,980	-	214,980	-	111,069
Penrith LGA	Kitchen Caddies	WRR	25,000	-	25,000	-	2,654
Penrith LGA	Smart Waste Collection	WRR	16,106	-	16,106	-	350
Penrith LGA	Communication Strategy	WRR	417,054	-	417,054	-	332,498
Penrith LGA	Supporting Sustainable Choices Scheme	WRR	21,099	-	21,099	-	19,063

PROJECTS PROGRESS REPORT

For the Period to 31 December 2020

Location	Description	Resp Officer	Adopted Budget	Proposed Variances	Revised Budget	Estimated Project Cost	PTD Expenditure
Penrith LGA	Streamling Education	WRR	15,000	-	15,000	-	-
Penrith LGA	Illegal Dumping Strategy	WRR	50,000	-	50,000	-	-
Penrith LGA	Reduce Single-Use	WRR	15,000	-	15,000	-	8,000
Penrith LGA	The Middle Link (Circular Economy)	WRR	80,000	-	80,000	-	-
Penrith LGA	FOGO - It's a Product	WRR	25,000	-	25,000	-	-
Penrith LGA	Strategy 2025	WRR	30,000	-	30,000	-	-
Penrith LGA	Red Ready	WRR	85,000	-	85,000	-	-
Penrith LGA	3 Bins & You're In	WRR	95,000	-	95,000	-	-
TOTAL WASTE AVOIDANCE AND RESOURCE RECOVERY			3,438,257		3,593,657		1,373,476
Workforce and Organisational Development							
Penrith Council	Culture and Change	People ar	147,094	42,076	189,170	-	69,768
Penrith Council	Child Safety Organisational Standards	People ar	-	20,000	20,000	-	3,982
TOTAL WORKFORCE AND ORGANISATIONAL DEVELOPMENT			147,094		209,170		73,750
TOTAL OPERATING PROJECTS			36,291,857		36,822,376		16,205,028

CAPITAL BUDGET

Budget Review for the quarter ended 31 December 2020

(\$'000)	Original Budget	Approved Sept Qtr.	Approved Dec Qtr.	Approved Mar Qtr.	Approved June Qtr.	Revised Budget	Proposed Budget	Projected Budget	Actual YTD
Capital Funding									
Rates & Other Untied Funding	23,204	7,216	(360)	-	-	30,059	(3,605)	26,455	7,898
Capital Grants & Contributions	20,714	8,557	2,353	-	-	31,624	1,409	33,033	9,274
Internal Restrictions									
- Renewals	14,051	3,594	(1,186)	-	-	16,459	681	17,140	3,457
- New Assets	7,655	2,273	(1,470)	-	-	8,458	965	9,423	3,039
External Restrictions	10,831	1,209	58	-	-	12,098	114	12,213	4,829
Other Capital Funding Sources									
- Loans	-	-	-	-	-	-	-	-	-
Income from Sale of Assets									
- Plant & Equipment	1,132	-	-	-	-	1,132	-	1,132	906
- Land & Buildings	12,300	(6,860)	360	-	-	5,800	-	5,800	-
TOTAL CAPITAL FUNDING	89,887	15,989	(245)	-	-	105,631	(436)	105,195	29,402

Capital Expenditure

New Assets									
- Plant & Equipment	4,902	1,979	-	-	-	6,881	1,017	7,897	4,101
- Land & Buildings	14,590	2,234	370	-	-	17,194	355	17,549	5,756
- Roads, Bridges, Footpaths	14,890	1,776	58	-	-	16,724	(933)	15,791	2,277
- Other Infrastructure	6,000	264	-	-	-	6,264	(1,500)	4,764	38
- Library Books	635	-	-	-	-	635	-	635	241
- Other	3,875	267	(1,590)	-	-	2,553	13	2,566	120
Renewals									
- Plant & Equipment	950	560	155	-	-	1,666	120	1,785	850
- Land & Buildings	13,484	2,149	492	-	-	16,126	554	16,680	4,699
- Roads, Bridges, Footpaths	20,584	4,612	-	-	-	25,195	(12)	25,183	6,402
- Other Infrastructure	1,569	2,147	-	-	-	3,716	(50)	3,666	756
- Other	-	-	270	-	-	270	-	270	-
Loan Repayments (principal)	8,409	-	-	-	-	8,409	-	8,409	4,162
TOTAL CAPITAL EXPENDITURE	89,887	15,989	(245)	-	-	105,631	(436)	105,195	29,402

CONTRACTS

Part A - Contracts Listing - contracts entered into during the quarter

Contractor	Contract Number	Contract Purpose	Contract Value \$	Start Date	Expiration Date	Details of Contract	Budgeted (Y/N)
LJ Follington Constructions	RFT19/20-39	Grave Digging	>\$250,000	2-Nov-20	2-Nov-25	2x1 year extension options	Y
Kealect Pty Ltd t/a Sportz Lighting	RFT20/21-10	Sports Field Lighting	\$337,582	21-Dec-20	21-Dec-21	Single Use Contract	Y
Group GSA Pty Ltd	RFT20/21-09	Gipps Street Recreation Precinct Detailed Design	\$1,337,000	10-Dec-20	10-Dec-21	Single Use Contract	Y
Roadworx Surfacing Pty Ltd	RFQ20/21-41	Road Stabilisation Works	\$608,774	6-Nov-20	6-Nov-21	Single Use Contract	Y
Quickway Constructions	RFT20/21-06	Caddens Road Upgrade	\$5,730,894	10-Nov-20	10-Nov-21	Single Use Contract	Y
Coverit Building Group Pty Ltd	RFT20/21-07	Leonay Oval Amenities Stage 2,3 and 4	\$355,234	5-Nov-20	5-Nov-21	Single Use Contract	Y
The Trustee for Hunter Mason Trust t/a Hunter Mason Pty Ltd	RFT20/21-01	Civic Centre Grount Floor Refurbishment Stage 1	\$1,277,435	19-Oct-20	19-Oct-21	Single Use Contract	Y
Grace Records Management (Australia) Pty Ltd t/a Grace Information Management	RFT20/21-05	Digitisation of Council Application Records	\$1,400,000	14-Oct-20	14-Oct-22	single use contract	Y
J. Wyndham Prince Pty Ltd	RFQ19/20-65	Design for Jamison Road Intersections	\$440,000	14-Oct-20	14-Oct-22	Construction support services valid up to 48 months after contract execution	Y
J Wyndham Prince	RFQ19/20-79	Coreen Avenue Corridor Improvements – Detailed Design	\$575,000	14-Oct-20	14-Oct-22	Construction support services valid up to 48 months after contract execution	Y
Root Partnerships Pty Ltd	RFT2021-03	Kingswood Commuter Car Park	\$261,415	20-Dec-20	20-Dec-22	single use contract	Y
Rogers Construction Group Pty Ltd	RFT2021-13	Community Building Refurbishments	\$1,400,000	18-Dec-20	30-Jun-22	single use contract	Y
Comensura Pty Ltd	RFQ19/20-115	Labour Hire Vendor Solution	>\$150,000	2-Nov-20	2-Nov-25	2x1 year extension options	Y
Breakspear Architects Pty Ltd	RFQ20/21-16	Dining Precinct – Regatta Park Emu Plains	\$169,224	3-Nov-20	3-Nov-22	Single Use Contract	Y

Notes:

CONSULTANCY & LEGAL EXPENSES

Budget review for the quarter ended 31 Dec 2020

Expense	YTD Expenditure (Actual \$)	Budgeted (Y/N)	Notes
Consultancies	5,869,009	Y	
Legal Fees	990,907	Y	

Definition of a Consultant:

A consultant is a person or organisation engaged under contract on a temporary basis to provide recommendations or high level specialist or professional advice to assist decision making by management. Generally it is the advisory nature of the work that differentiates a consultant from other contractors.

On Time Payments:

Aim to pay all small business accounts within a 30 day time frame from receiving the invoice, unless otherwise specified. EFT payments cycles are processed weekly.

Target	March 2020	June 2020	September 2020	December 2020
90%	78%	71%	83%	81%

CASH & INVESTMENTS

Budget Review for the quarter ended 31 December 2020

(\$'000)	Original Budget	Approved Sept Qtr.	Approved Dec Qtr.	Approved Mar Qtr.	Approved June Qtr.	Revised Budget	Proposed Budget	Projected Budget	Actual YTD
Externally Restricted									
Developer Contributions	45,386	(198)	(575)	-	-	44,613	(87)	44,527	44,123
Restricted Contributions for Works	8,316	(3,933)	-	-	-	4,383	(40)	4,342	8,211
Unexpended Grants	76	944	(472)	-	-	548	1,985	2,533	3,525
Unexpended Loan Funds	-	-	-	-	-	-	-	-	-
Other Externally Restricted	22,305	(243)	-	-	-	22,061	(142)	21,920	21,724
Total Externally Restricted	76,083	(3,430)	(1,047)	-	-	71,605	1,716	73,322	77,583
Internally Restricted									
Sinking Funds	-	-	-	-	-	-	-	-	-
Internal Reserves	55,884	(25,175)	2,975	-	-	33,683	(2,834)	30,850	58,585
Security Bonds & Deposits	9,340	(157)	460	-	-	9,643	-	9,643	9,643
Total Internally Restricted	65,224	(25,332)	3,435	-	-	43,326	(2,834)	40,493	68,228
Unrestricted	5,351	54,030	(15,239)	-	-	44,144	1,118	45,260	13,264
Total Cash & Investments	146,658	25,268	(12,851)	-	-	159,075	-	159,075	159,075

Cash & Investments cont'd

Comment on Cash and Investments Position

The Council's portfolio continues to outperform the Bank Bill Swap Rate benchmark. Although that being the case, the interest income returns are below the budgeted 1.15% forecast, due to the current economic climate around the global pandemic virus, COVID-19. In the month of November 2020, the Reserve Bank of Australia (RBA) decided to cut the official cash rate to 0.10% - the RBA's response to the volatile Australian economy. Consistent with the reduced cash rate, the banks' term deposit rates have also contracted as the spread dissipated. Under the current economic climate, recession brought by COVID-19, interest rates can be expected to remain at an all-time low.

Statements:

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

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

Externally Restricted Assets	\$
S7.11 Development contributions	44,122,675
Restricted contributions for works	8,211,435
Unexpended grants	3,524,561
Other externally restricted	21,723,797
Internally Restricted Assets	
Internal reserves	58,585,457
Security bonds and deposits	9,643,359
Unrestricted Invested Funds	13,263,525
Cash	<u>159,074,810</u>

The Council's Cash Book and Bank Statements have been reconciled as at 31 December 2020.

Reconciliation:

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

	\$
Current Cash on Call Group	7,824,028
Term Investment Group	135,500,000
Floating rate Notes Investment Group	11,750,000
Mortgage Backed Securities*	2,033,042
Sub-Total	157,107,070
General Fund Bank Account	1,967,740
Total	<u>159,074,810</u>

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

INCOME & EXPENSE

Budget Review for the quarter ended 31 December 2020

(\$'000)	Original Budget	Approved Sept Qtr.	Approved Dec Qtr.	Approved Mar Qtr.	Approved June Qtr.	Revised Budget	Proposed Budget	Projected Budget	Actual YTD
Income									
Rates & Annual Charges	173,279	80	-	-	-	173,360	189	173,549	172,827
User Fees & Charges	44,204	(366)	-	-	-	43,839	152	43,991	20,540
Interest & Investment Revenue	2,303	(110)	-	-	-	2,192	16	2,209	782
Other Revenues	1,917	224	25	-	-	2,166	588	2,754	2,097
Grants & Contributions - Operating	38,268	(8,059)	86	-	-	30,295	(1,327)	28,968	12,936
Grants & Contributions - Capital									
- Other	22,059	9,792	1,631	-	-	33,482	1,239	34,721	5,423
- Contributions (S94)	4,634	182	-	-	-	4,816	5	4,822	1,898
Share of Interests in Joint Ventures	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	286,665	1,742	1,742	-	-	290,150	864	291,014	216,503
Expenses									
Employee Costs	118,559	1,575	-	-	-	120,134	(430)	119,704	58,330
Borrowing Costs	1,262	-	-	-	-	1,262	-	1,262	528
Materials & Contracts	62,962	3,474	85	-	-	66,522	949	67,471	37,322
Depreciation	29,920	-	-	-	-	29,920	-	29,920	21,999
Legal Costs	248	54	-	-	-	301	92	393	15
Consultants	22,616	1,978	1	-	-	24,595	988	25,583	2,944
Other Expenses	24,834	379	333	-	-	25,546	622	26,168	16,128
Share of Interests in Joint Ventures	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	260,400	7,460	419	-	-	268,279	2,220	270,500	137,265
Net Gain/(Loss) from the Disposal of Assets	(332)	-	-	-	-	(332)	-	(332)	237
Net Gain/(Loss) on Fair Value Adjustment	-	-	-	-	-	-	-	-	-
Net Operating Result from Continuing Operations	25,933	(5,718)	1,323	-	-	21,539	(1,356)	20,182	79,476
Net Operating Result before Capital Items	(761)	(15,691)	(308)	-	-	(16,760)	(2,601)	(19,360)	72,155

INCOME & EXPENSE (by program)

Budget Review for the quarter ended 31 December 2020

(\$'000)	Original Budget	Approved Sept Qtr.	Approved Dec Qtr.	Approved Mar Qtr.	Approved June Qtr.	Revised Budget	Proposed Budget	Projected Budget	Actual YTD
Income									
Childrens Services	28,089	(19)	-	-	-	28,070	105	28,175	15,167
Planning and Advocacy	6,382	1,093	298	-	-	7,773	320	8,093	3,793
Community Facilities	1,384	(128)	600	-	-	1,855	(19)	1,837	659
Community Information and Events	37	46	-	-	-	83	-	83	66
Community Well Being	2,124	(0)	-	-	-	2,124	4	2,128	139
Corporate Finance	3,275	193	1,233	-	-	4,701	492	5,193	2,238
Corporate Governance	11	62	-	-	-	73	-	73	111
Corporate Support	28	(19)	-	-	-	9	-	9	(0)
Corporate Workforce	80	-	-	-	-	80	-	80	21
Development Applications	2,774	37	-	-	-	2,811	39	2,850	1,689
Environmental and Health Management	364	56	-	-	-	420	10	430	94
Libraries	730	(13)	-	-	-	718	36	754	644
Major Infrastructure Projects & Design	21,500	(1,844)	(122)	-	-	19,534	385	19,919	7,112
Public Spaces and Community Safety	513	-	-	-	-	513	382	896	10
Roads, Footpaths and Buildings	19,505	1,081	-	-	-	20,586	(2,446)	18,140	988
Sport and Recreation	8,673	4,613	(647)	-	-	12,639	1,015	13,653	4,825
Strategic Planning	-	-	-	-	-	-	-	-	-
Traffic, Parking and Drainage	483	1,787	200	-	-	2,470	267	2,737	(652)
Waste and Community Protection	42,082	470	180	-	-	42,732	105	42,837	39,459
Parks	46	135	-	-	-	181	22	202	277
Sustainability	10	-	-	-	-	10	-	10	4
General Revenue	148,574	(5,807)	-	-	-	142,767	148	142,915	139,857
Total Income from Continuing Operations	286,665	1,742	1,742	-	-	290,150	864	291,014	216,503

INCOME & EXPENSE (by program)

Budget Review for the quarter ended 31 December 2020

(\$'000)	Original Budget	Approved Sept Qtr.	Approved Dec Qtr.	Approved Mar Qtr.	Approved June Qtr.	Revised Budget	Proposed Budget	Projected Budget	Actual YTD
Expenses									
Childrens Services	28,928	72	-	-	-	29,000	76	29,076	15,444
Planning and Advocacy	7,928	1,942	28	-	-	9,898	67	9,965	4,408
Community Facilities	2,407	1	0	-	-	2,409	(14)	2,395	1,219
Community Information and Events	6,692	439	-	-	-	7,131	26	7,157	3,145
Community Well Being	6,811	191	8	-	-	7,010	164	7,174	1,875
Corporate Finance	19,592	112	325	-	-	20,029	510	20,539	8,170
Corporate Governance	5,271	578	-	-	-	5,849	(5)	5,844	3,179
Corporate Support	4,241	120	-	-	-	4,362	913	5,275	2,174
Corporate Workforce	4,148	453	-	-	-	4,601	117	4,717	2,303
Development Applications	10,397	476	-	-	-	10,873	(112)	10,761	5,277
Environmental and Health Management	3,429	37	-	-	-	3,466	19	3,485	1,674
Libraries	6,799	148	-	-	-	6,947	25	6,971	3,253
Major Infrastructure Projects & Design	20,586	46	(122)	-	-	20,510	167	20,677	12,255
Public Spaces and Community Safety	21,196	717	3	-	-	21,917	230	22,147	10,673
Roads, Footpaths and Buildings	32,501	83	(23)	-	-	32,560	101	32,662	25,646
Sport and Recreation	10,682	338	-	-	-	11,020	(53)	10,967	5,417
Strategic Planning	1,082	62	-	-	-	1,144	(131)	1,013	386
Traffic, Parking and Drainage	3,767	964	-	-	-	4,731	38	4,769	2,331
Waste and Community Protection	45,465	492	180	-	-	46,138	99	46,237	19,279
Parks	17,840	106	20	-	-	17,966	(20)	17,945	8,768
Sustainability	640	81	-	-	-	721	3	724	388
Total Expenses from Continuing Operations	260,400	7,460	419	-	-	268,279	2,220	270,500	137,265
Net Gain/(Loss) from the Disposal of Assets	(332)	-	-	-	-	(332)	-	(332)	237
Net Gain/(Loss) on Fair Value Adjustment	-	-	-	-	-	-	-	-	-
Net Operating Result from Continuing Operations	25,933	(5,718)	1,323	-	-	21,539	(1,356)	20,182	79,476

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 (02) 4732 7777. 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 आपको यह समझने में कठिनाई हो तो कृपया टेलीफोन दुभाषिया सेवा से 131 450 पर संपर्क करें और उनसे कहें पेनरिथ नगर परिसद (पेनरिथ सिटी काउंसिल) को (02) 4732 7777 में आपकी ओर से संपर्क करें। अथवा पेनरिथ नगर परिसद के कार्यालय आएँ और दुभाषिये की मांग करें।
ITALIAN	Se non riuscite a leggere questo, contattate il servizio telefonico di interpretariato al numero 131 450 e chiedetegli di contattare da parte vostra il comune di Penrith City al numero (02) 4732 7777 oppure venite in comune e richiedete un interprete.
MALTESE	Jekk ma tistax taqra dan, jekk joghġbok, 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 پرنریث Penrith City Council به شماره (02) 4732 7777 از جانب شما تماس بگیرند. یا اینکه به شهرداری Council آمده و مترجم بخواهید.
SINGHALESE	ඔබට මෙය කියවීමට නොහැකි නම්, කරුණාකර දුරකථන අංක 131 450 ඔස්සේ දුරකථන පරිවර්තන සේවාව (Telephone Interpreting Service) අමතා ඔබ වෙනුවෙන් දුරකථන අංක (02) 4732 7777 අමතා පෙරිත් නගර සභාව (Penrith City Council) හා සම්බන්ධ කර දෙන ලෙස ඉල්ලා සිටින්න. තවත්ම නගර සභාව වෙත පැමිණ හාමා පරිවර්තකයකු ලබා දෙන ලෙස ඉල්ලා සිටින්න.
TAMIL	இதை உங்களால் வாசிக்க இயலவில்லை என்றால், 'தொலைபேசி உரைபெயர்ப்பு சேவை'யை 131 450 எனும் இலக்கத்தில் அழைத்து 'பென்ரித் நகரவையுடன்' (02) 4732 7777 எனும் இலக்கத்தில் உங்கள் சார்பாக தொடர்பு கொள்ளுமாறு கேளுங்கள். அல்லது நகரவைக்கு விஜயம் செய்து உரைபெயர்ப்பாளர் ஒருவர் வேண்டுமெனக் கேளுங்கள்.
VIETNAMESE	Nếu quý vị không thể đọc được thông tin này, xin liên lạc Dịch Vụ Thông Dịch Qua Điện Thoại ở số 131 450 và yêu cầu họ thay mặt quý vị liên lạc với Hội Đồng Thành Phố Penrith ở số (02) 4732 7777. Hoặc hãy tới Hội Đồng và yêu cầu có thông dịch viên.

Contact:	Penrith City Council	Telephone:	02 4732 7777
	Civic Centre	Facsimile:	02 4732 7958
	601 High Street	Email:	council@penrith.city
	Penrith NSW	Website:	penrith.city



@penrithcitycouncil