



2016 2021

END OF TERM REPORT

HOW WE DID OVER THE
LAST FIVE YEARS IN
DELIVERING SERVICES,
ACTIVITIES AND PROJECTS
FOR OUR COMMUNITY.

PENRITH
CITY COUNCIL

penrith.city



INTRODUCTION

ABOUT OUR REPORT

Under the Integrated Planning and Reporting Legislation, Council must prepare an End of Term Report and present it to the final meeting of the outgoing Council. The report must summarise the progress made towards the Community Outcomes and cannot be used for election purposes. This report will be included as an Appendix to the 2020-21 Annual Report.

This report covers the period September 2016 to November 2021, with the exception of the financial information which covers the period 1 July 2016 to 30 June 2021.

This report provides a comprehensive account of our achievements and performance over the last five years in progressing towards the Community Outcomes.

STATEMENT OF RECOGNITION

Council values the unique status of Aboriginal people as the original owners and custodians of lands and waters, including the lands and waters of Penrith City. Council values the unique status of Torres Strait Islander people as the original owners of the Torres Strait Islands and surrounding waters. We work together for a united Australia and city that respects this land of ours, that values the diversity of Aboriginal and Torres Strait Islander cultural heritage and provides justice and equity for all.



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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.

OUR AREAS OF OPERATION

Council operates out of four primary sites located across the Local Government Area (LGA). These locations are:

CIVIC CENTRE AND LIBRARY

601 High St, Penrith

WORKS DEPOT

34-58 Copeland St, Kingswood

ST MARYS OFFICE AND LIBRARY

207-209 Queen St, St Marys

ST CLAIR LIBRARY

**Shop 12, St Clair Shopping Centre,
Bennett Rd and Endeavour Avenue,
St Clair**



OUR MAYOR'S MESSAGE



I'm proud to present this End of Term report to our community on behalf of my fellow Councillors. It covers the extended 2016-21 Council term and outlines how we've implemented the first stage of our 10-year Community Plan (2017-27) and Delivery Program (2017-22) over this transformative period.

With an airport rising on our border, a commitment to the Sydney Metro – Western Sydney Airport line and game changing developments like the aerotropolis and the Sydney Science Park, we end the term strong – despite the challenges of COVID-19.

At the beginning of the pandemic Council partnered with key city leaders to form two COVID-19 Recovery Taskforces to strengthen the local economy and build capacity in our community sector. This has kept us on track to realise our potential at the heart of the Western Parkland City.

After leading City Deal negotiations, Penrith has received unprecedented government and private sector investment. Council is also leading a range of City-shaping projects, including a \$12 million City Park, the \$24 million Regatta Park upgrade through the Liveability Fund, and the revitalisation of Soper Place and 131 Henry Street to provide more parking and A-Grade commercial space in our CBD.

Local jobs continue to be a priority. The Western Parkland City is expected to generate 200,000 jobs, and Council is working to supplement that figure through our partnership with The Quarter, initiatives like the 2019 Mayoral Skills Summit and realisation of our Economic Development Strategy.

We also continue to progress Council's vision for a more vibrant and liveable Penrith, through our Neighbourhood Renewal program, community collaborations, like the Mayoral Challenge playground design and upgrade projects and the delivery of our Disability Inclusion Action Plan 2017-21.

Our Cooling the City Strategy has helped us build sustainability into current and planned developments and make Penrith greener. Since adopting the strategy we've given away more than 5,500 plants and

trees to residents at community events, we've planted close to 190,000 plants and trees across our City and completed an upgrade of Council's plant nursery.

In line with this work, we also partnered with Western Sydney University on a heat sensor program and hosted a sector-leading and award-winning Cooling the City Masterclass to explore ways we can improve our built environment.

Council's 2018 Community Profile continues to help us deliver effective services and programs. It also informed our 2020 Youth Action Plan which we created in consultation with our large population of young residents.

Despite the recent COVID-19 lull, Penrith attracted a wide range of events over the term, including Ballet Under the Stars, World Rowing Cup, NSW Golf Open and Canoe/Slalom Australian Open. Council also curated and delivered four highly successful Real Festivals and pivoted in 2020 to deliver a COVIDSafe interactive art event in our city centre called Re-Animate.

We also continue to connect with our community. In late 2019, Council launched a new community newsletter, Our Place, to inform residents about our programs, services and events and celebrate the unique qualities that make Penrith a great place to live, work and play.

At the close of this term, we celebrate the 150th anniversary of Penrith's proclamation as a municipality. This significant milestone is a great reminder of the many years of planning and hard work that precede the current Council and how far we have come.

I know I speak for my fellow Councillors when I say we're proud of what we have achieved this term and that we all look forward to a bright future for Penrith.

A handwritten signature in black ink that reads "Karen Mckeown".

KAREN MCKEOWN OAM
MAYOR OF PENRITH

OUR GM'S MESSAGE



This report embodies five years of hard work from our organisation, led by our Councillors. During this period, we've achieved savings and developed capacity building strategies so we can continue to service our growing city. We've revised the way we work, harnessed technology and implemented new systems.

I'm proud to say that Council met the impacts of COVID-19 with innovation and great resilience. We provided over half a million dollars in immediate relief through the waiving of fees and commercial rents, and our robust systems saw our staff move to a remote working model while continuing to deliver a full range of services and programs.

Despite the pandemic, investment continues to pour into our City. Development Applications submitted to Council over the term total \$6 billion. Council continues to work with the Australian and NSW governments and the Western Parkland Councils through the City Deal. We also continue to collaborate with the Western Sydney Planning Partnership. We were thrilled to see our advocacy for the Sydney Metro – Western Sydney Airport line come to fruition this term and we are continuing calls for the Castlereagh Connection and Werrington Arterial Stage 2. Together, this infrastructure will further Council's vision of a 30-minute city.

But we're not sitting back waiting for others to shape Penrith. Council continues to revitalise our City centre to make it more vibrant and to attract investment. This includes our redevelopment of Council-owned sites in Soper Place and preparing for an opportunity to redevelop 131 Henry Street into A-grade commercial space. There is a growing call for sustainably-designed office accommodation in our region, and we want Penrith to be the first and best choice for investors. Our focus remains on the future. Over the term we developed our Local Strategic Planning Statement, a 20-year vision for land priorities and our Resilient Penrith Action Plan 2021-2030. We also delivered a new contributions plan for non-residential development and contributions plans for the Aerotropolis Precinct and local and citywide Penrith Sport and Recreation Strategy. But we haven't lost sight of what needs doing in the here and now. Over the term we completed essential major upgrades in High Street, Penrith and Queen Street, St Marys and partnered with Legacy Property to reconstruct O'Connell Street in Caddens.

We reconstructed 1,213,829sqm of road, put down 23.9km of pedestrian and shared pathways, constructed 17 new roundabouts and installed 21 new bus shelters.

We made major improvements to community centres, sports fields and amenity buildings across our city and built a boat ramp on the Nepean River.

The term saw us complete construction of sportsgrounds at Mulgoa Rise, Caddens and Jordan Springs, as well as open the Women's National Training Centre for Rowing and upgrade Woodriff Gardens tennis courts.

We also released and have started to deliver on our \$125 million Sports and Recreation Strategy, a 15-year plan to deliver 82 projects, including an initiative to improve shade in 90 local playgrounds, build a multi-use synthetic sport facility at Jamison Park and a new sports and recreation precinct in Gipps Street, Clarendon Meadows.

In other areas, we recently celebrated 10 years of FOGO (Food Organics Garden Organics) recycling and continue to use the resulting compost in local parks, gardens and sports fields. We introduced an electric vehicle into Council's fleet and an energy efficient street lighting program.

During this term, the St Marys and Penrith Library branches were refurbished, and a new Radio Frequency Identification system was introduced. The service also opened a popular drop-in Digital Help Desk and launched a Library app to make it easier for members to be connected to and access the library and its fantastic catalogue.

At an organisational level we launched an award-winning campaign to become an employer of choice and an industry leader in remuneration, benefits and recognition. This included a significant review of our leave benefits and a new flexible working policy.

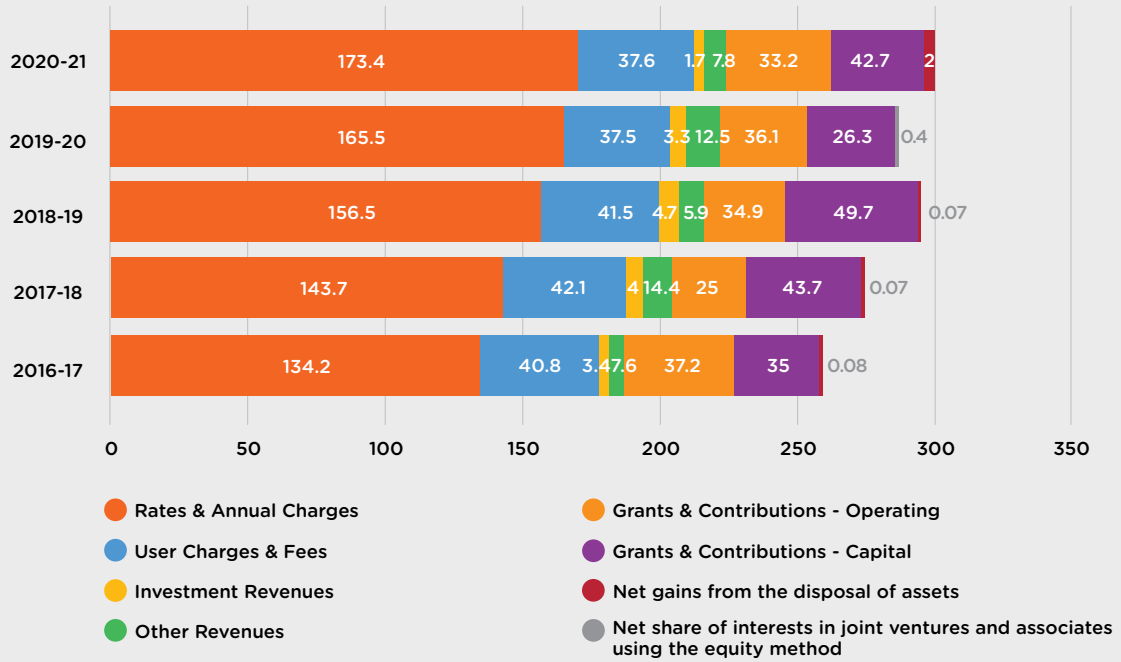
I am proud to say Council also completed its journey to White Ribbon Australia Workplace Accreditation – marking us as an organisation that champions respect and gender equality, and whose policies and people respond to and prevent violence against women. Our accreditation sits alongside Council's own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

Penrith is in a period of major transformation and Council will continue to work closely with our residents to achieve the best possible outcomes for everyone in our City.

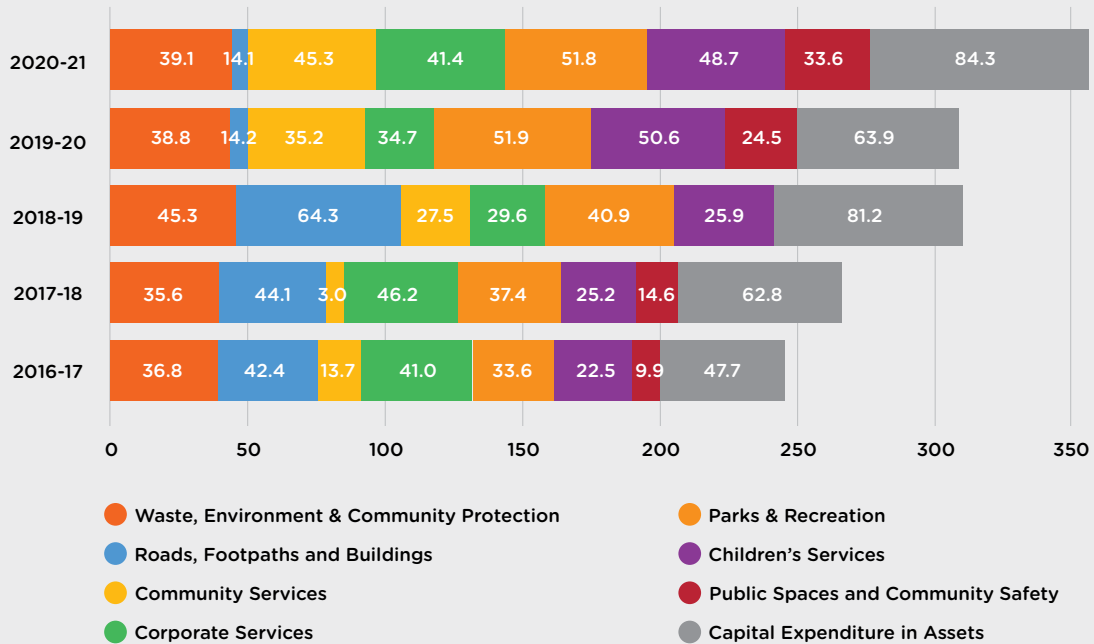
WARWICK WINN
GENERAL MANAGER

FINANCIAL SUMMARY

COMPARISON OF INCOME OVER 5 YEARS (\$M)

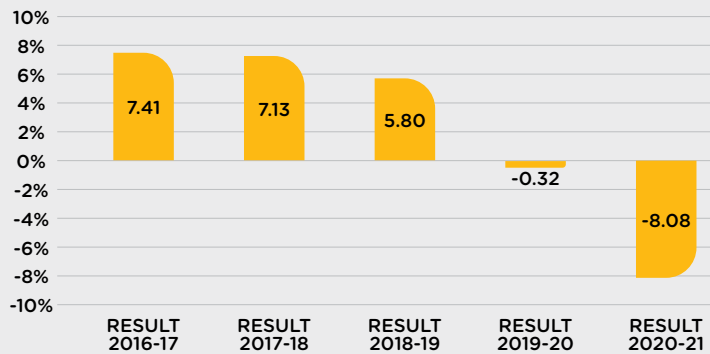


COMPARISON OF EXPENDITURE OVER 5 YEARS (\$M)



FINANCIAL PERFORMANCE

OPERATING PERFORMANCE RATIO

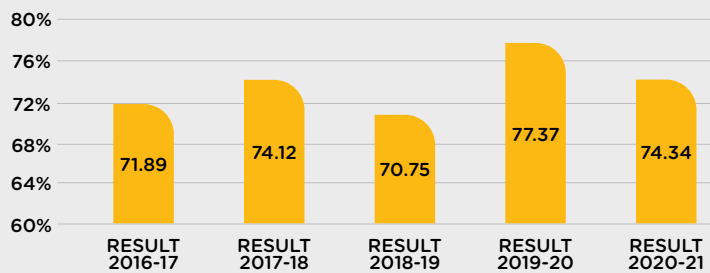


This ratio measures Council's achievement of containing operating expenditure within operating revenue.

Benchmark

Greater than or equal to break-even average over 3 years.

OWN SOURCE REVENUE

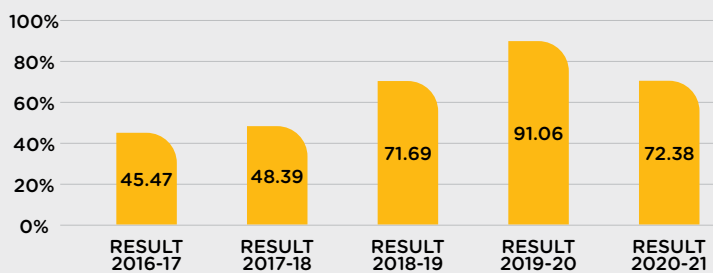


This ratio measures the degree of reliance on external funding sources.

Benchmark

Greater than 60% average over 3 years.

INFRASTRUCTURE RENEWAL RATIO

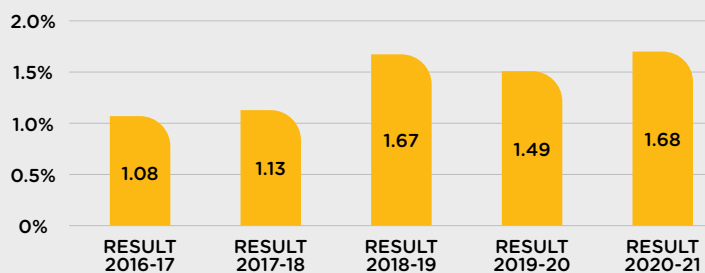


This ratio is used to assess the rate at which infrastructure assets are being renewed against the rate at which they are depreciating. Includes Buildings, Roads and Drainage assets.

Benchmark

Greater than 100% average over 3 years.

INFRASTRUCTURE BACKLOG RATIO



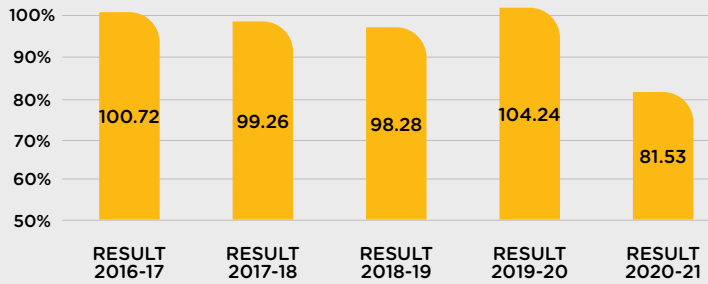
This ratio shows what proportion the backlog is against the total value of Council's infrastructure. Includes Buildings, Roads and Drainage assets.

Benchmark

Less than 2%.

FINANCIAL PERFORMANCE

ASSET MAINTENANCE RATIO

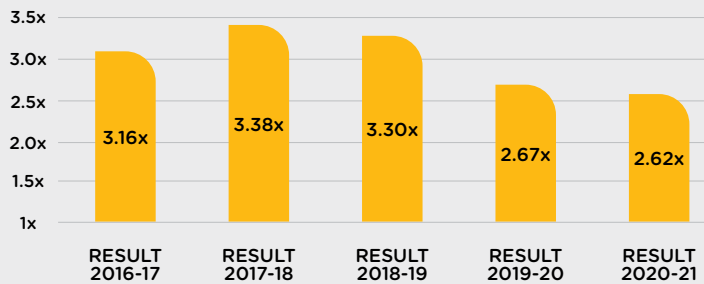


This ratio compares the actual versus required annual asset maintenance.

Benchmark

Greater than 100% average over 3 years.

DEBT SERVICE COVER RATIO

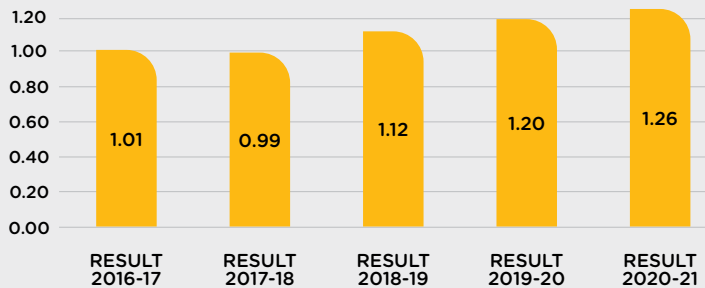


This ratio measures the availability of operating cash to service debt including interest, principal and lease payments.

Benchmark

Greater than 2.0 times.

REAL OPERATING EXPENDITURE



This ratio measures the cost of delivering Councils services per capita. Decreases in this ratio indicates efficiency improvements by Council.

Benchmark

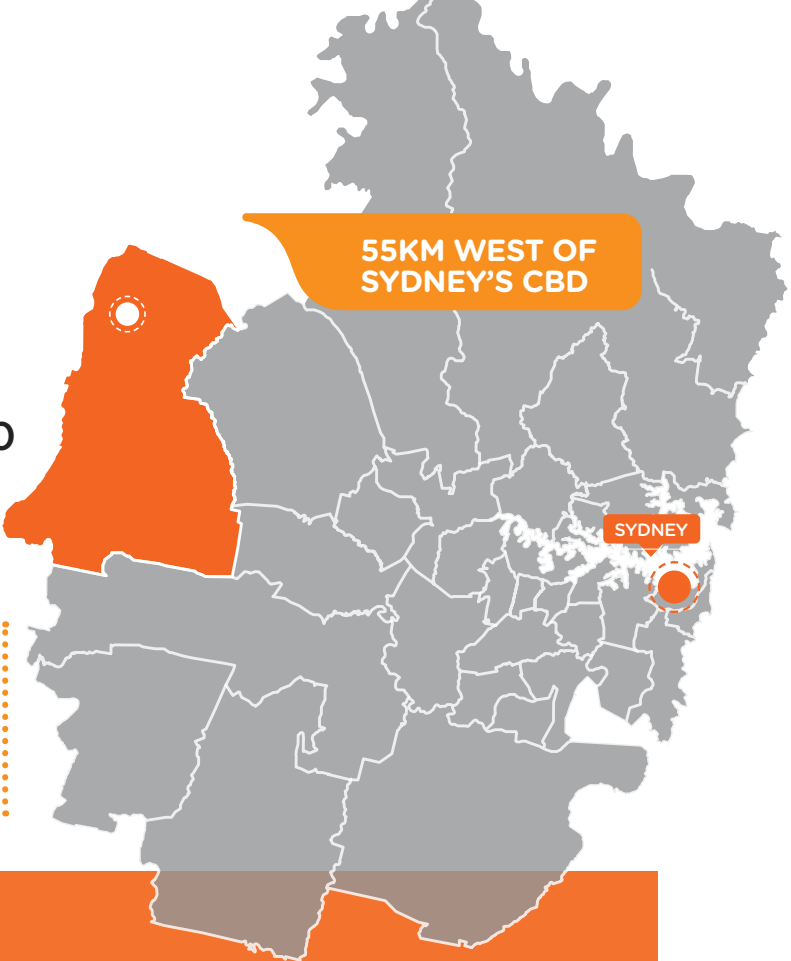
A decrease in Real Operating Expenditure per capita over time.

WHO WE ARE



PENRITH AT A GLANCE

POP. EST CURRENT: 216,000
 POP. BY 2031: 260,000
 AREA: 404km²



1.3 million
ANNUAL VISITORS

<p>71,036 HOMES </p>	<p>26,266 BUSINESSES</p>
<p>19% of dwellings are medium or high density</p>	<p>6 INTERNATIONAL PARTNERSHIPS </p>
<p>47.8HA of City Centre land owned by Council</p>	<p>KNOWN COMPANION ANIMALS 26,600 CATS  85,000 DOGS </p>
<p>LAND USE 80% Rural and Rural-Residential 20% Urban</p>	<p>38.5% COUPLES WITH CHILDREN </p>
<p>4% of our population identify as Aboriginal or Torres Strait Islander</p>	<p>Median Resident Age 34 28% RESIDENTS AGED UNDER 20</p>
<p>58% of Penrith's workforce are local residents </p>	<p>\$7.79 BILLION GROSS REGIONAL PRODUCT 1.6% OF NSW</p>

KEY FEATURES



38 SUBURBS
PROCLAIMED
A CITY IN 1959

3 ELECTORAL
WARDS
15 Councillors
(5 per ward)

38
SOLAR POWER
systems across Council
owned facilities



COUNCIL-RUN
CHILDCARE
FACILITIES

Approx.

4,000

children enrolled in
childcare centres and
projects

52



SPORTS GROUND
COMPLEXES

Approx.

32,000

people use Council's
sportsgrounds each
weekend for
organised sport



861
RETAIL
FOOD
PREMISES

600

PARKS & RESERVES



153

PLAYGROUNDS



67
SCHOOLS

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

694KM OF DRAINAGE PIPELINE



9,830HA

OF LAND
ZONED NATURE
RESERVES AND
NATIONAL
PARKS



3,555

streetlights have
been upgraded
to LED's across
18 suburbs within
the LGA



LIBRARIES

710KM
OF FORMED
FOOTPATHS



1,208KM
OF SEALED
ROAD PAVEMENT

164
car parks

Achieved a **59%**
diversion of resources
from landfill during
2020-21, collecting...



40,038 TONNES
of Food Organics and
Garden Organics (FOGO)
and...



16,488 TONNES
of recyclables



OUR COUNCILLORS

The Penrith Local Government Area (LGA) is made up of three wards, with five Councillors representing each ward. Our current Councillors were elected in September 2016 with two elected in a May 2018 by-election. Together, the 15 Councillors represent the interests of our community and the Penrith region. They will serve until the next Local Government elections in December 2021. A new Mayor is elected every two years and a Deputy Mayor every year.

Each of our Councillors brings a wealth of knowledge to the role. While each Councillor represents a particular ward, their ultimate consideration must be the current and future interests of the City as a whole.

The map shows three wards: North Ward (orange), South Ward (yellow), and East Ward (grey). Each ward contains five councillors, with their names and OAM status (where applicable) listed next to their circular portraits.

- NORTH WARD:**
 - Cr Aaron Duke
 - Cr Kevin Crameri OAM
 - Cr John Thain
 - Cr Marcus Cornish
 - Cr Ross Fowler OAM
- SOUTH WARD:**
 - Cr Karen McKeown OAM
 - Cr Mark Davies
 - Cr Jim Aitken OAM
 - Cr Kath Presdee
 - Cr Brian Cartwright
- EAST WARD:**
 - Cr Greg Davies
 - Cr Robin Cook
 - Cr Todd Carney
 - Cr Bernard Bratusa
 - Cr Tricia Hitchen

OUR MAYOR



**Councillor
Karen McKeown
OAM**

**South Ward
Councillor**

Cr Karen McKeown OAM was elected to Council in 2004, 2008, 2012 and 2016, served as Mayor in 2015-2016 and was again elected as Mayor on 28 September 2020. She also served as Deputy Mayor in 2006-07 and in 2019-2020.

She holds a Bachelor of Commerce degree from WSU Majoring in Management with double sub-majors in Law & Employee Relations and the Executive Certificate for Elected Members from UTS. She is also a graduate of the Australian Institute of Company Directors and the Australian Institute of Superannuation Trustees.

Cr McKeown is active in many community organisations and committees including as Vice President of Australian Local Government Women's Association NSW.

Cr McKeown is also currently a Councillor on Hawkesbury River County Council, Director of Penrith Performing & Visual Arts, a member of the Penrith CBD Corporation Board, Local Traffic Committee, Chair of Council's Resilience and Multicultural Committees, a Director of Local Government NSW and Australian Local Government Association, and Director and Deputy Chair of Active Super.

Cr McKeown is one of Council's Sustainability Champions and represents Council and the City on environmental topics. She is also passionate about ending homelessness and providing a voice for our growing multicultural community.

OUR DEPUTY MAYOR



**Councillor
Tricia Hitchen**

**East Ward
Councillor**

Cr Tricia Hitchen is a highly decorated former Commissioned Police Officer. She has been on Council since 2012 and was elected as Deputy Mayor in September 2016 and 2017, and again on 28 September 2020.

Cr Hitchen has been a member of Council's Access Committee for 9 years, including as Chair for the last 5 years. She is also a member of the Local Traffic Committee and the St Marys Town Centre Board. She is a volunteer Director of The Haven Nepean Women's Shelter and vocal on issues of family and domestic violence. As the mother of a special needs child, Cr Hitchen is a strong advocate for people with disabilities, accessibility and equity.

A long-term resident of the East Ward, Cr Hitchen has worked hard with her local communities to achieve positive outcomes. She was instrumental in the funding and development of the Brisbane Street Park in St Marys and worked with Council to achieve better outcomes in the Oxley Park area. Cr Hitchen fought for the upgrades to the St Clair Dog Park and is working hard for a dog park in Claremont Meadows. Cr Hitchen also lobbied Council for adult changing spaces in the Penrith and St Marys CBDs.

Working with the community of Kingswood, Cr Hitchen helped establish the food and book pantries in Wainwright Park, Kingswood. Cr Hitchen is also a strong supporter of Council's Village Café program.

North Ward Councillors

Councillor Ross Fowler OAM

Cr Ross Fowler OAM is a third generation representative in local government, following in the footsteps of his late father Bernie, a former Mayor of Penrith City and his grandfather John, who was an Alderman on Mulgoa Municipal Council.



A long-term local resident, Cr Fowler is in his seventh consecutive term on Council after first being elected in 1991. He served as Mayor in 1995-1996, 2013, 2014 and 2018-2020. He also served as Deputy Mayor in 2015.

Cr Fowler holds a Bachelor of Commerce, is a Fellow of the Institute of Chartered Accountants, a registered Company Auditor and Tax Agent and is the Principal of a Chartered Accountancy firm in Penrith. He represents Council on CivicRisk Mutual Ltd, (formerly Westpool) – the local government insurance and risk management mutual – since 1991 and Chairman of the Board of Directors.

Cr Fowler was instrumental in securing the Whitewater venue for Penrith in the lead-up to the 2000 Olympics, and has been Chairman of the Board of Directors of the company which operates the facility since its incorporation in 1999.

He is a member of the Boards of Penrith Performing & Visual Arts Ltd and Penrith City Children's Services Cooperative, and also represents Council on the Audit, Risk and Improvement Committee. His extensive financial acumen has been of great benefit to Council.

Cr Fowler's goal is to help support a strong local economy and ensure Council remains in a sound financial position to best meet the needs and expectations of residents and rate payers.

Outside his duties as a Councillor, he has been a Director of the Australian Foundation for Disability (AFFORD) since 2004 and is currently Chairman of its Board of Directors. He is a member of St Marys Rotary Club, having held positions including president, club service director, community service director, secretary and treasurer. He is also the President of the Board of Trustees for Blaxland Crossing Rest and Recreation Ground Land Manager at Wallacia. He enjoys time with his family, gardening and local history.

Councillor Marcus Cornish

Cr Marcus Cornish represents Council on various committees including Floodplain Management Australia, as Deputy Chair of Hawkesbury River County Council, Director of Penrith Whitewater Stadium and as Chair of the Heritage Advisory Committee. He has also served on Council's Access Committee, as Council's representative on the Roads and Traffic Advisory Committee and as an Alternate Director on WSROC.



Cr Cornish believes that Penrith Council is there to represent the interests of the people of Penrith before all others. He supports democracy and freedom of speech, free from political correctness.

Before becoming a Penrith Councillor, Cr Cornish was involved in working on causes on the community's behalf. This included his support for people with disabilities and lobbying for Nepean Hospital upgrades including parking, a cancer ward and a new outreach centre and served 14 years on childcare committees, including seven years in Emu Plains.

Cr Cornish is focused on applying a common-sense, productive and open approach to issues on behalf of local families.

Councillor Kevin Cramer OAM

Cr Kevin Cramer OAM was first elected to Council in 1974. He served as Mayor in 1996-97, 2009-10 and 2010-11, and as Deputy Mayor in 1988-89. He is also a Justice of the Peace.



He has lived in the local area since he was six years old and is actively involved in many local committees and groups, including Chairperson for Council's Flood Committee since its inception. Cr Cramer is a life member and former Deputy Captain of the Llandilo brigade of the Rural Fire Service, life member of Llandilo P&C, member of the Nepean District Historical Society and was President of Cranbrook High P&C for six years.

Cr Cramer is a qualified fitter machinist, chainsaw operator and tool maker. He received his Order of Australia medal (OAM) in 1999 for service to local

government and the community. He is a dedicated husband, father and grandfather, and in any spare time he enjoys swimming, fishing and working with his horses.

Cr Cramer is committed to representing the interests of the residents of Penrith.

Councillor John Thain

Cr John Thain has been a Penrith City Councillor since 1999. He served as Mayor in 2005-06 and 2016-18 and Deputy Mayor in 2004-05.



Cr Thain has been involved with several committees, including as Chair and Vice Chair of Hawkesbury River County Council, Chair of Penrith Sports Stadium, and as a member of the Ripples Board and the North St Marys Neighbourhood Committee. From 2016-18, Cr Thain was the Chair of the Western Sydney City Deal Mayoral Forum.

Cr Thain holds electrical qualifications, is a former senior advisor to a NSW Housing Minister, and works in the Allied Health, Disability Sector.

Cr Thain is a strong advocate for people with disability and of housing diversity and affordability. He is committed to building strategic alliances and partnerships to deliver Council's vision for Penrith as a sustainable and vibrant city.

Councillor Aaron Duke

Cr Aaron Duke was elected to Penrith Council in 2016 at the age of 25. He has a keen interest in social justice and community and decided to run for Council to be a voice for progressive ideas and forward thinking in Penrith. He has a particular interest in ensuring young people are represented in Council's decision making processes.



Cr Duke has lived in Penrith for more than 12 years. He holds a Bachelor of International and Global Studies from the University of Sydney and completed his Juris Doctor at the University of Technology Sydney in 2016. He believes Council should stand up for our community against unfair decisions made by the state government.

East Ward Councillors

Councillor Robin Cook

Cr Robin Cook was elected to Penrith Council at a by-election in May 2018. Cr Cook has lived in the Penrith area for 39 years and her family's association with Penrith spans many generations. Her great uncle was elected to Penrith Council in 1936.



As a former registered nurse and carer for a parent with disabilities, Cr Cook has a keen interest in the health and wellbeing of the community. She is a Council representative on the Access Committee and is passionate about ensuring Penrith is an accessible and equitable community.

As a member of Council's Resilience Committee, Cr Cook is a committed advocate for sustainability and has a keen interest in maintaining the balance between development and the protection of our environment, particularly the Nepean River. She is also a member of the Local Traffic Committee, the Multicultural Working Party and is on the board of the Nepean Community College representing the Member for Londonderry.

She also has a deep respect for the Indigenous peoples of the area, and is developing a deeper resolve to advocate for members of the community that are disenfranchised.

Councillor Todd Carney

Cr Todd Carney was born and raised in Western Sydney. He has lived in Glenmore Park since 2003 with his wife Sharon. Together they have three children, Zach, Lily and Indie.



After starting his apprenticeship at the age of 16, Cr Carney worked as a heavy vehicle mechanic for 12 years. He is currently a Service Manager for a crane manufacturer in Western Sydney.

Cr Carney also worked as an electorate officer in the Office of David Bradbury MP for six years, advocating for Western Sydney and helping local residents on a daily basis.

Councillor Bernard Bratusa

Cr Bernard Bratusa has been a local resident since 1980 and was first elected to Council in 2012.

Cr Bratusa and his wife Kathyryne have raised three children, and now proudly boast the addition of two grandchildren, Alfie and Luka.

Cr Bratusa is proud to call Penrith home, believing the City's future is positive and unlimited in terms of opportunities.

Supporting local businesses, creating employment, respecting our heritage, and protecting our rural villages are key priorities for Bernard.

Cr Bratusa believes Penrith remains the big little town he fell in love with 40 years ago, blessed with good people and where dreams become reality.



Councillor Greg Davies

Cr Greg Davies has been a Penrith City Councillor since 1995. He has served three terms as Mayor, 2002-04, 2007-08 and 2011-12, and four terms as Deputy Mayor, 2001-02, 2003-04, 2014-15 and 2018-19.

He was awarded the title of Emeritus Mayor, and is a Life Member of the Australian Labor Party. Cr Davies worked in local government for 27 years before taking up a position as electorate officer to Mulgoa MP, Diane Beamer.

Cr Davies represents Council on the Regional Strategic Alliance committee. Previously, Cr Davies was Chair of the Penrith Valley Community Safety Partnership and was on the Board of the Whitewater Stadium and Ripples Aquatic Centre. He also held an executive position on the Local Government Association of NSW and is a past board member of Nepean Community College and Penrith Emus Rugby Union Club.

Cr Davies was born in Lalor Park, Blacktown but has lived in St Clair for many years. He is strongly committed to working in partnership with community, business, government and other groups, and is particularly concerned with issues like planning for sustainable local jobs, housing and transport.



South Ward Councillors

Councillor Jim Aitken OAM

Cr Jim Aitken OAM was elected to Penrith City Council in 1995 and was re-elected in 1999, 2004, 2008, 2012 and 2016. Cr Aitken has provided 25 years of continual service to the community, including a term as Mayor in 2008-09 and Deputy Mayor in 2010-11 and 2013-14. He has lived in the local area for 50 years and is a patron of many sporting and other organisations.

He is also a successful businessman, operating his own group of companies named the Jim Aitken Group, which includes 8 real estate offices and 3 restaurants, employing over 100 people. He has previously represented Council on a range of boards and committees including Western Sydney Regional Organisation of Councils (WSROC) and Penrith Whitewater Stadium. He is a Director on the boards of Penrith Valley Economic Development Corporation. He is also a member of Council's Senior Staff Recruitment committee and Penrith Flood Advisory Consultative Committee. He is also a Floodplain Management Australia committee member.

Cr Aitken is a Fellow of the Australian Institute of Management and was awarded the Medal of the Order of Australia in 1998 for "service to the community of the Penrith district, particularly through youth welfare and service organisations and to local government".



Councillor Brian Cartwright

Cr Brian Cartwright was elected to Penrith City Council at a by-election in May 2018.

Cr Cartwright has lived and worked in the Penrith area for 30 years and is passionate about his local community. He has extensive management experience gained during his three decades with the Royal Australian Airforce, in the private sector and as a small business owner.

Penrith continues to grow and develop at a rapid pace and Cr Cartwright is a strong advocate for delivering the right services at the right time, with minimal impact on residents and businesses. He also understands the



importance of quality sporting fields and facilities and will be keenly pursuing the continued investment in these facilities for our growing City.

Councillor Mark Davies

Cr Mark Davies was first elected to Penrith City Council in 2004 and served as Mayor in 2012-13. He is passionate about attracting investment to the City, boosting the local economy and creating more jobs for residents.



Before joining Council, Cr Davies worked as a broadcast technician in the television industry and currently runs a small business, Tech-Dry Building Products. Cr Davies is married to Tanya Davies MP, Member for Mulgoa. In his spare time, he enjoys photography and playing the guitar.

Councillor Kath Presdee

Cr Kath Presdee has lived in Penrith since 2001 and believes it is Sydney's best kept secret. She served as a Penrith Councillor from 2008-12 and was re-elected in 2016.



Cr Presdee is a solicitor specialising in industrial and employment law and is currently a legal officer with the Australian Manufacturing Workers Union. Her previous role was with a large national law firm and she has also worked in education and skills policy with the federal and state government.

She is a member of Council's Audit, Risk and Improvement and Resilience Committees, and represents Council on the Boards of the Penrith Performing & Visual Arts Ltd and the Penrith City Children's Services Co-operative. In her first term on Council, Cr Presdee was also a member of the Board of Penrith Whitewater Stadium.

Cr Presdee's key priority is to ensure Penrith is a strong and resilient city; in particular by attracting and retaining smart and sustainable jobs and supporting our community.

We acknowledge the contribution of Councillor Ben Price and Councillor Josh Hoole who resigned from Council in February 2018 citing personal and family reasons.



OUR COUNCILLORS' PRIORITIES

As part of preparing 2017-22 Delivery Program, Councillors identified four focus areas and three priority projects for delivery or substantial progress during their term. The following provides a summary of the progress made in each of these areas and projects.

FOCUS AREA 1: Footpaths

Creating a safe and extensive pathway network has been a central concern of Council over the past term, encouraging alternative modes of transport and an active lifestyle in safety while making Penrith a greener place. A revised path paving program was developed to deliver all high priority works within this Council term. During the past five years, just over 24kms of foot and shared pathways were constructed across the LGA. In addition to this, almost 25,000m² of footpaths were reinstated or reconstructed.



FOCUS AREA 2: Infrastructure Hot Spots



A number of projects were undertaken to improve areas within our City that have been experiencing high levels of development. These included upgrades to parks, shops, footpaths and play equipment in Oxley Park, St Clair, North St Marys, Cambridge Park, Kingswood and St Marys.

The Local Strategic Planning Statement (LSPS) was finalised in March 2020. The LSPS will inform the planning and delivery of future capital projects and upgrade programs, helping to ensure that infrastructure keeps pace with development. A review of Council's Contributions Framework was completed. The review has identified projects to be delivered over the next 2-3 years that will improve mechanisms for collection and spending of development contributions.

FOCUS AREA 3: Development Applications

Processing times for development applications, particularly smaller-scale applications such as dwellings, alterations and additions, have been a major focus of this Council term. A review was conducted to identify bottlenecks and delays in the application process, and recommendations from this review have been progressively implemented. Overall, just over 6,000 development applications were lodged and just over 5,800 determined, with average processing times for dwellings, alterations and additions falling from 72 days to just over 50 days.



FOCUS AREA 4: Communication With Our Community



A review was conducted into how residents and the community would like to connect with Council. This highlighted the increasing importance of digital channels and social media in conjunction with traditional communication methods. As a result, we have made changes to the way we use and connect with residents and the community by bolstering our social media and website platforms.

We aim to ensure that all community members are informed about Council's activities and programs. We also want to ensure that people are provided with the easiest and most efficient ways to have their say on the big issues, including development, parking and traffic. Spearheading the conversation is a new-look community newsletter Our Place, which has been developed and distributed to all households within the LGA commencing in March 2020, with a new issue going out every quarter.

PROJECT 1: Car Parking in the City Centre

A key concern for Council is the provision of adequate access, transport and car parking, and the effect this will have on the future character of the Penrith City Centre. As part of the 2011 Penrith City Centre Car Parking Strategy, Council is building infrastructure to meet the needs of all City Centre car park users.

In the past term, Council has delivered 360 new spaces in the City Centre between North Street and Woodriff Street. Plans have been completed and submitted for a multi-decked car parks at Soper Place. More details on the Soper Place revitalisation and development can be found in Outcome 3 section of this report.

The Penrith Parking App was developed and is has been rolled out, with the status of over 1,000 parking spaces within the Penrith CBD accessible via real-time information.

Council has installed over 1,500 parking sensors across six Council car parks as part of an Integrated Parking Management solution for the Penrith CBD.



PROJECT 2: Regatta Park

The Nepean River is central to Penrith's lifestyle and identity. Our community is passionate about protecting and celebrating this spectacular natural feature. Working with our community, Council adopted the Our River Masterplan in 2013 to ensure we make the most of one of our City's most prized assets. The Masterplan outlines a bold vision for the Regatta Park precinct including an exciting new playground, a water's edge amphitheatre, terracing, cafes, restaurants, public art, new paths and recreational facilities; these will complement and enhance existing community uses and events, the nearby gallery and open spaces. With a new pedestrian bridge connecting Regatta Park and the River with the City Centre, we have the opportunity to make our River a jewel in the City's crown. This investment will attract residents and visitors alike,

for formal and informal recreation, events and festivals, and in doing so showcase the authentic character of our River City.

During the Council term, \$45m of work has been delivered, committed to, or is underway to implement the Our River Masterplan across both sides of the Nepean River. The initial focus for delivery of Regatta Park has been on the realignment of River Road, including design and liaison with landowners. Engagement on the design of the playground in Regatta Park occurred in early 2020. The fishing deck was delivered in 2016. Detailed design, site readiness works and construction of the playground will soon begin, with the playground expected to open in 2022.



PROJECT 3: City Park

Council is committed to delivering a vibrant, contemporary and green open space in the heart of Penrith's City Centre. City Park will have its own unique character, will increase Penrith's green grid and help to link the City Centre to the Nepean River. Surrounded by a mix of housing and specialist retail, City Park will allow for the redevelopment of private land and provide cultural and civic opportunities for residents, workers and visitors.

Pursuant to the scheduled goals for construction – commencing in late 2021 and project completion by early 2023 – Council achieved the following:

- Completed property acquisition for Council's ownership of the City Park parcel
- Community consultation with residents and local businesses
- The City Park Planning Proposal was finalised
- Engaged with the community and stakeholders on potential designs
- Prepared the business case
- The City Park Strategy and the City Park Activation Report have both been completed and a cost-benefit analysis and concept designs based on different scenarios have also been finalised
- The City Park Activation Report has been completed. It outlines the park's likely evolution in response to the changes in its surrounds, revisits the current context and connections, and highlights the importance of an early activation plan
- Completed the concept design for the park





Council's response to COVID-19

The COVID-19 pandemic raced around the world in early 2020. With protecting the health of the population the highest priority, the Australian response focused on measures designed to slow the spread of the virus, including restrictions on large gatherings and temporary closure of pubs, restaurants, gyms and other places people were likely to gather. Schools transitioned to online learning wherever possible and working from home became the 'new normal' for many people right across the country. Local government elections planned for September 2020 were rescheduled for September 2021, then rescheduled again for December 2021. The arrival of the Delta variant in June 2021 saw large parts of Sydney, including 12 Penrith suburbs, subject to strict lockdown measures including travel only for essential purposes, curfews and wearing masks in most situations outside the home.

Thanks to Council's innovative and future-proof ICT Strategy, when COVID-19 first hit we were able to follow health warnings and quickly move our indoor workforce to remote working. A focus on cloudbased applications ensured our systems are available 'anytime, anywhere and on any device', allowing all staff – including the 60% without Council-issued

mobile devices, our Customer Experience Centre and Customer Contact teams – to work effectively from home. We had started the gradual process of creating a hybrid work arrangement when new Public Health Orders responding to the highly contagious Delta variant sent all staff that could work from home back to remote working. These restrictions started to ease in late October as vaccination rates hit national targets.

Our outdoor workforce responded to the first wave of the pandemic by operating week on/week off during April 2020, followed by a 4-day 36-hour week from May. These changes allowed us to meet social distancing requirements, comply with health advice and provide greater flexibility for staff who could not deliver services from home. Other measures included allowing employees to take vehicles home, establishing two satellite depots for Civil Operations staff, and staggering start and finish times. These measures continued through the second wave in 2021 and demonstrated that thinking differently about how we work can create benefits across the whole organisation.

Council's Children's Services remained open throughout the pandemic, providing care for children of frontline and essential services workers, and all

families as they returned to work. Council placed all fees on hold and guaranteed positions for families deciding to keep their children at home, and subsequently implemented the government funding packages to provide childcare free of charge. We also supported children at home with a weekly preschool program and made educational and activity resources available through our social media channels. Our mobile playvan reached out to the community by delivering craft packs.

Our Library programs quickly moved online, and although our Home Library Service was suspended in April, our team remained in regular contact with customers by phone to try and ease their social isolation. This was appreciated by residents, particularly those who were housebound or had limited opportunities to connect with people.

In May 2020, Council established two taskforces to accelerate our City's post-pandemic recovery, one focused on the economic needs and opportunities the City faces and the other on the wellbeing and resilience of our residents. The taskforces, chaired by our Mayor and Deputy Mayor respectively, brought together industry, government and community leaders to collaborate on responses and act as a conduit back to Council, industry bodies, other organisations and government. The taskforces first met in June 2020, and met monthly until June 2021, working together on programs and initiatives to boost the local economy, build capacity in the community sector and foster connections within our City.

We undertook a Resilience Survey in May 2020 to understand how we could best support staff working

in altered conditions. The results were extraordinary, with 73% of employees (1,030 staff) responding. Of staff who responded:

- 96% agreed that Council is looking after their wellbeing
- 98% felt Council had responded appropriately to the COVID-19 situation
- 94% rated themselves as productive during their working week
- 92% felt they could still collaborate effectively with colleagues
- 93% agreed that current work arrangements allow us to meet customer needs
- 86% were positive about the effectiveness of our technology and systems while working remotely



The Resilience Survey and the adaptability of our staff demonstrate that we can deliver high quality services through non-traditional work environments. To build on this, Council developed a set of Finding Balance Guiding Principles to maintain the positives that have arisen from COVID-19 and build flexibility into our ongoing work practices wherever possible.

HAMPER HUB

Council partnered with Food Bank, WestCare, Community Junction and volunteers from Turbans 4 Australia to coordinate the contactless Hamper Hub at North St Marys. The hampers provided food parcels to families in need and was staffed by employees of our Ripples Pools whose work was impacted by the pool closures created by the Public Health Order. In total 221 hampers were handed out during September and October 2021.



VILLAGE CAFÉ FLU VACCINATION CLINIC

During COVID-19 restrictions, local services raised concerns about some residents experiencing limited access to everyday groceries and essential items. The Nepean Blue Mountains Local Health District's flu vaccination program for 2020 was temporarily placed on hold due to restrictions in schools. In response, Council's Village Café project collaborated with the local health district and local community services to run free flu vaccination clinics in North St Marys, Kingswood and Llandilo, providing 116 residents with free flu vaccinations and distributing 150 emergency food relief packages during April and May 2020.

The Village Café flu vaccination program was warmly welcomed by local residents who enjoyed the opportunity to connect over a cup of coffee following their flu shot. For some residents, the program offered a valuable opportunity for social connection during a time where many people faced extended periods of isolation.



THURSDAY NIGHT LIVE LOCKDOWN SERIES

Penrith City Council has always recognised the important role artists, musicians and performers play in the life of our City, and a regular feature of Council's events calendar has been a series of live musical performances featuring talented homegrown artists called Thursday Night Live.

Early in the COVID-19 pandemic, Council introduced the Thursday Night Live – Lockdown Series, an innovative alternative that gave artists the opportunity to perform for an online audience via a livestream on Council's Facebook page. The live engagement each Thursday night was a standout feature, with on average 300 comments or interactions during each gig. The program also enabled shout outs for mental health support services, as well as encouragements to shop local and support local businesses offering takeaway and providing broader benefits.

After 12 weeks and nearly 50,000 views, the series wrapped up at the end of June 2020, only to be reintroduced in August 2021 in response to the second wave of the pandemic. Participating artists were grateful for the opportunity to get a paid gig during lockdown, as well as the opportunity to reach new audiences, with artists increasing their social media followings and finding fans who they wouldn't normally reach.



COMMUNITY OUTCOMES PERFORMANCE REPORT

The Community Outcomes Performance Report provides a summary of highlights for the five year reporting period by Outcome.



OUTCOME 1

We Can Work Close to Home

Helping our community find a local job that suits them.

Strategies

- 1.1 ATTRACT INVESTMENT TO GROW THE ECONOMY AND INCREASE THE RANGE OF BUSINESSES OPERATING IN THE REGION
- 1.2 PROVIDE ACCESS TO LIFELONG LEARNING TO MAXIMISE OPPORTUNITIES FOR OUR COMMUNITY

Highlights Over the Last Five Years

- We finalised the Penrith Disability Inclusion Action Plan 2017-21, and it was adopted as part of Council's original 2017-21 Delivery Program. This Action Plan was prepared in consultation with people with disability and sets priority actions in four key focus areas: liveable communities, attitudes and behaviours, systems and processes and employment to make Penrith more accessible and inclusive for everyone, including people with disability.
- We launched and have put into action our award-winning Night Time Economy Strategy, which received positive feedback from a range of local businesses.
- A Health Action Plan was signed between Council, Nepean Blue Mountains Local Health District and the Nepean Blue Mountains Primary Health Network, providing a formal commitment between all three levels of government to strengthen the work already being done together on health promotion and the prevention and management of health challenges in the City.
- We won the prestigious Greater Sydney Commission award in the Planning for Jobs and Skills Category for The Quarter – Penrith's Health and Education Precinct.
- We launched the Penrith New West – The Edge of Tomorrow, our brand to promote the City, attract investment and create valuable and sustainable jobs.

Penrith City Library celebrated 70 years of service on 22 April 2018.

Penrith Municipal Library was officially opened on 22 April 1948 in the front room of the School of Arts Building in Castlereagh Street, Penrith. When opened, the Library had one full time staff member and a collection of 1,500 items. There were just over 18,000 loans processed in the first year of operation.

Penrith City Library now has over 40 full time equivalent staff members and three branches at Penrith, St Marys and St Clair. The total collection has over 200,000 items and the library also has a significant online presence with members able to access and borrow electronic resources such as eBooks, audio books and eMagazines via the Library catalogue 24/7 from any location.

Today, like most things, libraries are a very different place. There are still books, but there is also free Wi-Fi, computers, DVDs and even children's toys. You can surf the internet, study, meet friends and new people, enjoy story time with your kids, join an art class, or hear an author talk.

- We finalised a Marketing Plan for The Quarter, Penrith's Health and Education Precinct. The plan positions The Quarter as an international destination for research, innovation and healthcare, with the aim of stimulating investment and supporting 6,000 additional jobs in 10 years.
- We finalised the designs for City Park and Regatta Park.
- We successfully secured \$15m of federal funding from the Western Sydney City Deal Liveability Fund, in order to realise our community's vision for Regatta Park. The \$24m redevelopment will include a playground, an amphitheatre at the water's edge, terracing, cafes, restaurants, public art, new paths and recreational facilities. These upgrades will complement and enhance existing community uses, the nearby gallery and open spaces.
- Our Radio Frequency Identification (RFID) system and the newly refurbished study and research rooms at Penrith City Library were officially launched by the former Mayor, Cr Ross Fowler OAM. The new RFID system makes borrowing and returning books quicker and easier than ever before. The refurbishment also added additional study desks, two new study rooms, expanded our 'quiet zone' study area and introduced a new-and-improved local history Research Room.
- We sponsored the inaugural Western Sydney Business Chamber Fresh Conference, highlighting opportunities around agriculture and logistics in the Aerotropolis to around 400 attendees.
- We finalised a Major Events Strategy for Penrith City that will provide guidance on which events provide the most benefits to Penrith, how to attract these events and how the events partnership budget can be utilised to maximise return on investment.
- We established the Social and Economic Recovery Taskforce to support the community and business through COVID-19.
- We continued to collaborate with industry, education and government stakeholders to deliver projects like the Generation STEM Community Partnership Program in local high schools to build community capacity and skills for jobs of the future.



CITY DEAL

In March 2018, Council joined the State and Federal Governments, alongside seven other local councils, to sign the Western Sydney City Deal – a landmark agreement between three levels of government to deliver smart and responsible growth in Western Sydney. Penrith's regional leadership was evident in the integral role we played in the development of the deal, with our Mayor and senior staff taking on instrumental roles in negotiations. The City Deal includes significant funding for local infrastructure, as well as a commitment to fund Stage One of the North South Rail Link, which will connect Penrith residents to opportunities in employment, housing, health, education and recreation while significantly reducing commuting times and traffic congestion. The Deal unlocks exciting opportunities for our City. It's about planning first and building second, providing a bold new approach for how our region is designed and delivered in the coming years. It aligns all three levels of government around regional and major infrastructure projects to transform the lives of people living in our City. Cooperation between eight local government areas ensures the power of these projects is realised, as roads, rail and major transformation don't always stop and start at the boundaries of our Cities. These region-shaping initiatives, like the transformative North South Rail Link and the new Western Sydney Airport, will deliver local jobs and accessible employment hubs; increased opportunities for education and training; greater focus on our region's environment and liveability; and the delivery of smart housing development to cater for our growing population. Council welcomed the Deal as it strengthens the delivery of our Community Plan with particular benefit for local jobs, better transport and access around the City, safe and vibrant centres and neighbourhoods and a healthy environment.

‘THROUGH CHILDREN’S EYES’ PHOTOGRAPHY PROGRAM PENRITH CITY COUNCIL

The Through Children’s Eyes photography program enabled children in the Penrith LGA the opportunity to access a free creative arts program. The team created an eight-week program for children and their families attending Council services. The program aimed to inspire lifelong learning among children and help to build resilient, strong and inclusive communities. An exhibition was held at the Penrith Regional Gallery to celebrate the work of the children and a 2020 calendar was created from the photos, with the proceeds donated to charity. The program resulted in an improvement in participants’ confidence and technical skills, plus inspired some educators to take up photography, building their capacity to continue the program within their services. The photography program was a finalist in the 2020 NSW Local Government Excellence Awards in the category of ‘Creative Communities’.

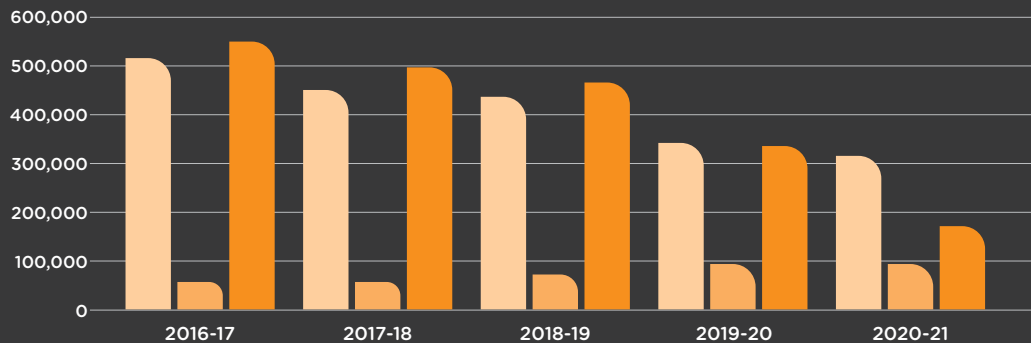


Over the last five years, all Council’s Children’s Services Centres have met or exceeded the National Quality Standards.

Our Libraries have run over **1,300 educational programs** with an average attendance of **34 people** per session over the five years

Our Libraries have lent out over **2,000,000 books** and almost **360,000 electronic resources** over the five year period

LIBRARY INTERACTIONS



Books Borrowed	514,053	456,291	436,471	334,525	316,694
Electronic Borrowings	48,534	51,536	72,947	93,741	92,818
Visitors	545,036	496,439	463,759	327,297	176,035

OUTCOME 2

We Plan for Future Growth

Making sure that services and infrastructure keep up as Penrith grows.



Strategies

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

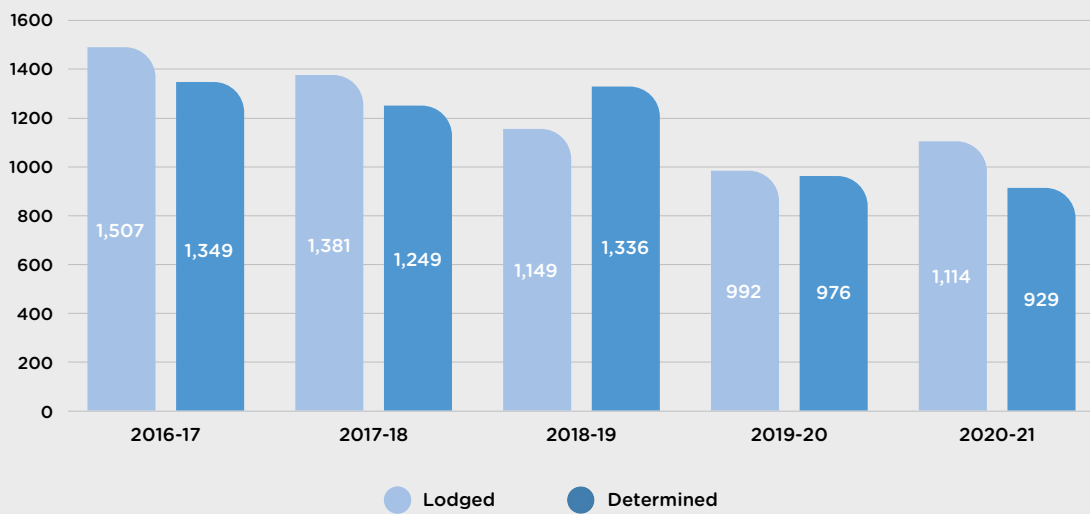
2.2 PROTECT THE CITY'S NATURAL AREAS, HERITAGE AND CHARACTER

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

Highlights Over the Last Five Years

- We prepared and finalised a Local Strategic Planning Statement (LSPS). The LSPS sets out the vision and priorities for land use in our City, and describes how growth and change will be managed in the future to ensure that the character and identity of our local area is maintained. It also explains how the NSW Government's strategic actions will be implemented and proposes actions to address the challenges we will face over the next 20 years. As part of this work several background studies were completed, including the Local Housing Strategy, Rural Lands and Villages Study and Strategy, Scenic and Cultural Landscape Study and St Marys Economic Development Strategy.
- We established a Sydney Science Park project steering group to guide future development applications and infrastructure delivery within the precinct.
- We moved to an online system to streamline the processes of obtaining and paying for the documents needed when buying or selling property.
- We established a dedicated customer service counter for development application (DA) lodgement, while continuing to focus on clarifying requirements, obtaining good quality submissions and reducing the need to request further information.
- We progressed a number of changes to our planning instruments, responding to requests and opportunities for quality developments that strike the right balance between local jobs, housing options, green spaces, services and infrastructure.
- We completed a review of our Development Contributions Plan, with implementation of the recommendations continuing.
- We ensured that Council responded to and made submissions around NSW Government planning proposals when relevant.
- We adopted our new Advocacy Strategy and established an Advocacy Working Group to progress joint advocacy development and act as an information exchange. Key objectives include building the advocacy capacity of our organisation and community, building on and strengthening our relevant partnerships, and monitoring and responding to emerging issues.
- We secured over \$11b in funding for projects and other initiatives that will benefit our City, including the Federal and State Governments funding the North South Rail Link.
- Our advocacy for local roads has successfully secured State Government funding – \$260m for Mulgoa Road and \$220m for Mamre Road. In addition, the Federal Government committed \$127m for Dunheved Road.
- We completed a joint research project with Blacktown City Council on Castlereagh Connection and staging benefits.
- We have commenced a comprehensive review of the DCP. This work will be completed in three stages, with stage 1 completed and stage 2 currently in progress.
- Council endorsed the Interim East West Corridor Strategy. This strategy will inform the development of more localised place plans with the city

DEVELOPMENT APPLICATIONS



OUTCOME 3

We Can Get Around the City

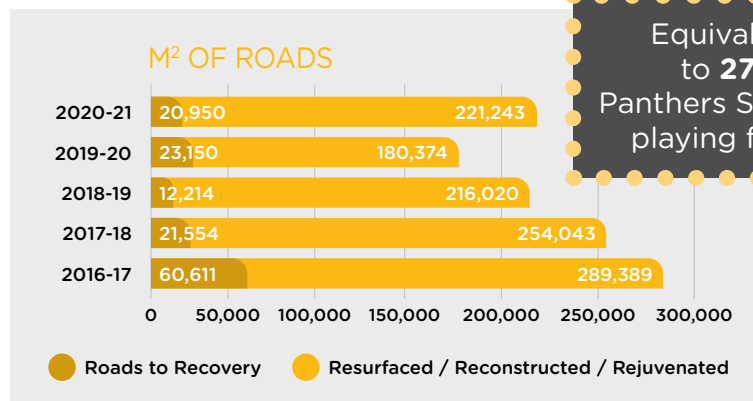
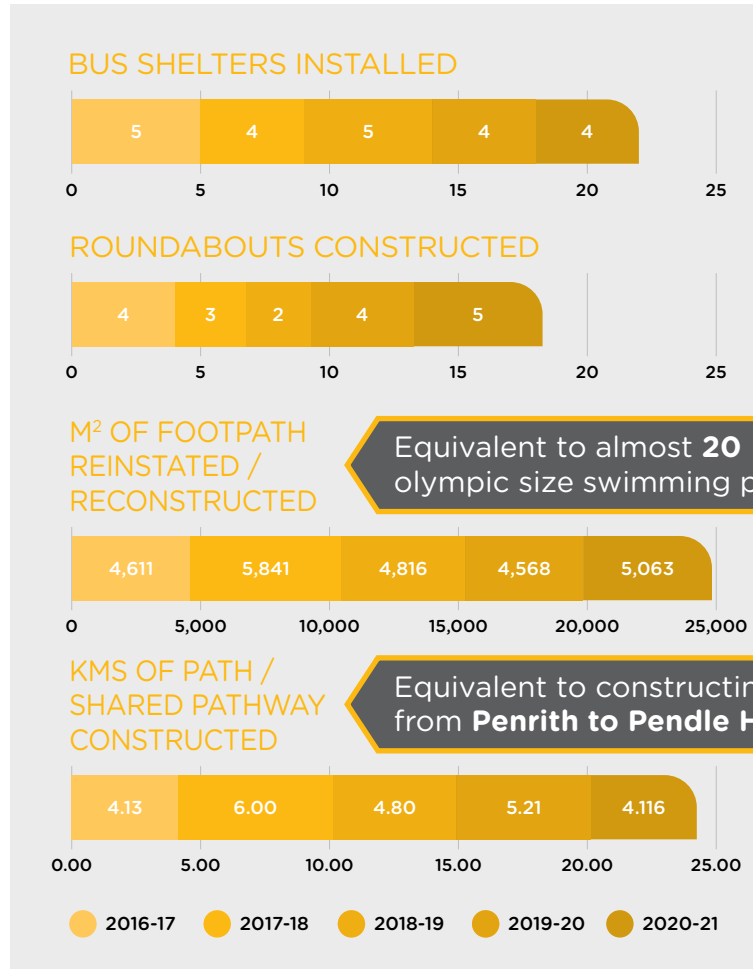
Making sure we can get from place to place safely and easily, whether we drive, walk, cycle, or ride the train or bus.

Strategies

- 3.1 WORK WITH PARTNERS TO IMPROVE PUBLIC TRANSPORT
- 3.2 PROVIDE A SAFE AND EFFICIENT ROAD AND PATHWAY NETWORK
- 3.3 PROVIDE PARKING TO MEET THE NEEDS OF THE CITY
- 3.4 IMPROVE PASSENGER AND FREIGHT TRANSPORT CONNECTIONS IN THE REGION

Highlights Over the Last Five Years

- We constructed the North Street car park and access ramp to improve parking availability in the city centre.
- We ran a series of safety campaigns targeting speeding and drink driving, and focused on pedestrian safety, child car seat check days and learner driver safety workshops.
- We have installed over 1,500 parking sensors across six Council car parks as part of an Integrated Parking Management solution for the Penrith CBD.
- The Penrith Parking app has been rolled out, with the status of over 1,000 parking spaces within the Penrith CBD accessible via real-time information.





SOPER PLACE REVITALISATION

An innovative response to creating more car parking in penrith.

The supply of additional car parking within the Penrith City Centre has been a priority for Council over recent years. The delivery of the proposed development at Soper Place car park is a key piece of infrastructure that will also unlock future Council projects.

Council will transform the current car park in Soper Place to create an innovative development with 600 additional decked car parking spaces, new mixed-use commercial premises and green space for the community to enjoy, which will also help to combat urban heat in Penrith.

The Soper Place revitalisation is a dynamic City-shaping project that will help to renew our City and bring major benefits to residents, workers, visitors and local businesses. It forms part of Council's larger vision, which will see Penrith connected from the CBD through to the Nepean River by beautiful parks and places for people to live, work and enjoy.

The design for transforming Soper Place was decided by a NSW Government Design Excellence Competition, held between July to November 2019, and judged by a panel of leading industry professionals.



OUTCOME 4

We Have Safe, Vibrant Places

Making sure our public spaces are safe, pleasant places to be.



Strategies

4.1 MAKE OUR PUBLIC PLACES SAFE AND ATTRACTIVE

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

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

Highlights Over the Last Five Years

- Council has continued to work with the community and has upgraded and installed a substantial amount of recreation facilities over the past five years. These works help to provide our community with better facilities and more options for being active and connecting with their neighbours. These works include:
 - Playgrounds – including an all abilities playground at Jordan Springs, a water play area in Phoenix Reserve (Erskine Park), Lyons Park (Emu Plains), Smith Park (Castlereagh), Pamela Parade (Leonay), William Street (Cambridge Park), Burnett St (Penrith), Skylark Reserve (Erskine Park), Kanangra Reserve (Kingswood), Chapman Gardens (Kingswood), Sienna Gardens (Claremont Meadows), Regatta Park (Emu Plains, fishing deck), Brian King Reserve (Oxley Park) following extensive involvements from Oxley Park Public School, Lincoln Park (Cambridge Park) which was designed by Cambridge Park Public School Students as part of the Mayoral Challenge, and Cook Park (St Marys), designed by students from St Marys Public School as part of the annual Mayoral Challenge.
 - Amenities and lighting – Dukes Oval (Emu Plains) amenities, Smith Park (Castlereagh) amenities, Hickeys Lane (Penrith) amenities and canteen, East Lane (St Marys) modified to include adult change facilities, Leonay Oval (Leonay) tiered seating was installed, Jamison Park off-leash dog area (Jamisontown) had new seating and shelters installed, the Kingsway Rugby League fields (St Marys) had lighting upgraded, Cook Park (St Marys) also had lighting upgraded, Doug Rennie (Kingswood) lighting was upgraded, Gow Park (Mulgoa) lighting, Chameleon Drive (Erskine Park) netball courts resurfacing, Sherringham Reserve (Cranebrook) multi-sports court installation, Monfarville Reserve (St Marys) batting cage light installation, Samuel Marsden (Orchard Hills) baseball fencing upgrades, road riding facility, canteens and outdoor riding arena, and St Marys Old Council Chambers (St Marys) had an accessible ramp and toilet installed.
- Completed a \$2.2m refurbishment of the St Clair Leisure Centre.
- Council's Neighbourhood Renewal Program continued to successfully engage with residents across a range of older established communities of North St Marys, Colyton and Cranebrook. North St Marys Matters (#NSMM) has experienced a steady growth of residents and a core group of regular participants committed to the group. Team Colyton, with a similar focus on their local community, were successful in their application for funds for outdoor exercise equipment in Kevin Maley Park, Colyton. In January, #NorthStMarysMatters and Team Colyton were recognised by Council with an Australia Day Award for their contribution to the City.
- Council worked with the Cranebrook community to deliver the Cranebrook Access Project. This was a significant achievement, with Council working collaboratively with residents to improve access and

pedestrian safety in Cranebrook. The project, inspired by the advocacy of local residents living with mobility restrictions, made improvements to footpaths and pram ramps as well as providing accessible bus shelters and a number of traffic calming and pedestrian safety devices.

- The Cranebrook Wetlands and Cumberland Plains project was completed, including a viewing platform and a bird hide. Regular inspections are being carried out by an ecologist to monitor weeds and the progress of new plants.
- We completed several major streetscape projects during the term, including:
 - Triangle Park
 - High Street (Penrith) works, from Woodriff to Riley Street including Lineal Plazas
 - Queen Street (St Marys) works, including Special Places along the length of the street, the railway station turning bay area, and the installation of new CCTV cameras
- Council also took a placed-based approach to community safety, with events targeting community connection and cohesion. Examples include the highly successful Neighbour Day event held in Oxley Park, and the Capture Kingswood event. A number of projects were also completed under the community safety plan. These include:
 - The Peppertree Reserve Youth Engagement Project – resulting in several positive social and crime-prevention outcomes in Erskine Park
 - Operation Bounce Back – raising awareness around vehicle security and theft prevention
 - The Warner Graffiti Education Program – educating local primary and secondary schools
- We also delivered a six-week program of Community Action Training to a diverse group of 18 Kingswood residents, to equip them with the skills to make a difference in their community, covering community leadership, advocacy, community engagement, event planning, effective communication and collaboration.
- We have and continue to successfully deliver targeted activation programs focussing on live music, food and cultural themes in our City Centres.



PARKLAWN PLACEMAKERS

The Parklawn Placemakers project took an innovative approach to bringing colour, life and functionality to the small but busy Parklawn Place Shopping Centre located in North St Marys.

The aim of the project was to improve safety and community connection in North St Marys through community-led place making. The project combined \$81,000 in grant funding from the NSW Department of Justice's Community Safety Fund with Council's annual Local Charm Project, and successfully delivered a number of beneficial community outcomes.

The installation of solar lighting increased night-time safety within the precinct and the delivery of colourful artworks of native birdlife on shopfronts brought vibrancy to the space and reduced graffiti. Tree plantings, pavement artworks and street furniture made it a nicer space while a series of workshops between local school students and residents fostered connections between younger and older residents. A short video production created by film makers Curious Works documented the project and participants' involvement from start to finish.

The project is an excellent example of the importance of stakeholder collaboration, creativity and community engagement in community safety projects.



GROWING OUR NIGHT TIME ECONOMY

Triangle Park sits at the western end of High Street at the intersection of Henry Street. It offers uninterrupted views to the Blue Mountains in the west and up High Street to the east. The space includes a multipurpose stage with ramp access, a splash pad, covered seating, and provides a peaceful and reflective space in the heart of Penrith.

Council's investment in an upgraded streetscape and improved infrastructure has enriched the look and character of the area. It's simply a nicer place to be. Council's City Centre activation program was launched in June 2018, with a focus on the newly completed Triangle Park. Activities were delivered day and night, targeted diverse audiences and included Lunchtime Tunes, a twilight music program on Friday nights called Alive After 5, Summer Tunes on Thursday nights and school holiday activities. Foot traffic increases by a third when the events are run.

This activation program has been delivered in partnership with local businesses, who have been quick to see the potential of the upgrades and the additional people coming into Triangle Park to enjoy the alfresco entertainment and dining. Council will continue to support and grow the night time economy in Penrith.

ALIVE AFTER 5

In late 2018, a series of six Friday evening events transformed Triangle Park to a buzzy alfresco live music venue. Local residents and workers embraced the post-work twilight hours and enjoyed an outdoor bar, funky furniture, festoon lighting and live music from local talent. The event was enhanced by a fully restored French Citroen H food truck serving locally roasted coffee and desserts.

Council partnered with businesses close by – High Street Social, Cooks Castle and Siam Thai – to licence the outdoor area, promote the events and encourage the after-work audience to stay, play and enjoy the City Centre after dark. The events led to a 50% increase in takings for our partner businesses.



OUTCOME 5

We Care for Our Environment

Protecting our air and water quality, and our natural areas.



Strategies

5.1 PROTECT THE ENVIRONMENT OF OUR CITY

5.2 SUPPORT OUR COMMUNITY TO USE RESOURCES WISELY

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

Highlights Over the Last Five Years

- Council ran several community initiatives to help care for our environment. These included:
 - Electronic waste drop-off events where e-waste was collected for recycling into new products
 - Chemical clean-out events where residents can dispose of chemicals that they can't put into the household bins
 - Solar and energy information evenings
- Council won several awards in relation to environmental management. These included:
 - Keep Australia Beautiful NSW – Coastal and Waterways Protection Awards for the Cranebrook Wetland & Bushland Restoration Project
 - Awarded the second milestone badge under the Global Covenant of Mayors for Climate and Energy Program for completion of an independently verified, City-wide emissions inventory and climate hazard assessment
 - Recognised at the Local Government NSW Excellence in the Environment Awards, where the Jordan Springs Community Hub won the Sustainable Infrastructure category; the Climate Adapted People Shelter in Kingswood was also named Highly Commended in the Climate Change Action category
 - Received a Highly Commended award at the Local Government Environment Awards in the Asbestos category
- Council signed the new 10-year waste collection contract with Suez after a competitive tender process, with the new contract coming into effect on 1 July 2019
- Council continued to contribute to more shade by rolling out a tree planting program across the City
- 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
- Flood studies are now prepared for the majority of the LGA
- The street lighting upgrade project, to upgrade to more energy efficient globes, was completed
- Council carried out ongoing recreational water monitoring at four key sites along the Nepean River. Sampling sites are Tench Reserve, Jamisontown, Regatta Park, Emu Plains, the Rowing Club (Nepean River Weir) and Devlin Road, Castlereagh
- Council continued to maintain Gross Pollutant Traps (GPT) across the city.

ELECTRIC VEHICLE PILOT

Council was proud to launch our first electric vehicle in conjunction with Earth Hour in 2019. The vehicle, a Renault Kangoo ZE, is 100% electric and recharged using certified Greenpower – which means it creates no emissions during use and charging.

Penrith was one of the first Sydney councils to trial a 100% electric vehicle as part of our fleet. We installed a charging station in the basement car park of our Civic Centre; the charging point features a smart meter which allows us to accurately track the running costs and mileage of the vehicle. Greenpower is sourced from renewable sources such as wind and solar.

Importantly, the electric vehicle is allowing us to test real world running costs and practicalities. Our financial modelling and data collected since the car's launch show that even with a higher purchase cost, the electric vehicle will save us money over its lifetime thanks to reduced running and servicing costs.

Feedback from staff has been very positive and the car is proving to be a practical inclusion in our fleet. The vehicle is also helping us engage with local residents about electric vehicles and renewable energy. Dedicated electric vehicles are still quite new, so at Council we see ourselves as playing a key role in helping local residents learn more about them.

The Kangoo has attended a number of local community events, where staff have been on hand to answer questions about electric vehicles and renewable energy. We'll continue to use the vehicle to engage residents and promote discussion.

The Kangoo reached its second anniversary in March 2021, travelling 29,185km. In this time, it has been recharged on 100% green power at a total recharging cost of \$592, saving 79.4 tCO₂e.

RESILIENT PENRITH ACTION PLAN

The Resilient Action Plan 2021-2030 was developed in alignment with the Resilient Sydney Strategy 2018 and its five directions. The Plan was adopted by Council in June 2021 and will now be embedded into Council's new suite of Integrated Planning and Reporting documents.

The Resilient Penrith Action Plan has prioritised short, medium and longer-term actions to build awareness and preparedness, and enhance the capability of Council and the community to become more resilient to risks, shocks and stresses. It also aims to enhance our capacity to work collaboratively in becoming a more sustainable, liveable and resilient City and community.

Council has developed the Resilient Penrith Action Plan in collaboration with stakeholders and the community to:

- Identify and understand the shocks and stresses for the Penrith Local Government Area
- Identify risks and vulnerabilities for Council and the community
- Build knowledge and capacity for resilience
- Ensure we are addressing present and future challenges, identifying opportunities and undertaking action to enhance the resilience of Penrith





COOLING THE CITY MASTERCLASS

Since adopting the Cooling the City Strategy, Council has worked to create a cooler and more liveable city. We have undertaken mass tree planting projects in parks and along our streets; organised tree and plant giveaways; and supported facilities such as Jordan Springs Community Hub feature to have a sustainable climate adapted design.

New development continues to be a challenge for urban heat right across Western Sydney. The process of development is complex, with many different stakeholders including State Government, councils, developers, builders, planners, architects, landscape architects and so on. How can we encourage all stakeholders to appreciate the challenge of urban heat and create cooler urban spaces?

This is the context in which Council delivered the Cooling the City Masterclass in February 2020. The sold-out event featured international, national and regional experts, who explored practical solutions to the challenges of urban heat. Collectively the presenters put forward examples from cities doing this work well, the business case for action across all sectors, the leading planning approaches and the latest research providing the evidence to evolve best practice. It was attended by over 350 built environment professionals from across NSW, Victoria and the ACT, including local and state government representatives, planners, builders, developers, architects, landscape architects, academics, researchers, and more. The presentations from the Cooling the City Masterclass were filmed and are available to view online on Penrith City Council's YouTube channel.

Feedback on the Masterclass was positive, with participants enjoying relevant content, engaging speakers, and a positive rapport with like-minded attendees, highlighting the strong industry trend for action around heat and sustainable urban planning. A post-event survey showed that on a scale of 1-10, the event scored 9 for 'How likely is it that attending the Masterclass will help you improve your work?' and 8 for "Have you learnt new knowledge that will help you improve your professional practice?". Comments included, "I'll be engaging more with our customers on these matters, as I'm now more confident that other industry experts have the same frame of mind. Was great to see 350 odd people thinking the same", and "It's good to know that there is evidence and a strong industry trend to rely on and to support action we take in the workplace in terms of updating planning controls, strategies and policies".



OUTCOME 6

We Are Healthy and Share Strong Community Spirit

Supporting the physical and mental health of our community.



Strategies

6.1 PROVIDE OPPORTUNITIES FOR OUR COMMUNITY TO BE HEALTHY AND ACTIVE

6.2 HELP BUILD RESILIENT, INCLUSIVE COMMUNITIES

6.3 ENHANCE THE CULTURAL VITALITY OF THE CITY

Highlights Over the Last Five Years

- Council launched the annual REAL festival. In just a short few years, REAL Festival has become Penrith's signature arts and cultural event, celebrating our unique lifestyle and connection to the spectacular Nepean River, where the event is held in November each year. The four key pillars – River, Environment, Arts and Lifestyle (which form the acronym for the event name) – represent the foundation of the event program, along with entertainment and activities that activate people of all ages to experience something different. Due to the impact of COVID-19 in 2020, the REAL Festival took on a different form called " ReAnimate" which included a collection of creative street art, animation and augmented reality experiences across the Penrith CBD. The September 2021 event did not take place.
- Council adopted the 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
- Council have upgraded and constructed new facilities at public open space and reserves. These include:
 - New and upgraded sporting facilities at locations such as Mulgoa Rise, Glenmore Park, Ched Towns Reserve, Glenmore Park, Caddens Hill, Caddens, Myrtle Road Reserve, Claremont Meadows, Patterson Oval, Cambridge Park and Andromeda Oval, Cranebrook, and Cook Park, St Marys
 - New and upgraded buildings (including canteens, clubhouses and change rooms) at locations such as Mark Leece Oval and Eileen Cammack Reserve, Hickeys Lane Reserve, and Grey Gums reserve
- Upgraded floodlighting locations such as Parker Street Athletics Track, Shepherd Street Reserve, Peppertree Reserve, Ched Towns Reserve, Andromeda Drive Reserve and Myrtle Road Reserve
- New and upgraded playgrounds at locations including Timesweep Drive, St Clair; John Batman Avenue, Werrington County; Redstone Crescent, St Clair; Adams Crescent, and Paperbark Crescent, Colyton, Spica Reserve Playground
- Installation of three new netball courts, floodlights and 61 additional car parking spaces at Jamison Park Netball Complex
- Planting of shade trees at various existing sports fields
- Installed shade structures at various playgrounds
- Construction of a new enclosed off-leash dog area at Windmill Park, Glenmore Park and upgrading of the St Clair park
- Council continued to host, facilitate or support a broad range of community events including:
 - Reimagine Ageing Seniors Festival – encouraging Penrith's older residents to be active, connected, to stay healthy and be creative
 - White Ribbon Day River walk
 - Australia Day
 - NAIDOC week



KINGSWOOD BRIGHT NIGHTS

Bright Nights is a series of evening activations designed to promote community connection and safety in Kingswood. The idea was developed with residents in response to concerns raised about the perception of Kingswood after dark.

Many Kingswood residents commute daily and walk to the station, often arriving home after dark. The Kingswood Place Plan (2018-22) outlines a vision for Kingswood as a safe, vibrant and connected community. This vision was developed through extensive community engagement and resulted in a series of actions that Council is currently rolling out, including night time activation of public spaces and the installation of new pedestrian lighting.

Wainwright Park is the destination for the Bright Nights program. It is a well-loved public space set in a main pedestrian thoroughfare. Bright Nights amplifies positive narratives about Kingswood after dark and creates opportunities to build community connections and positive memories.

The series is proving very popular; 240 people who live, work or study in Kingswood attended the first event, highlighting the willingness of residents to connect. Wainwright Park was transformed with light, live music, a chai caravan and arts activities. Penrith Library created a pop-up which was a big hit. Around 40 people signed up as Library members on the night and the storytelling area, set up like a large lounge room, was very popular with children and their families.

Attendees shared overwhelmingly positive feedback about the event, describing it as a great opportunity to experience Kingswood as a safe and vibrant place at night, to meet neighbours and experience arts and culture close to home.

- Spicy Penrith – showcasing and celebrating the cultures of the Indian sub-continent
- Harmony Day
- Day of Peace
- National Youth Week
- Grandparents Day
- Then Penrith Mayor Ross Fowler OAM received a letter from Disability Council NSW commending the excellent leadership shown by Council on accessibility for people with disability, specifically relating to adult changing facilities
- The new Library app launched in September 2020. It allows the Library Service to stay connected with the community and provide access to a wide variety of online resources
- Children’s Services secured funding over 2.5 years under the federal Indigenous Advancement Strategy, for cultural awareness training and development for staff and to improve early childhood access for Aboriginal and Torres Strait Islander families. Programs run under this Strategy have increased enrolments of children from an Aboriginal background
- Council’s Environmental Health team was awarded the prestigious Food Surveillance Champion Award from the NSW Food Authority



GOOD NEIGHBOUR PROGRAM

Good Neighbour is a Council initiative launched in 2019, supporting our community to connect with people in their local neighbourhood. Research tells us we are safer and happier by simply knowing our neighbours and having someone close by to call on for a helping hand when needed.

Good Neighbour has a suite of free-to-hire community resources available to residents wanting to get to know their neighbours, available through Council's website. This includes garden games, small marquee, invitation templates and tip sheets to help residents host a successful neighbourhood gathering.

The onset of COVID-19 in March 2020 put a pause on neighbourhood gatherings, meaning social isolation for our most vulnerable residents. Good Neighbour responded with 'neighbourly isolation cards' – a practical tool for neighbours to share contact details and provide basic support to one another, including help with shopping or a friendly phone call. The cards are available for download from Council's website with over 450 cards downloaded to date, and 11,500 cards hand-delivered to four suburbs by Council staff in April 2020. Good Neighbour was also able to fund 250 everyday essentials packs for vulnerable residents through Nepean Food Services.

In May 2020, Good Neighbour launched a social media campaign encouraging local organisations to share a 'selfie' and a positive 'Good Neighbourly' community message via Council's Facebook and Instagram. Twelve local services have participated to date, including local police, community organisations and small businesses, sharing positive messages of community resilience and kindness.

OUTCOME 7

We Have Confidence in Our Council

Putting our values into action:
We are accountable. We show respect. We encourage innovation.



Strategies

- 7.1** BE OPEN AND FAIR IN OUR DECISIONS AND OUR DEALINGS WITH PEOPLE
- 7.2** MANAGE OUR MONEY AND OUR ASSETS TO BE SUSTAINABLE NOW AND INTO THE FUTURE
- 7.3** DELIVER OUR SERVICES TO PROVIDE BEST VALUE FOR MONEY
- 7.4** KEEP OUR COMMUNITY INFORMED ABOUT WHAT COUNCIL IS DOING AND HOW THEY CAN HAVE A SAY IN DECISIONS THAT AFFECT THEM
- 7.5** INVEST IN OUR PEOPLE
- 7.6** INTEGRATE OUR PLANNING AND ACTIONS WITH OTHER GOVERNMENT AUTHORITIES AND THE COUNCILS IN THE WESTERN CITY DISTRICT

Highlights Over the Last Five Years

- Council continues to meet all governance and statutory requirements to ensure the organisation is run in an open, fair and transparent manner
- Council 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
- This accreditation sits alongside Council's own Towards Zero campaign, which clearly establishes that violence, bullying and harassment of any kind is unacceptable
- We have achieved a more holistic, integrated approach to managing risk, auditing and compliance within the organisation. This is thanks to the appointment of a Risk and Audit Coordinator, the adoption of a new Audit, Risk and Improvement Committee Charter, and the approval of a new four-year Strategic Internal Audit Plan by the Audit Committee
- We continue to investigate and resource best practice options to ensure health and safety of our staff and customers
- We successfully commenced a quarterly community newsletter called 'Our Place' that is posted to every household within the Penrith City Council area. The community has responded well to the format and editorial style content.
- We implemented webcasting technology to enable Council meetings to be webcast.
- 74% of our community are satisfied with the overall performance of Penrith City Council (2021 Customer Satisfaction Survey). This represents a 3% increase from the 2019 survey and an 11% increase from the 2017 survey.
- 76% of our community feel that Council delivers value for the rate dollar (2021 Customer Satisfaction Survey). This represents a 1% increase from the 2019 survey and a 16% increase from the 2017 survey.



OUR GENERAL MANAGER

Penrith City Council welcomed a new General Manager, Warwick Winn, in August 2018 following the retirement of Alan Stoneham.

Warwick came to Penrith after a long career in local government in the UK, New Zealand and Australia, including GM roles in NSW and Victoria.

Under his leadership Penrith City Council has embarked on a process of continuous improvement and Penrith City is attracting an increased level of interest and investment from both the government and private sectors. Warwick is focused on leveraging this investment to create a vibrant and connected city that will meet the needs and aspirations of its people, now and into the future.



This includes furthering long held plans to upgrade Regatta Park and other projects to improve amenity and accessibility to the Nepean River, creating a new City Park, revitalising our City Centre and creating opportunity for investors through the Soper Place and 131 Henry Street projects. These projects are delivering on Council's Cooling the City Strategy and are in line with the Local Strategic Planning Statement and Sport, Recreation and Open Space Strategy developed during his tenure.

Council's community newsletter has been reinvented under Warwick's hand as the quarterly publication, Our Place, to share projects and plans for the future as well as celebrate our unique history and lifestyle. At an organisational level, he is positioning Council as an employer of choice by implementing industry best policies around parental and study leave, developing a flexible work policy, securing White Ribbon accreditation, and communicating to staff through a weekly bulletin.

Before Warwick took the helm, Alan Stoneham had been in the role for 10 years and retired after 43 years with the organisation. His legacy includes playing an instrumental role in negotiating the landmark City Deal.



OUR CUSTOMER PROMISE

Council is committed to providing a high-quality customer experience to anyone who contacts us. In line with this customer-centric approach, in 2019 Council embarked on a journey to develop a contemporary Customer Charter. The project was led by Council's Innovative Performance and Customer Experience teams, and identified four key principles to underpin all interactions, known as the Customer Promise.

461 staff from across Council participated in focus groups, lunchtime sessions and/or took a survey to have their say on the most important elements of a positive customer experience. We also asked 222 external customers to tell us about their experience as a customer of Council and suggest improvements.

The results highlighted the importance of giving each customer enough time to clearly explain why they are contacting Council, the need to better document issues and changes along the journey, and the importance of celebrating success along the way to maintain momentum.

Our Customer Promise has become an overarching commitment to our customers and colleagues, fostering excellence and putting customers at the heart of everything we do. The Promise states that when our staff interact with customers and each other they should be proactive, keep it simple, build respectful relationships, and listen and respond. Over the next few years we will continue to track our progress towards delivering that Promise across all areas of Council operations.

STATISTICAL INFORMATION

The following section provides statistical information and data on the Community Indicators as identified in the 2017 Community Plan. Although some indicators are informed by the biannual Customer Satisfaction Survey, many are dependent on data from other organisations. While tracking these indicators over the past 5 years, we have noted that some data has not been updated for some time or is no longer available. Where data is available from other sources that does not directly relate to the specific indicator, but helps us understand our progress towards an Outcome, we have included it along with information on the adopted measures.

As we look to producing our next Community Plan, we will review and assess the relevance of the current measures and availability of data, and investigate potential new measures.



OUTCOME 1

We Can Work Close to Home

The following indicators provide further information on how we as a community are progressing towards the outcome of "WE CAN WORK CLOSE TO HOME".

% of employed people working close to home

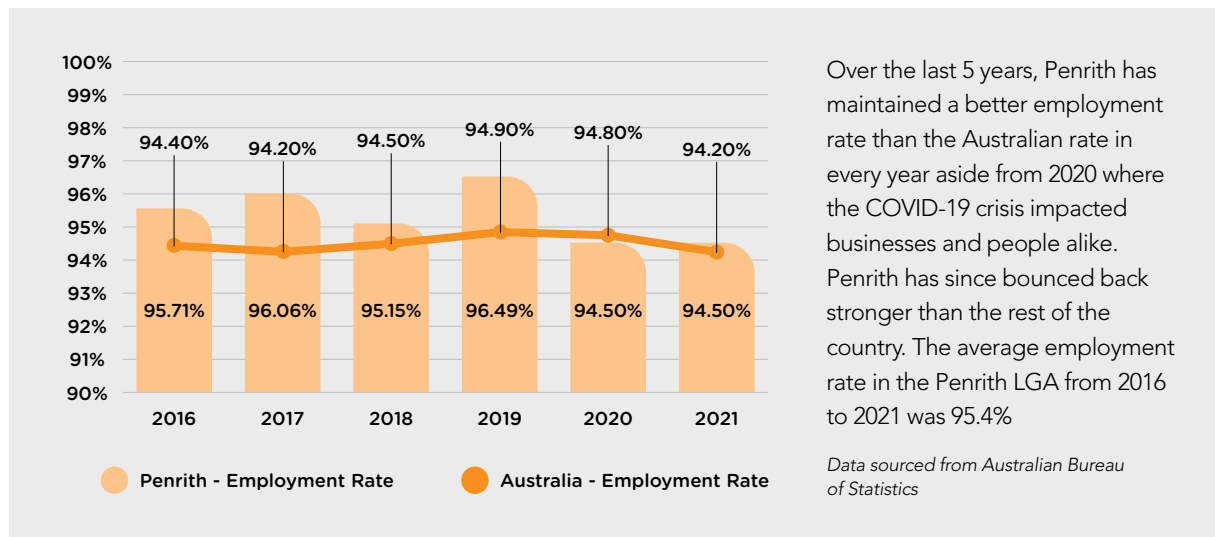
(working and living in the Penrith Local Government Area)

53.50%

Just over half of the working population of the Penrith LGA works within the city boundaries

Data sourced from 2016 census data (will be updated with 2021 census data when available)

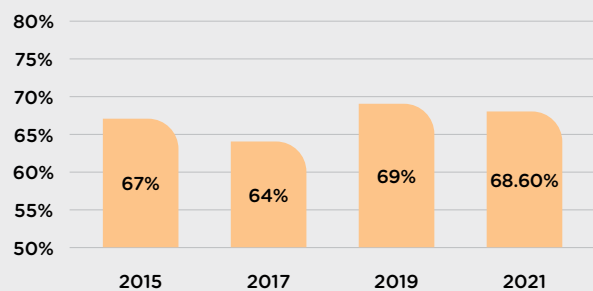
Employment Rate:



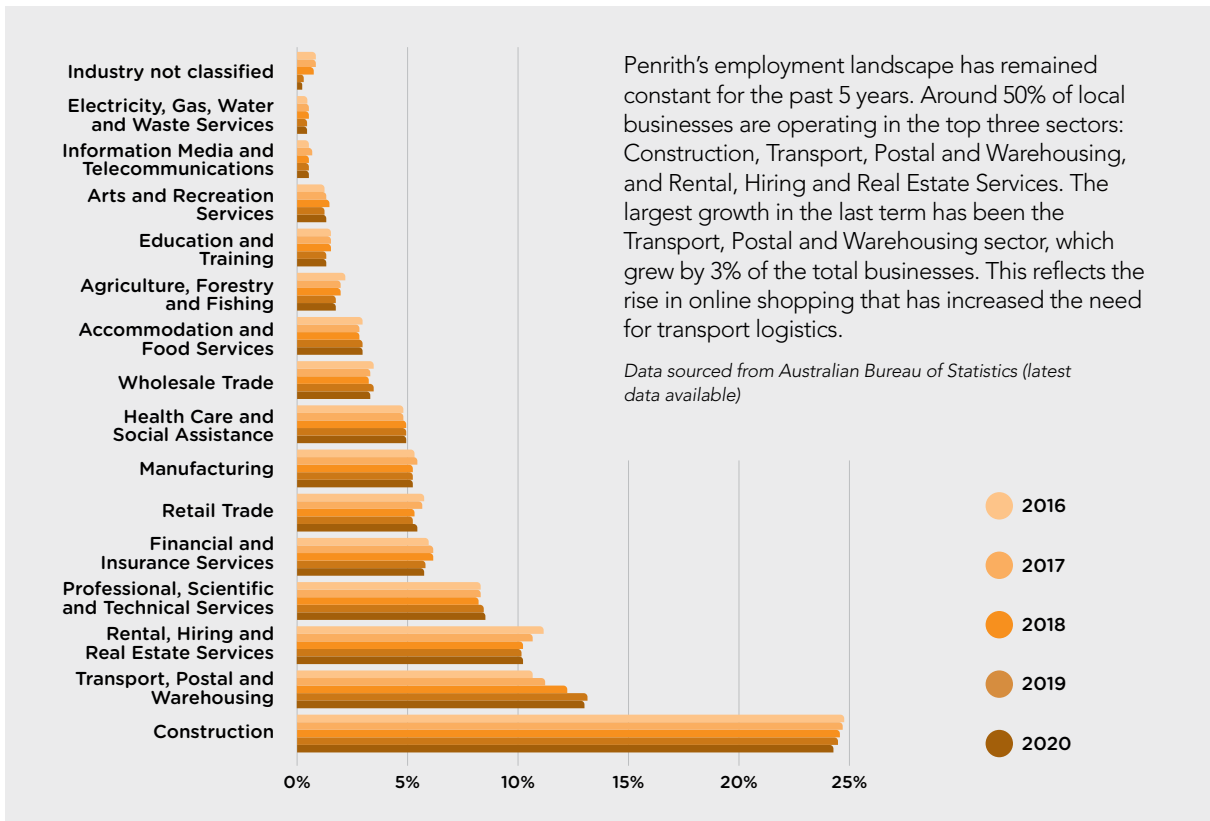
% of residents satisfied that Council is supporting and encouraging local industry and jobs:

During the term, the community become increasingly satisfied in Council's support and encouragement in local industry. Growing by around 5% to almost 70% due to multiple Council programs, including becoming part of the City Deal partnership.

Data sourced from Council's Customer Satisfaction Survey carried out every 2 years



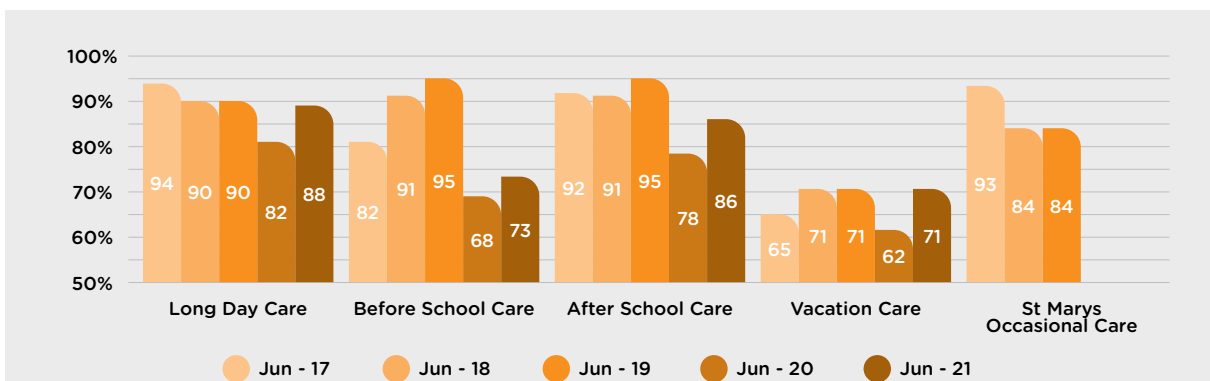
% of local businesses in different sectors operating within our City (2020):



% of caregivers who report they are able to participate in work and study due to the availability of child care:

This data is no longer available

Occupancy Rate of our Children's Centres:



Additional measure not included in 2017 Community Plan. Data sourced from Council data.

Note: St Marys Occasional Care ceased to operate 20 December 2018

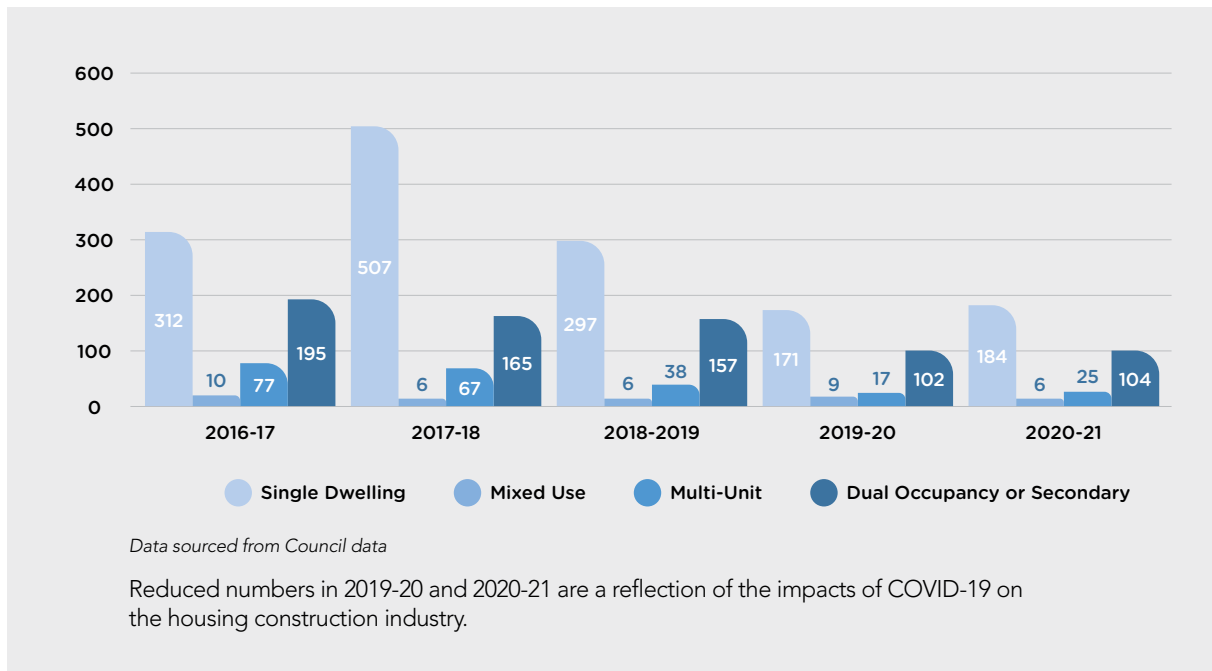
The occupancy rates show the demand for our Children's Centres. Between 2017 and 2019, the occupancy rates for long day care, preschool and before and after school care are all highly utilised by the community at over 90% in most cases. This allowed more parents back in the workforce. During the COVID-19 crisis in 2020 and 2021, more parents and kids were at home during the day which reduced the need for our services. Since the data for original indicator is no longer collected, occupancy rates make a suitable alternative.

OUTCOME 2

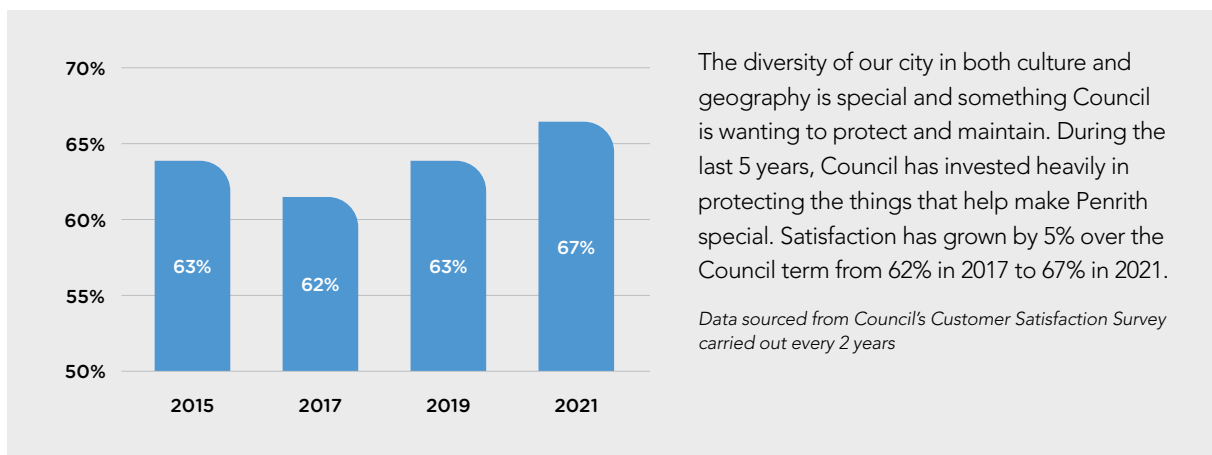
We Plan For Our Future Growth

The following indicators provide further information on how we as a community are progressing towards the outcome of "WE PLAN FOR OUR FUTURE GROWTH".

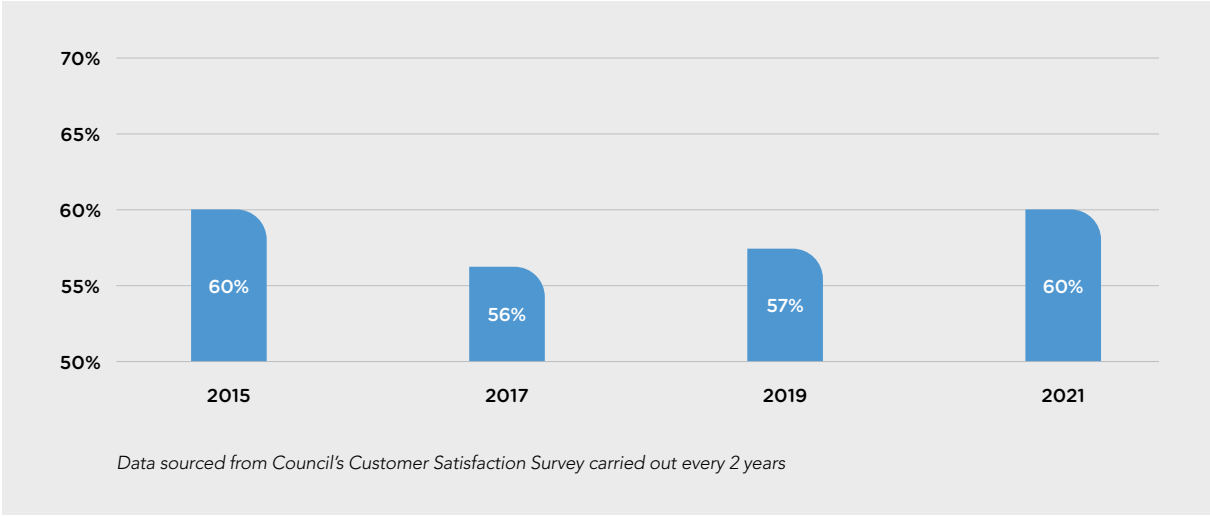
Applications for different types of housing



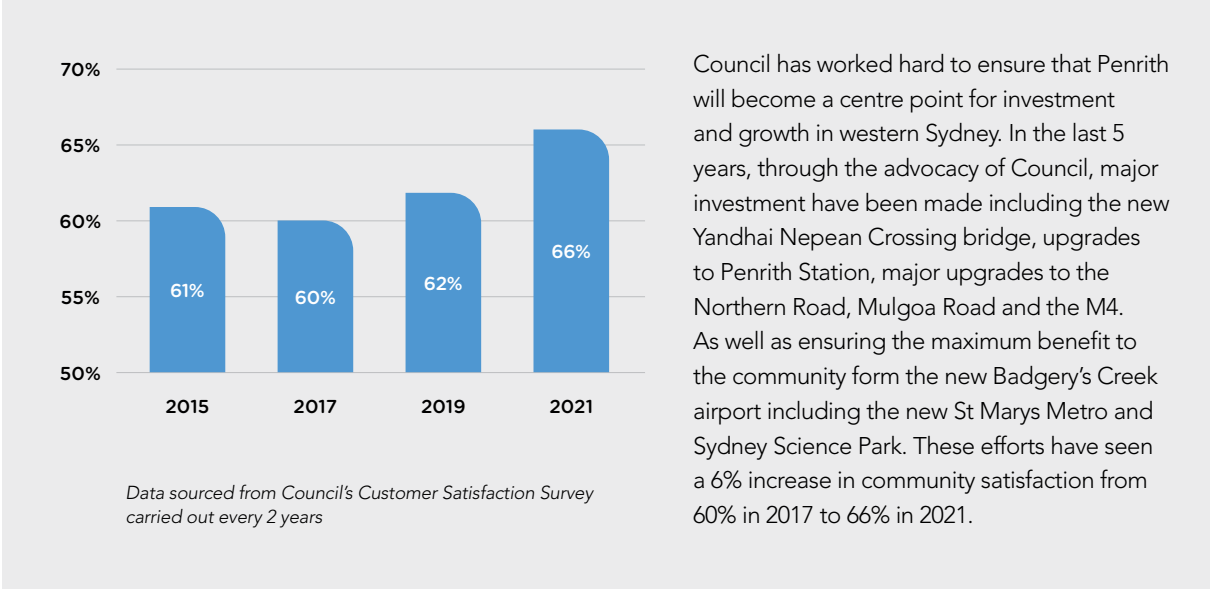
% of residents satisfied with how well Council is balancing the growth of our city with the need to protect the things that make Penrith special:



% of residents satisfied with how well services and infrastructure are keeping up with growth:



% of residents satisfied with how well Council is representing the needs of the community to other service providers:



OUTCOME 3 We Can Get Around Our City

The following indicators provide further information on how we as a community are progressing towards the outcome of "WE CAN GET AROUND THE CITY".

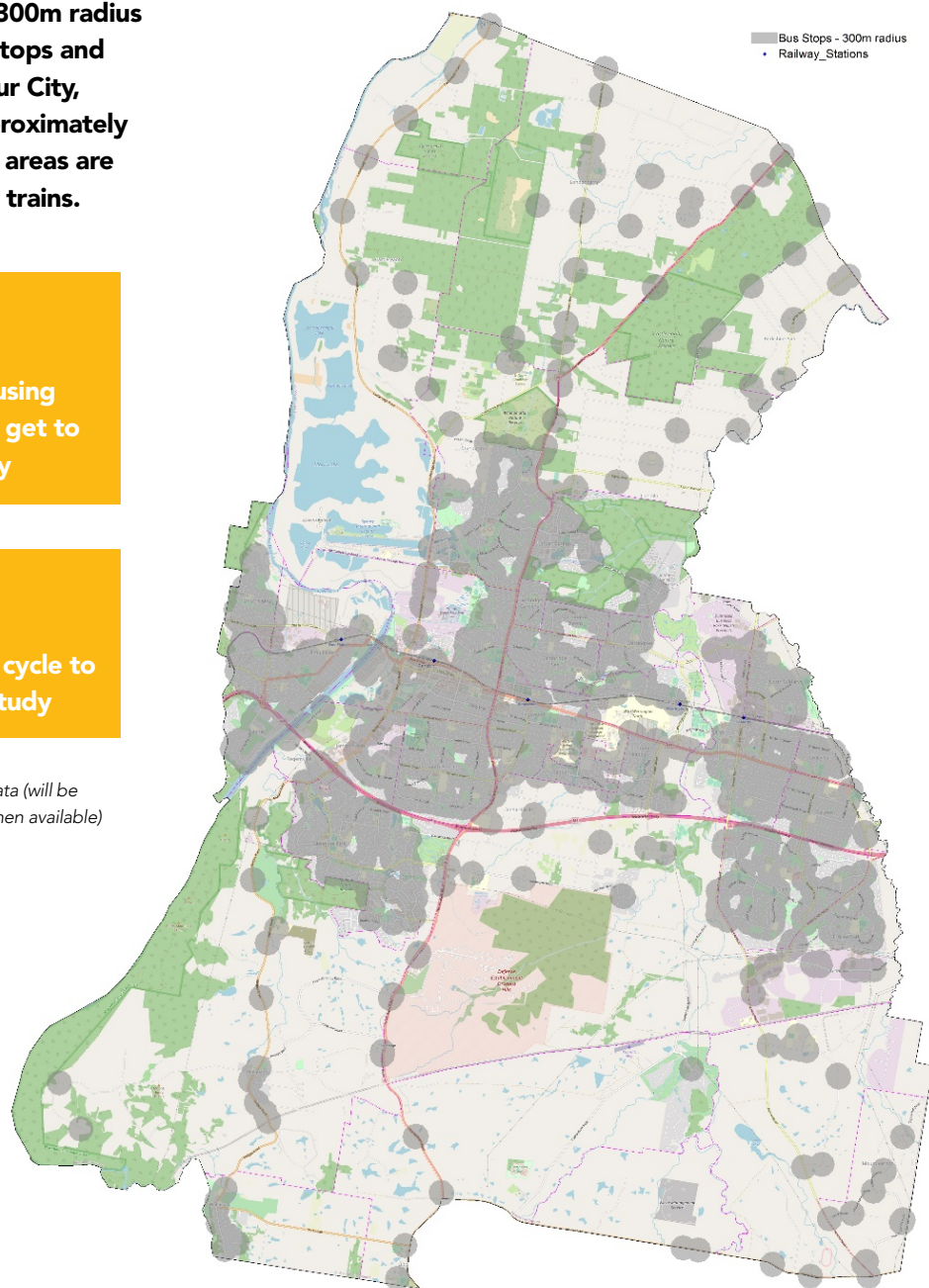
% of the populated areas of Penrith serviced by buses and trains:

The diagram shows a 300m radius around all of the bus stops and train stations across our City, and indicates that approximately 90% of our populated areas are serviced by buses and trains.

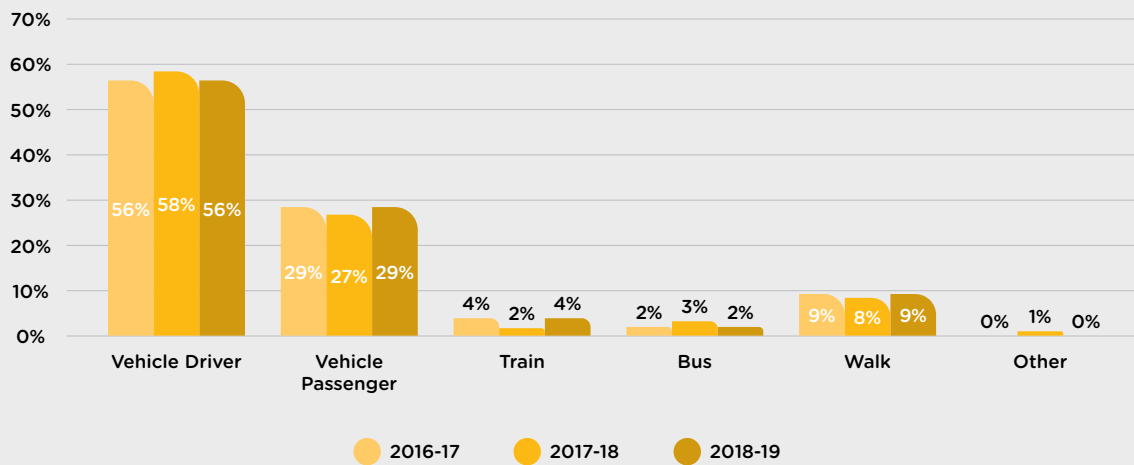
4%
of residents are using public transport to get to work or study

2%
of residents walk or cycle to get to work or study

Data sourced from 2016 census data (will be updated with 2021 census data when available)



Household travel mode:

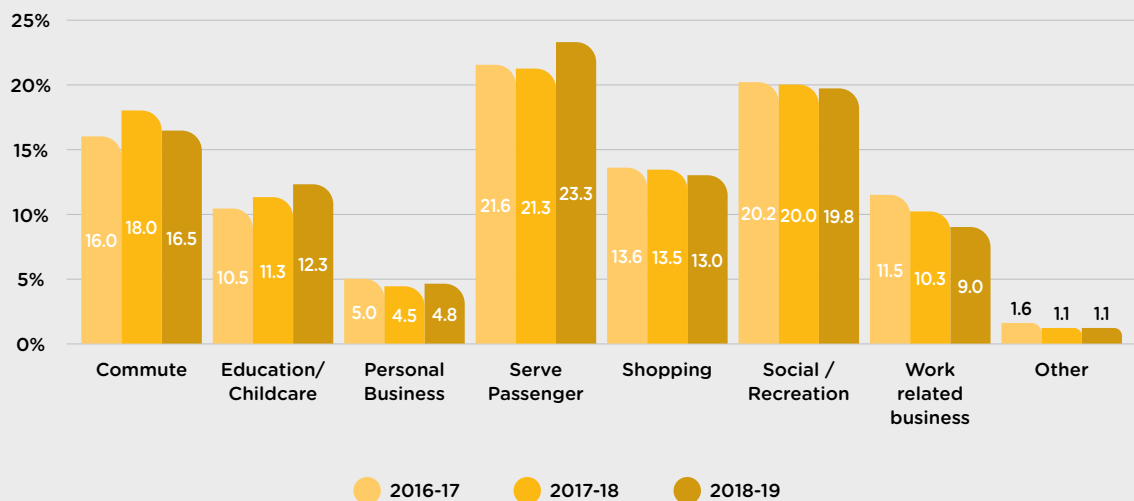


Data sourced from Transport for NSW Household Travel Survey (latest data available)

Additional measure not included in 2017 Community Plan

The Transport for NSW Travel Survey takes a snapshot of the travel habits of people on a random day in a work week. The survey shows the travelling purpose and mode for the one day that the survey is taken. Over the last 5 years the results have been pretty constant, showing that travelling by car is by far the most common transportation mode with over 80% of the population typically being the driver or passenger.

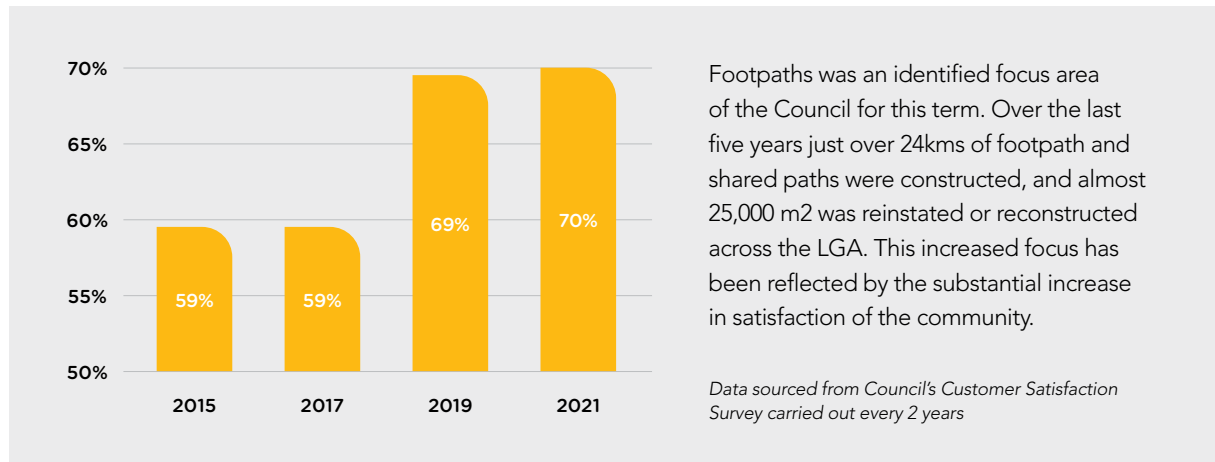
Household travel by purpose:



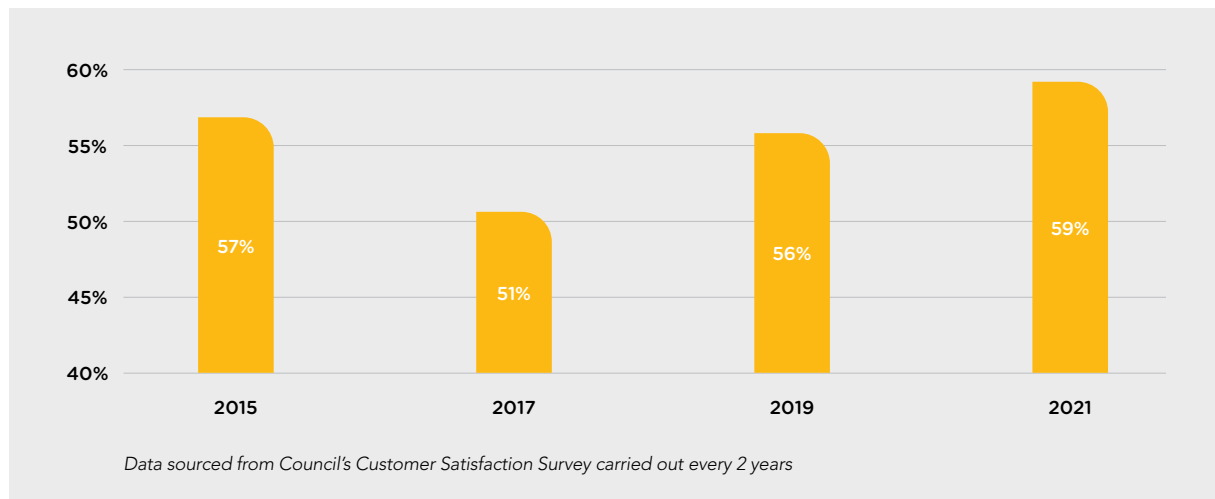
Data sourced from Transport for NSW Household Travel Survey (latest data available)

Additional measure not included in 2017 Community Plan

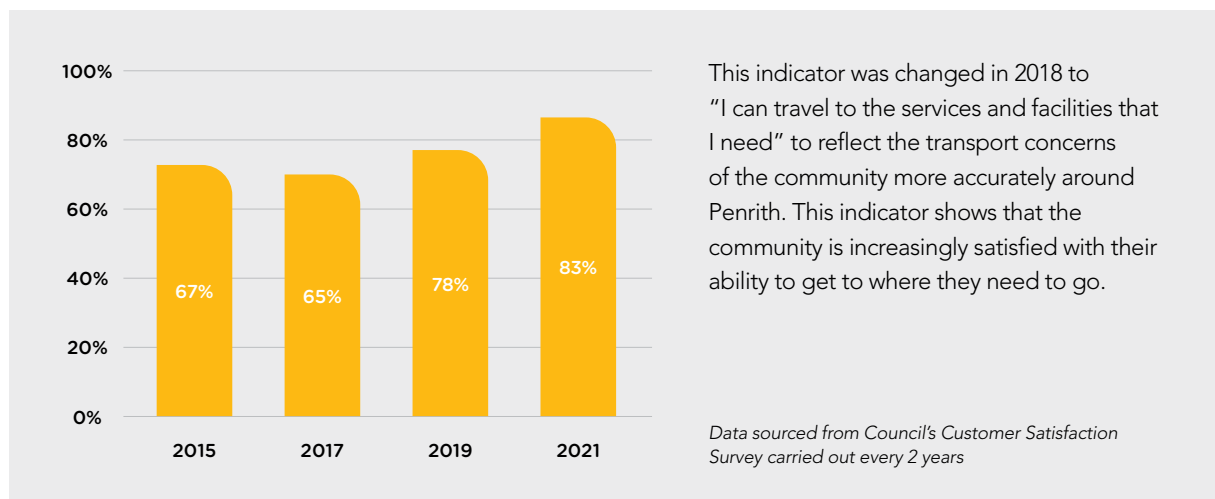
% of residents satisfied with footpaths and cycle ways:



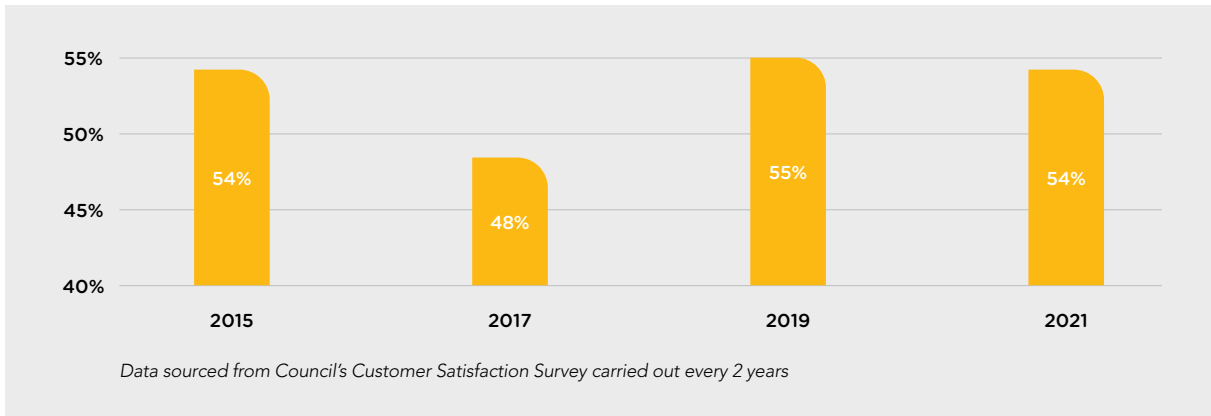
% of residents satisfied with the provision of parking:



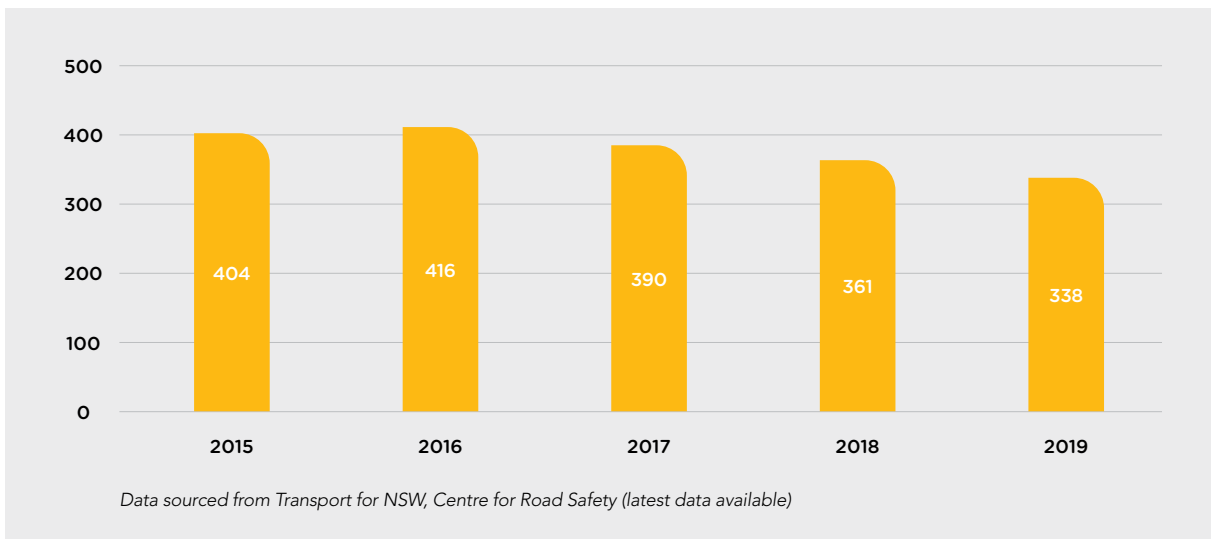
% of residents satisfied with their ability to move in and around the City:



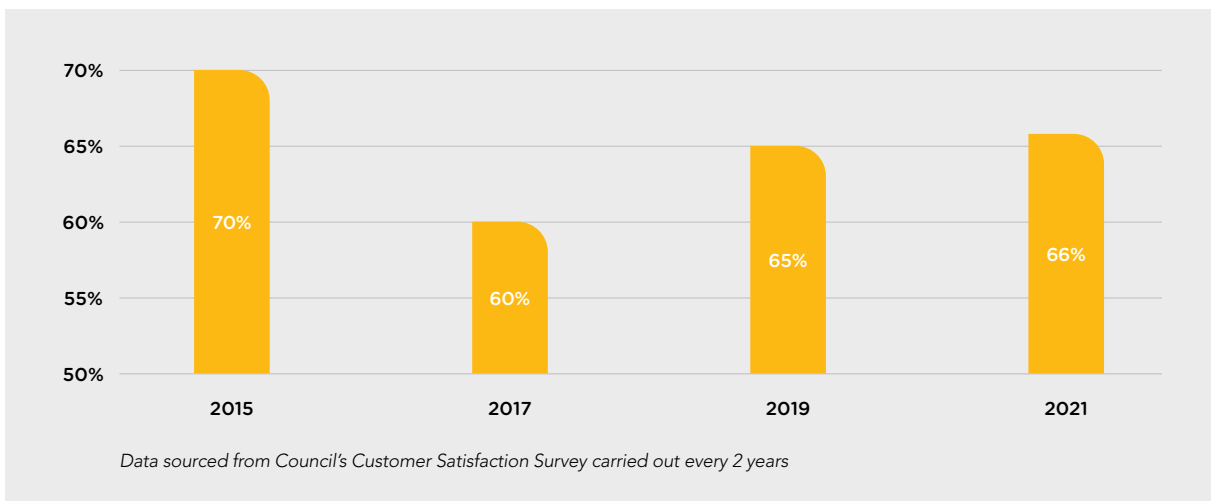
% of residents satisfied with the ease of traffic flow:



Number of crashes in the Penrith LGA:



% of residents satisfied with the safety and condition of local roads:

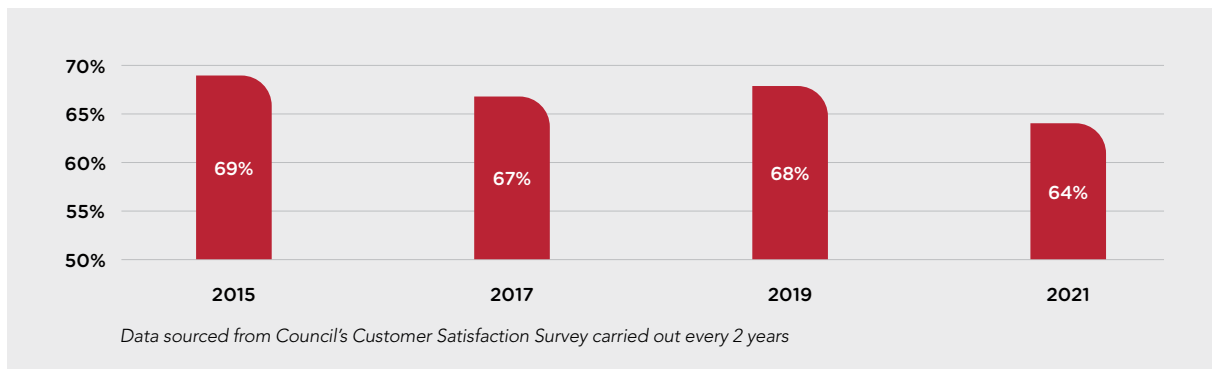


OUTCOME 4

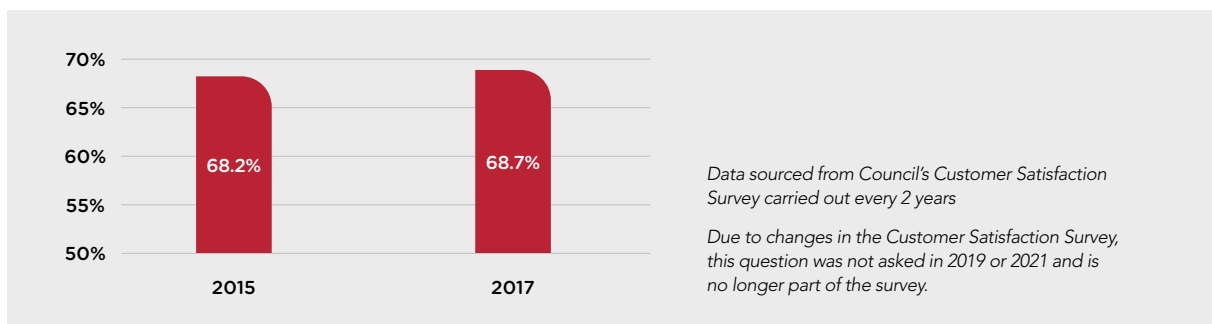
We Have Safe, Vibrant Places

The following indicators provide further information on how we as a community are progressing towards the outcome of "WE HAVE SAFE, VIBRANT PLACES".

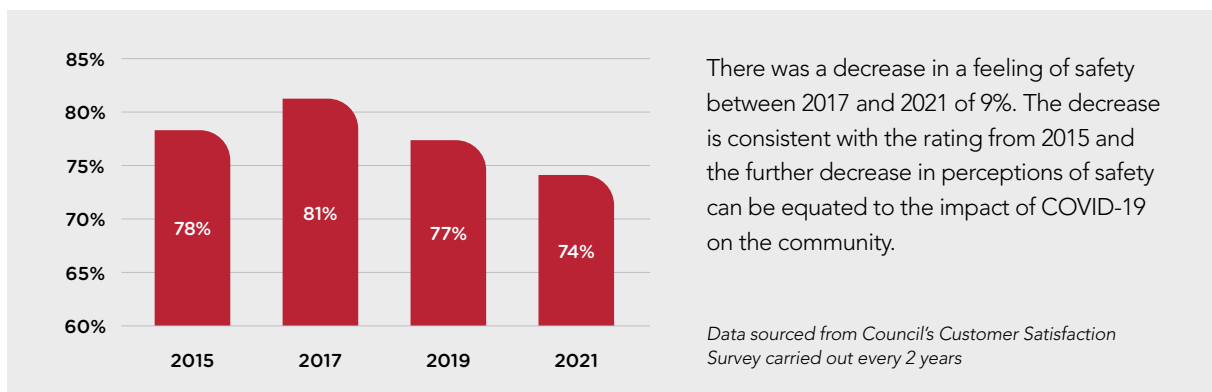
% of residents satisfied with the condition of the City's public spaces:



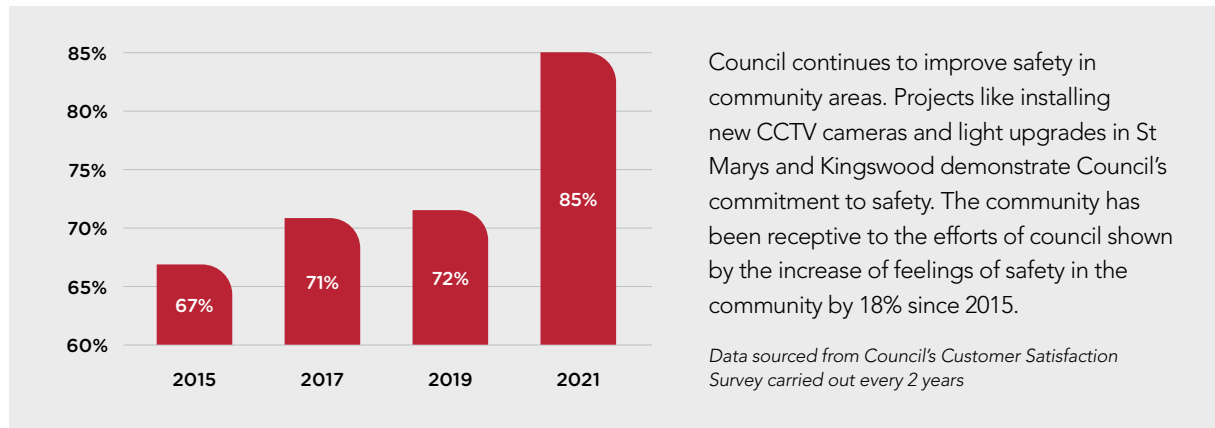
% of residents that are satisfied with community buildings, neighbourhood facilities, community halls and centres:



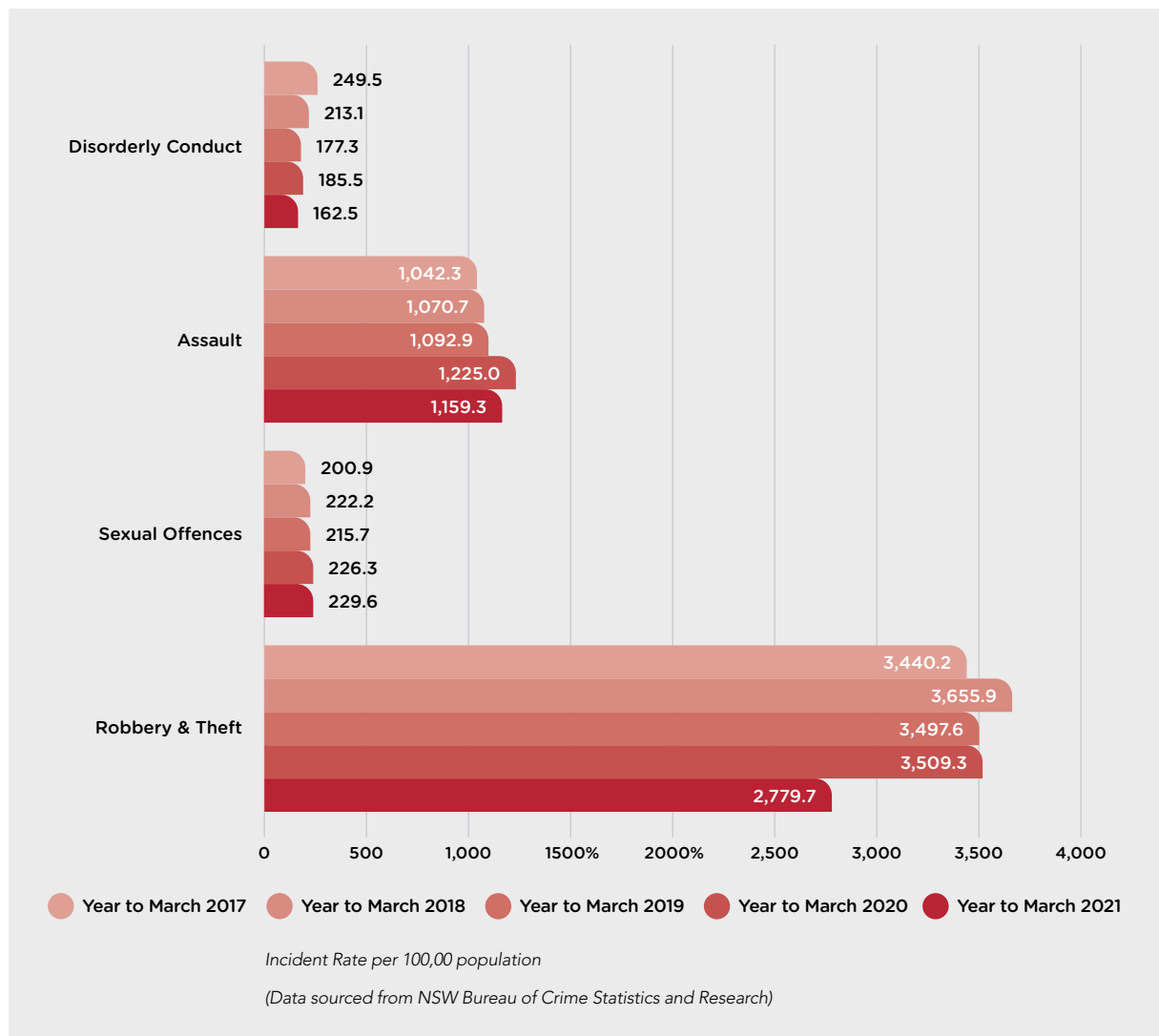
% of residents who feel safe in their neighbourhood:



% of residents satisfied with the safety of the City's public spaces:



Crime statistics for last 5 years:

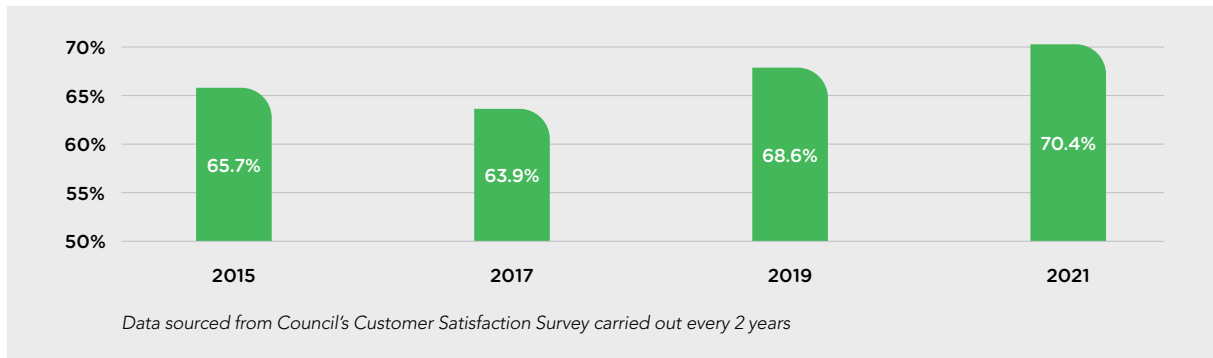


OUTCOME 5

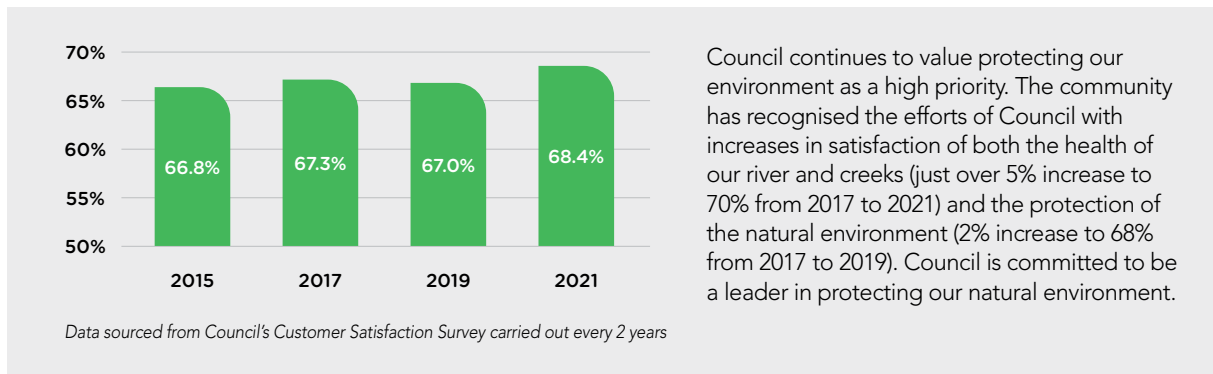
We Care About Our Environment

The following indicators provide further information on how we as a community are progressing towards the outcome of "WE CARE ABOUT OUR ENVIRONMENT".

% of residents satisfied that the Nepean River and creeks are healthy:

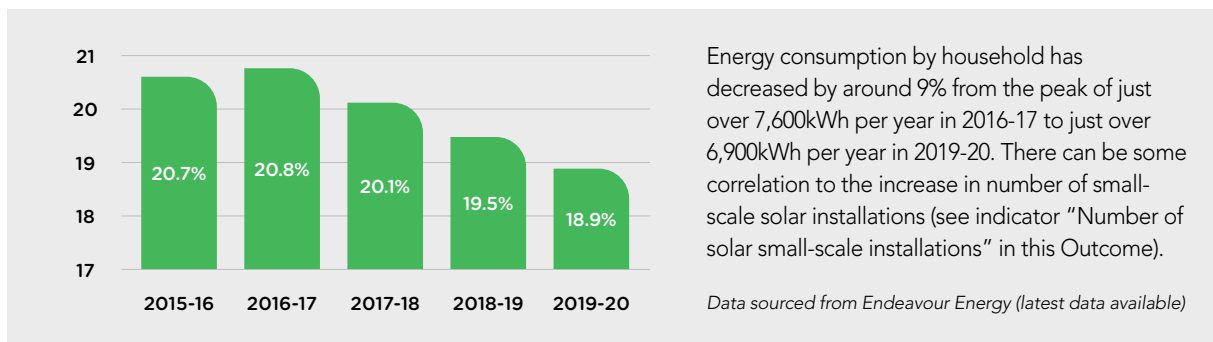


% of residents satisfied with the protection of bushland, natural environment and wildlife:

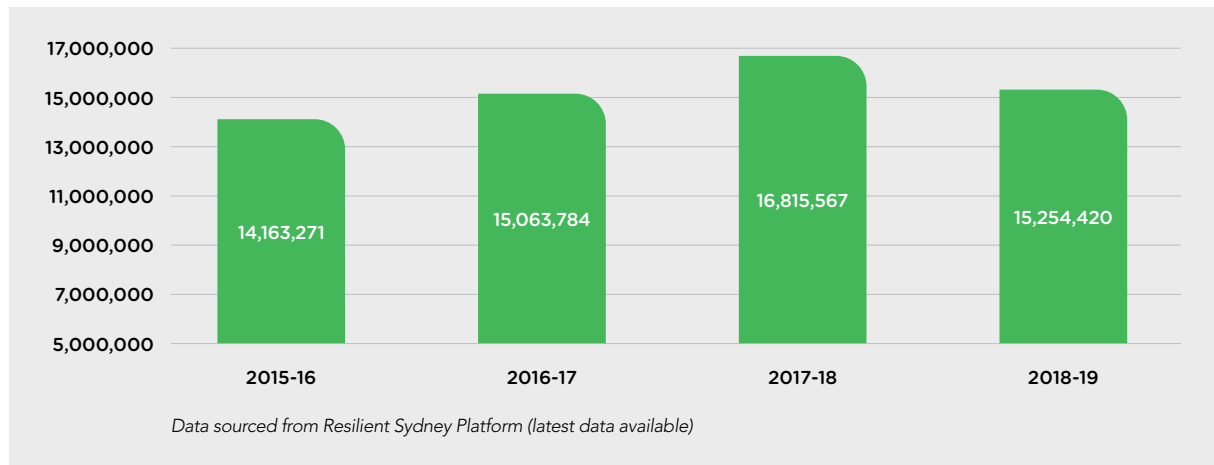


Household electricity consumption

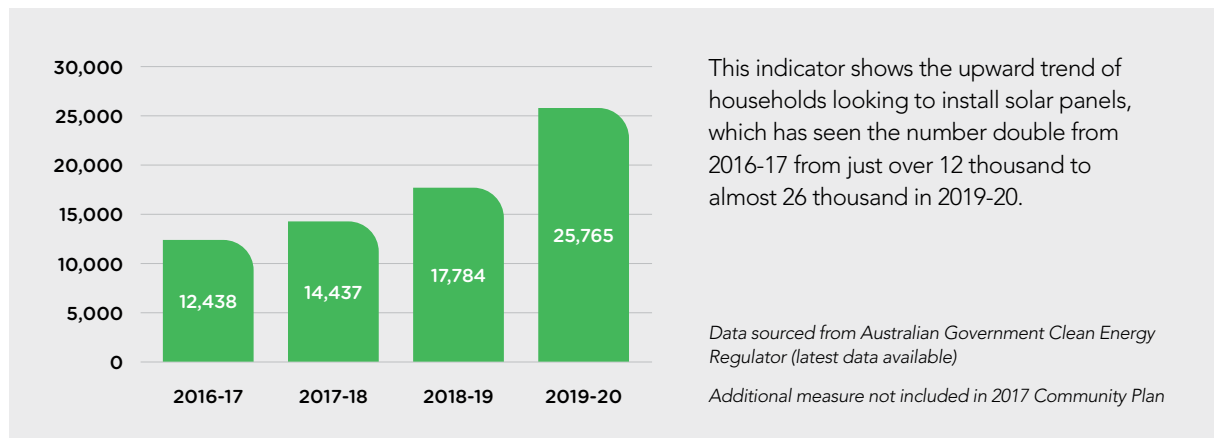
- % of average kilowatt hours per day per household:



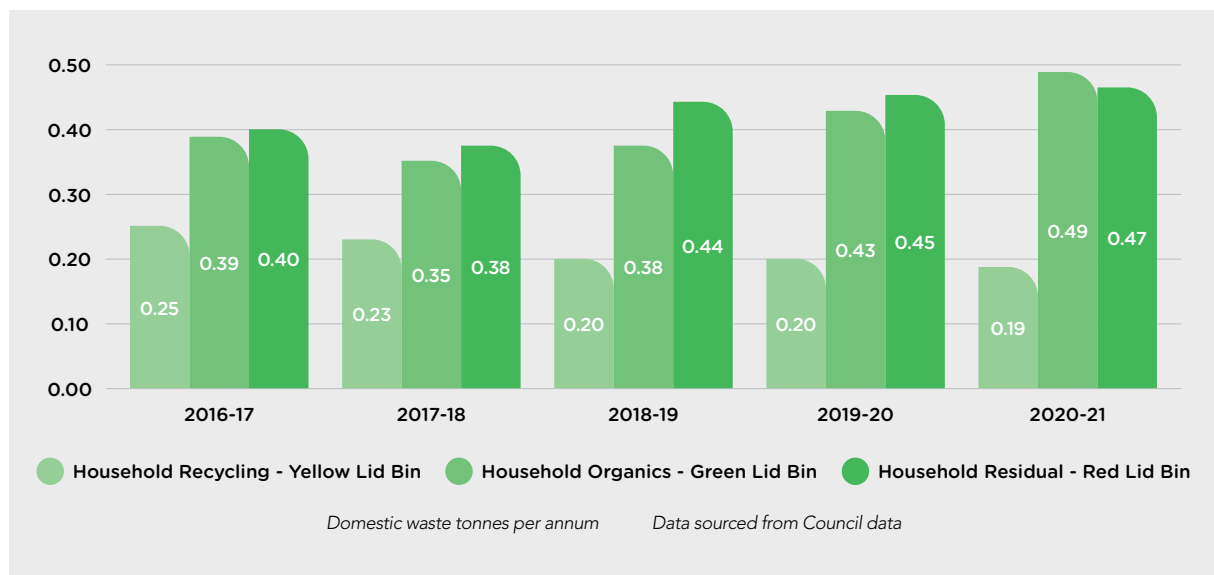
Household potable water consumption - total residential water consumption in kilolitres:



Number of solar small-scale installations:



Tonnes of domestic waste per household:

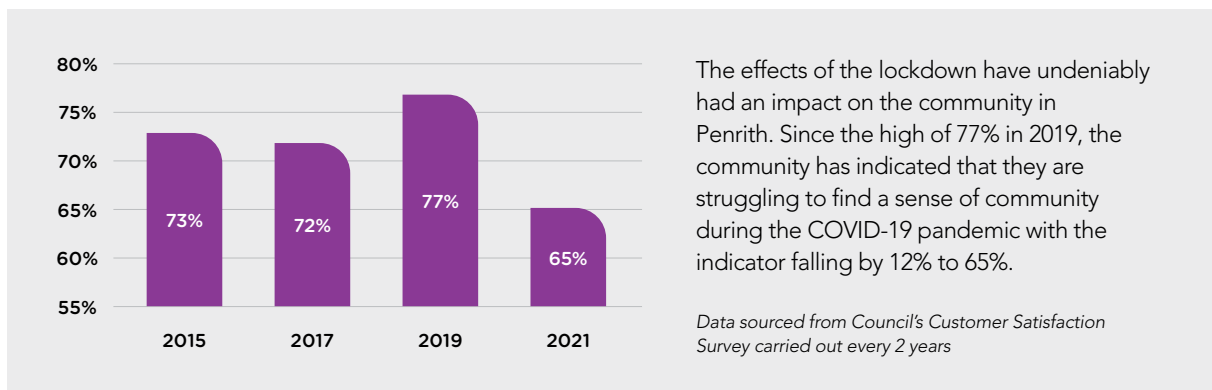


OUTCOME 6

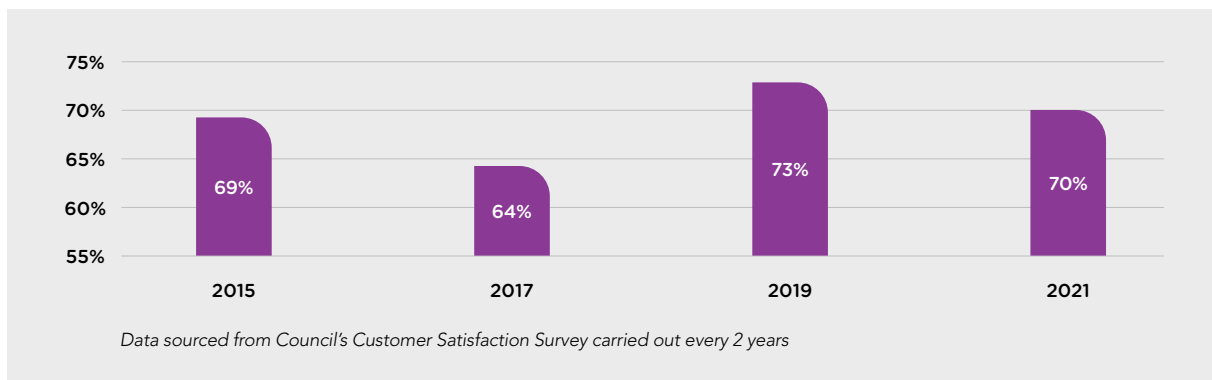
We Are Healthy and Share Strong Community Spirit

The following indicators provide further information on how we as a community are progressing towards the outcome of "WE ARE HEALTHY AND SHARE STRONG COMMUNITY SPIRIT".

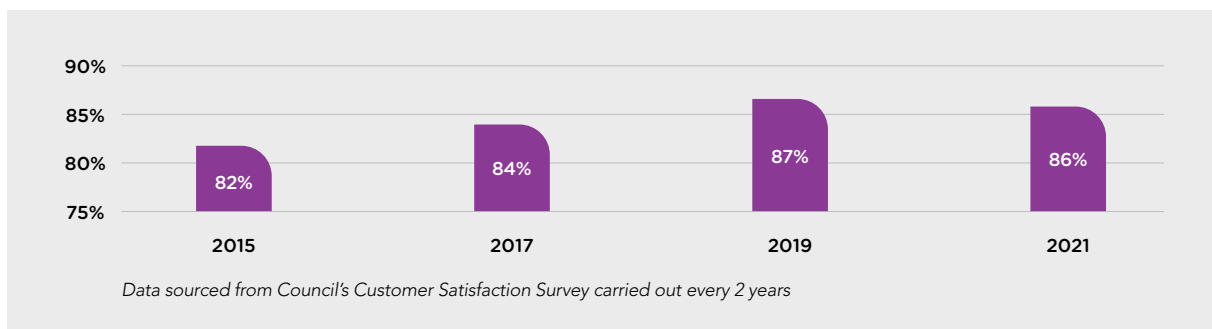
% of residents that feel part of their community and neighbourhood:



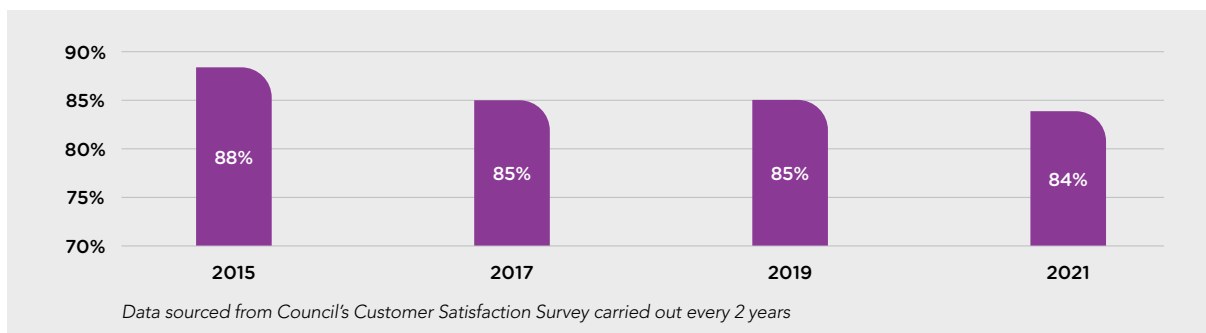
% of residents satisfied with local community festivals and events:



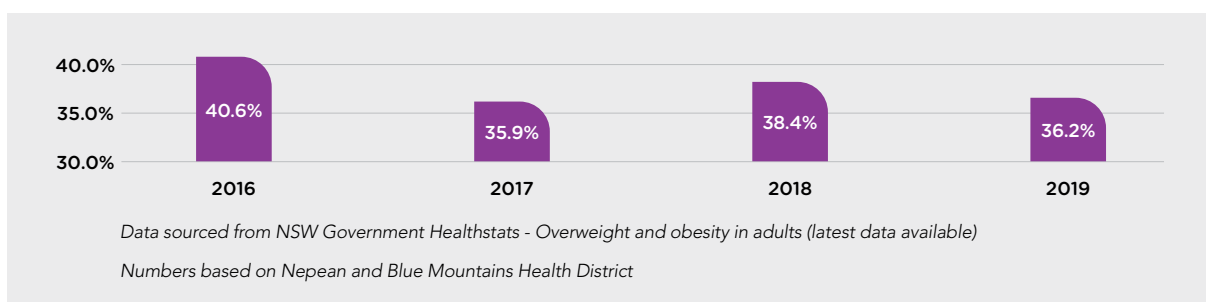
% of residents who feel proud of where they live:



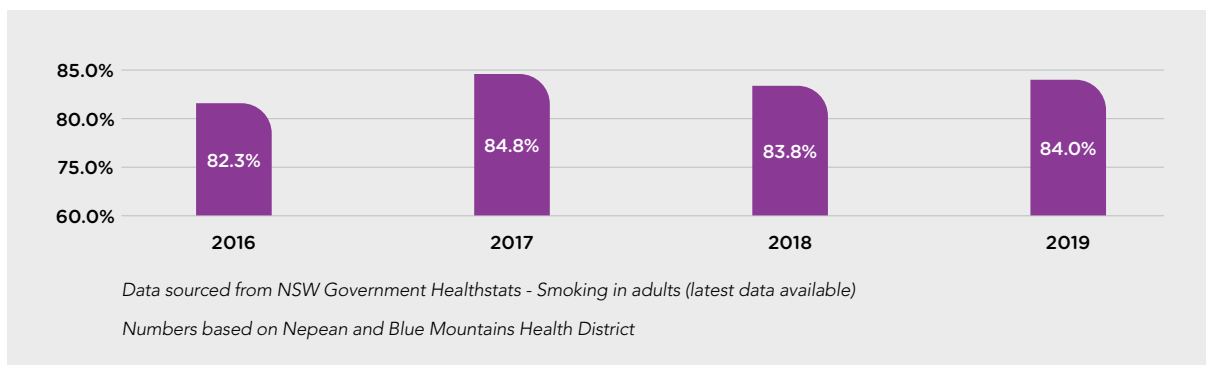
% of residents who say they can get help from friends, family or neighbours when needed:



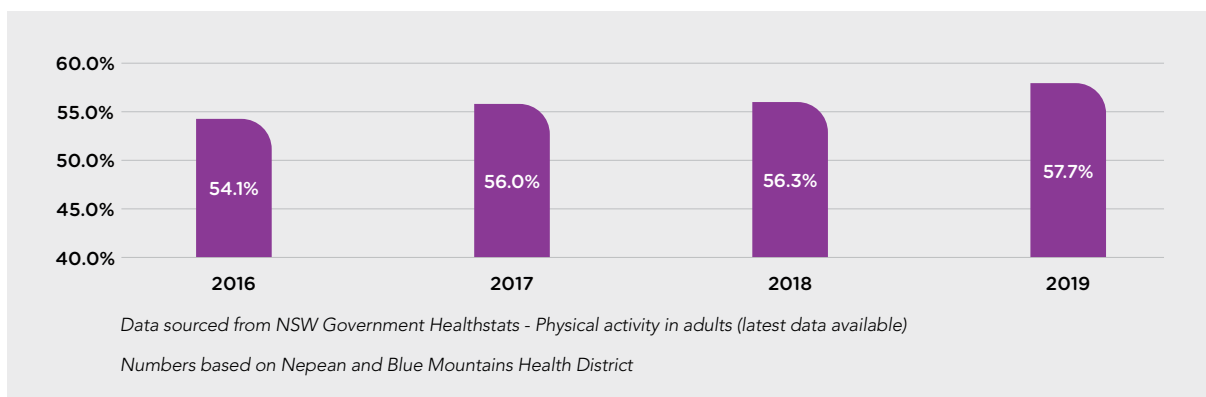
% of residents who are a healthy weight:



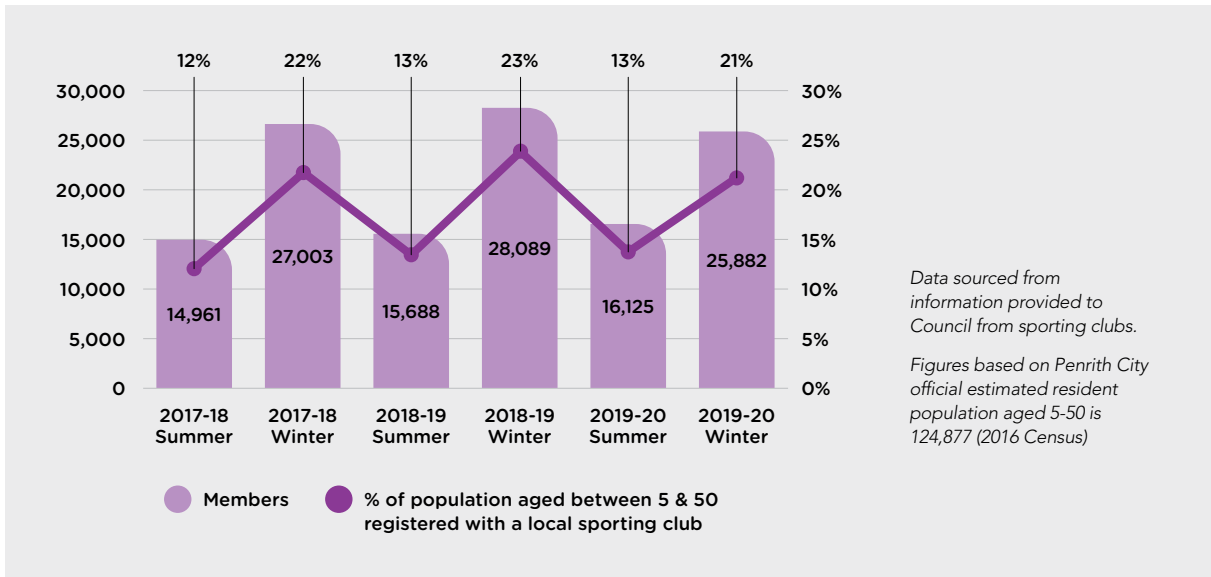
% of residents who are non smokers:



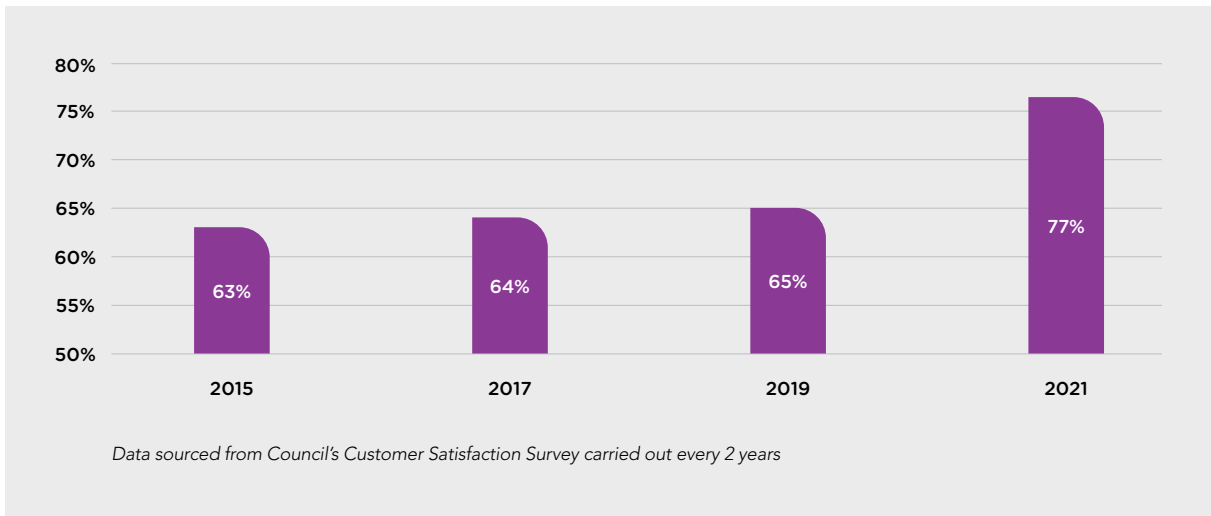
% of residents involved in informal physical activity:



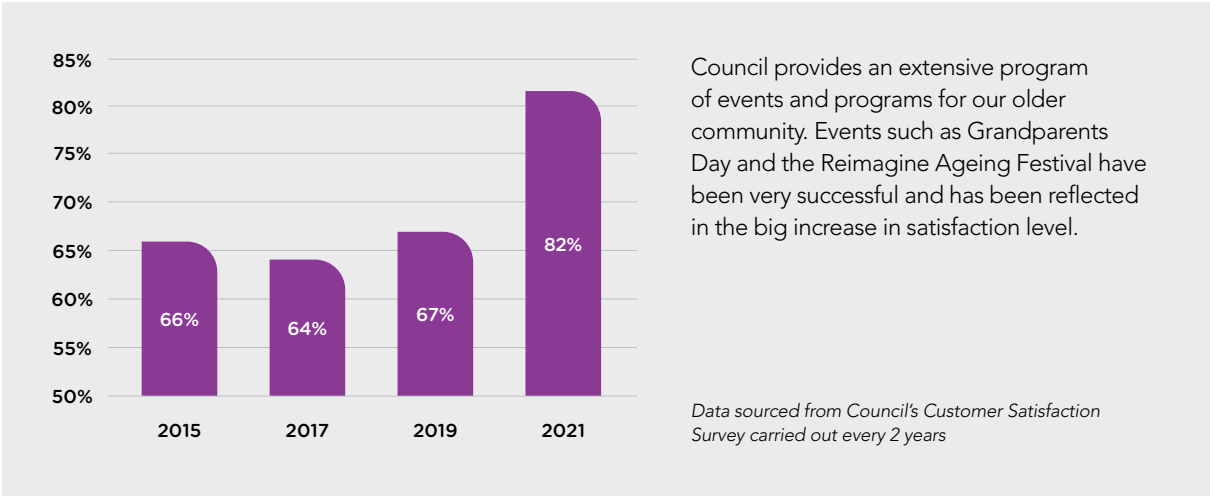
% of residents involved in formal physical activity:



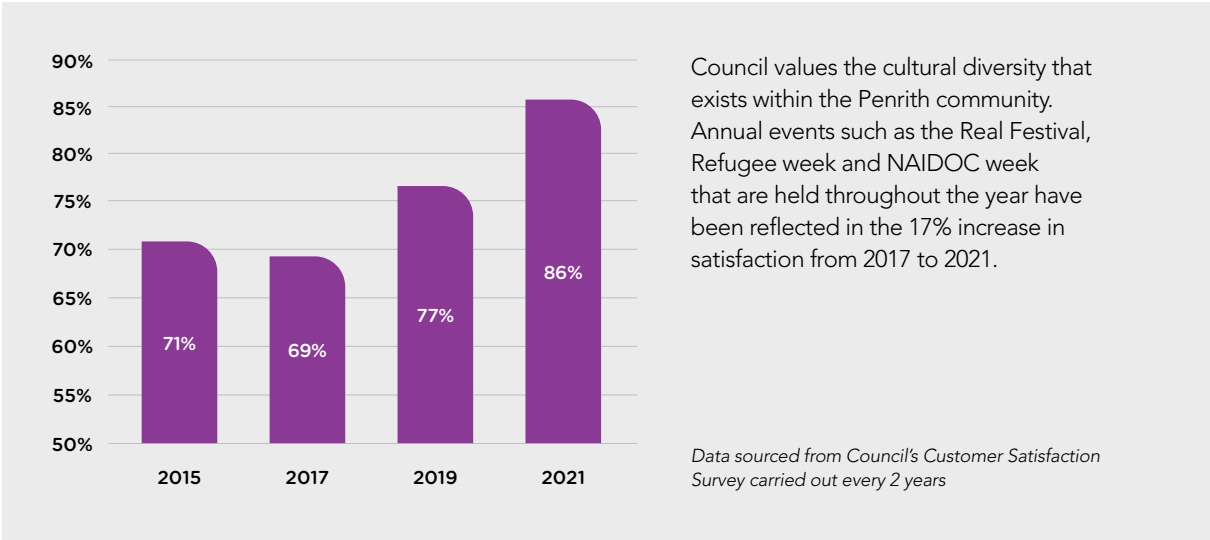
% of residents who feel satisfied with the services and facilities provided for youth:



% of residents who feel satisfied with the services and facilities provided for older people:



% of residents who feel cultural diversity is valued and celebrated:

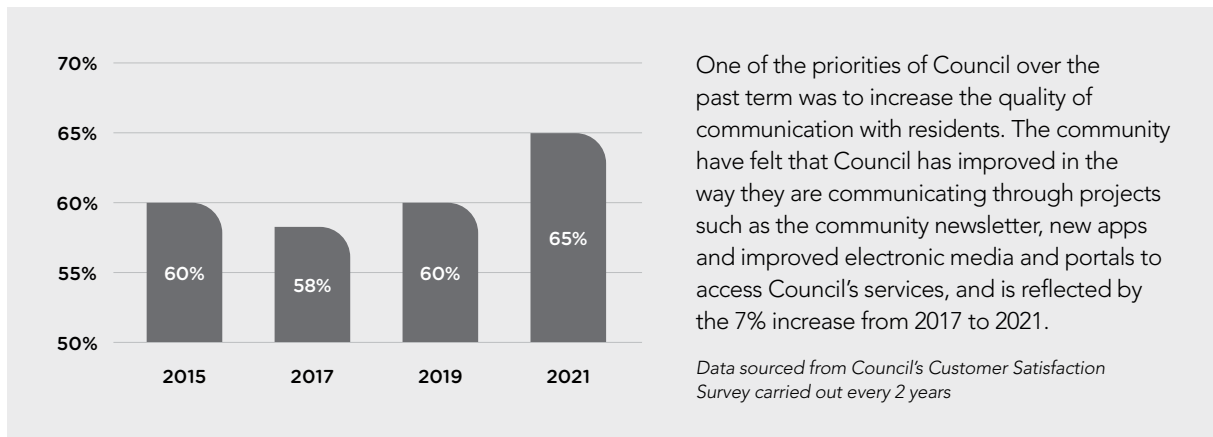


OUTCOME 7

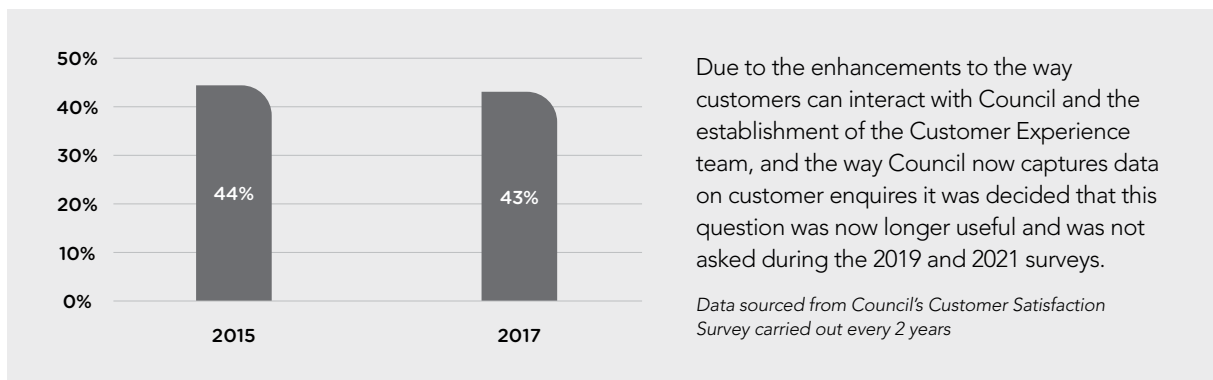
We Have Confidence in Our Council

The following indicators provide further information on how we as a community are progressing towards the outcome of "WE HAVE CONFIDENCE IN OUR COUNCIL".

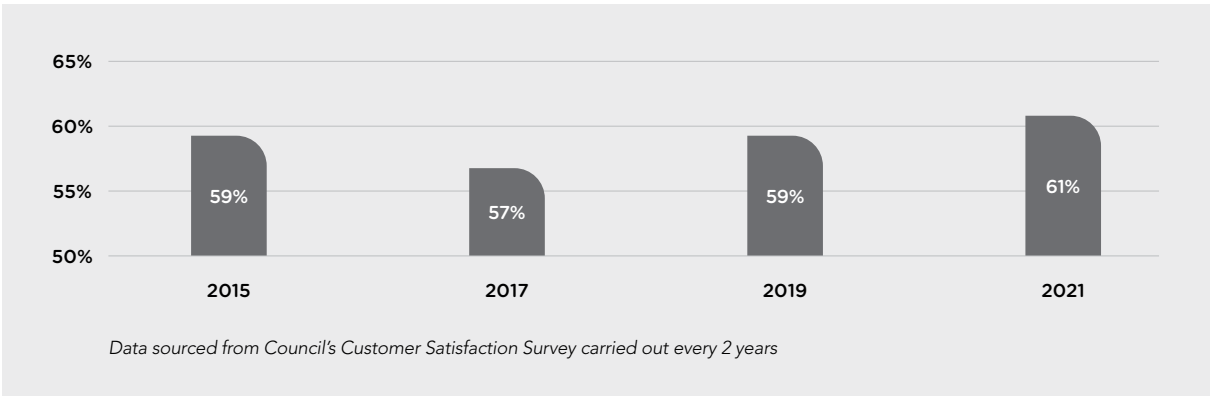
% of residents who feel Council communicates well with residents:



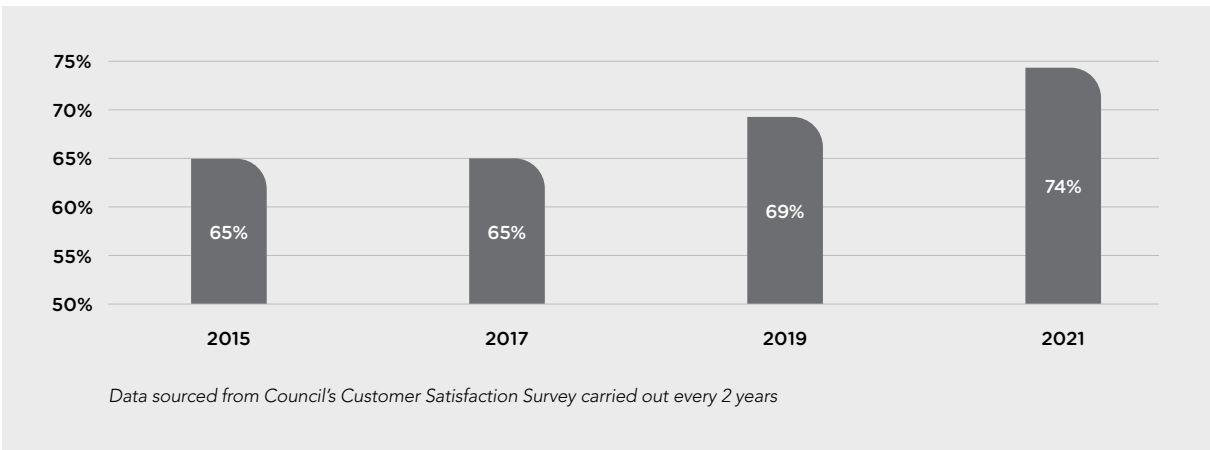
% of residents who know who to contact for representation and information:



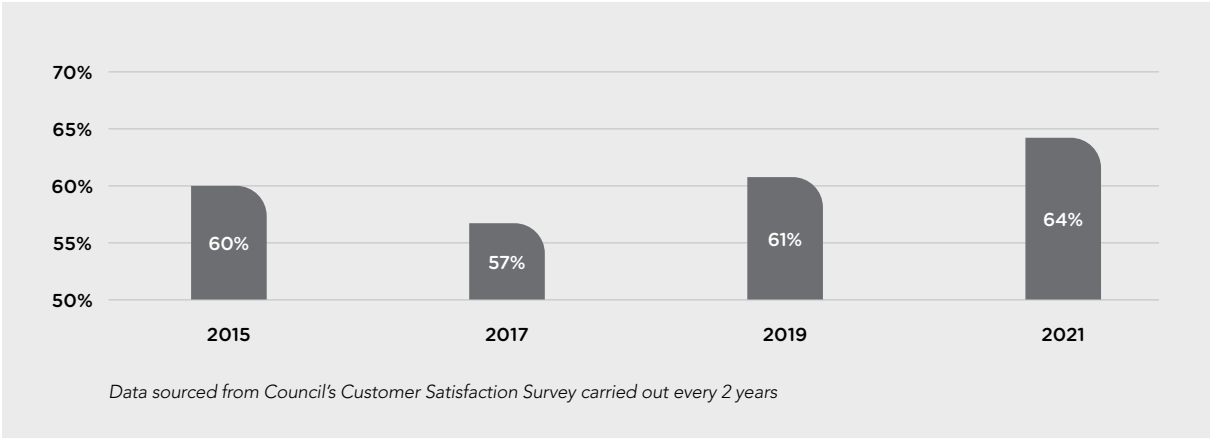
% of residents who feel Council understands the community's needs and expectations:



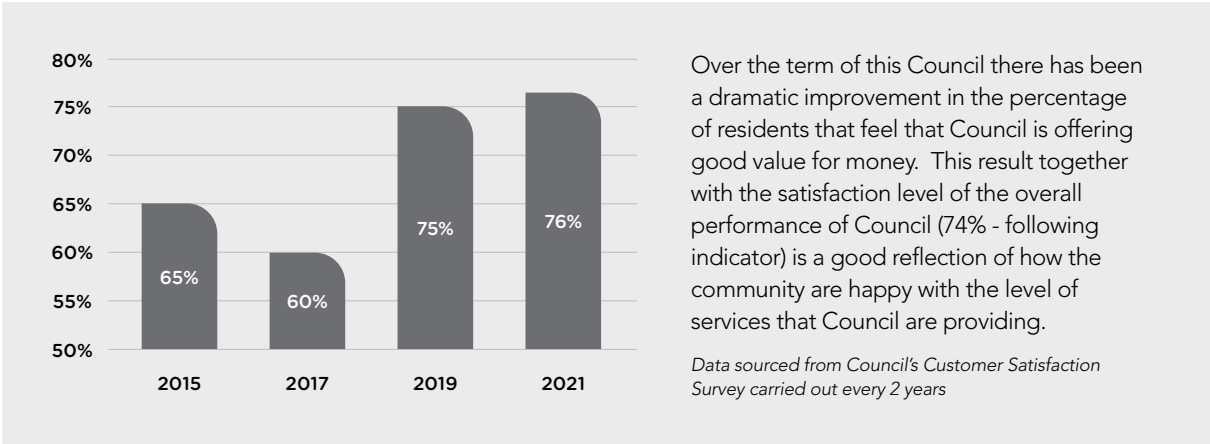
% of residents who are satisfied with information on Council about services and facilities:



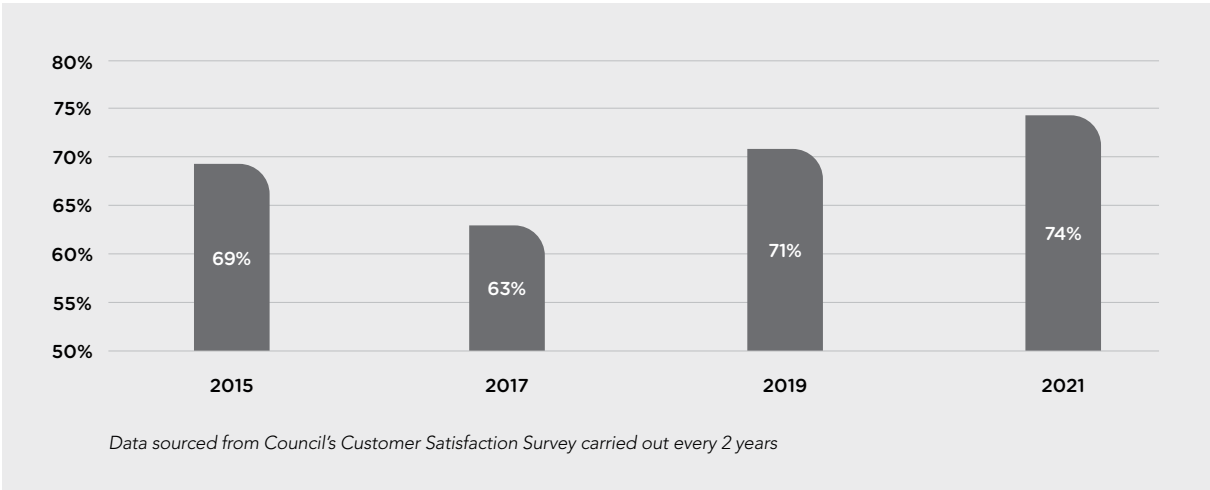
% of residents who feel Council provides opportunities for residents to participate in planning and have a say about the City's future:



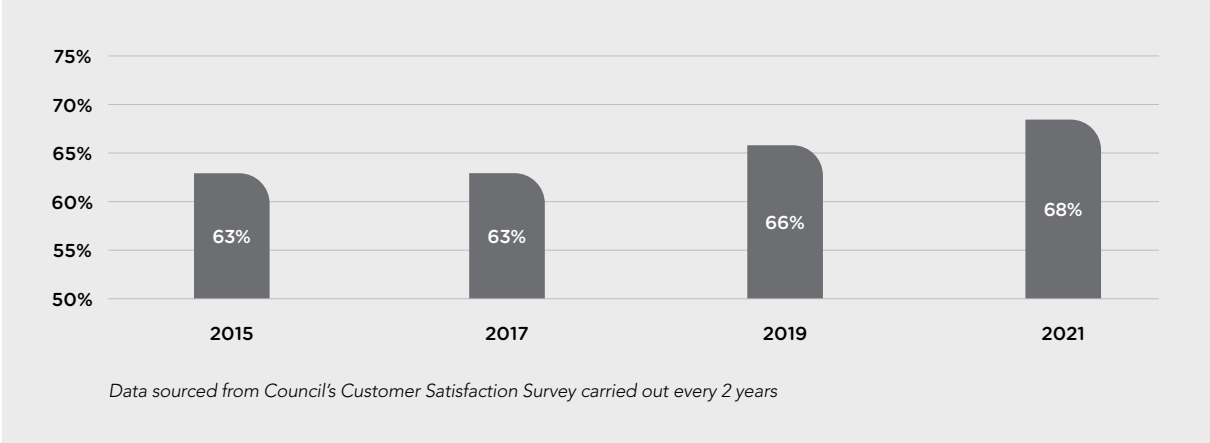
% of residents who feel that Council delivers value for the rate dollar:



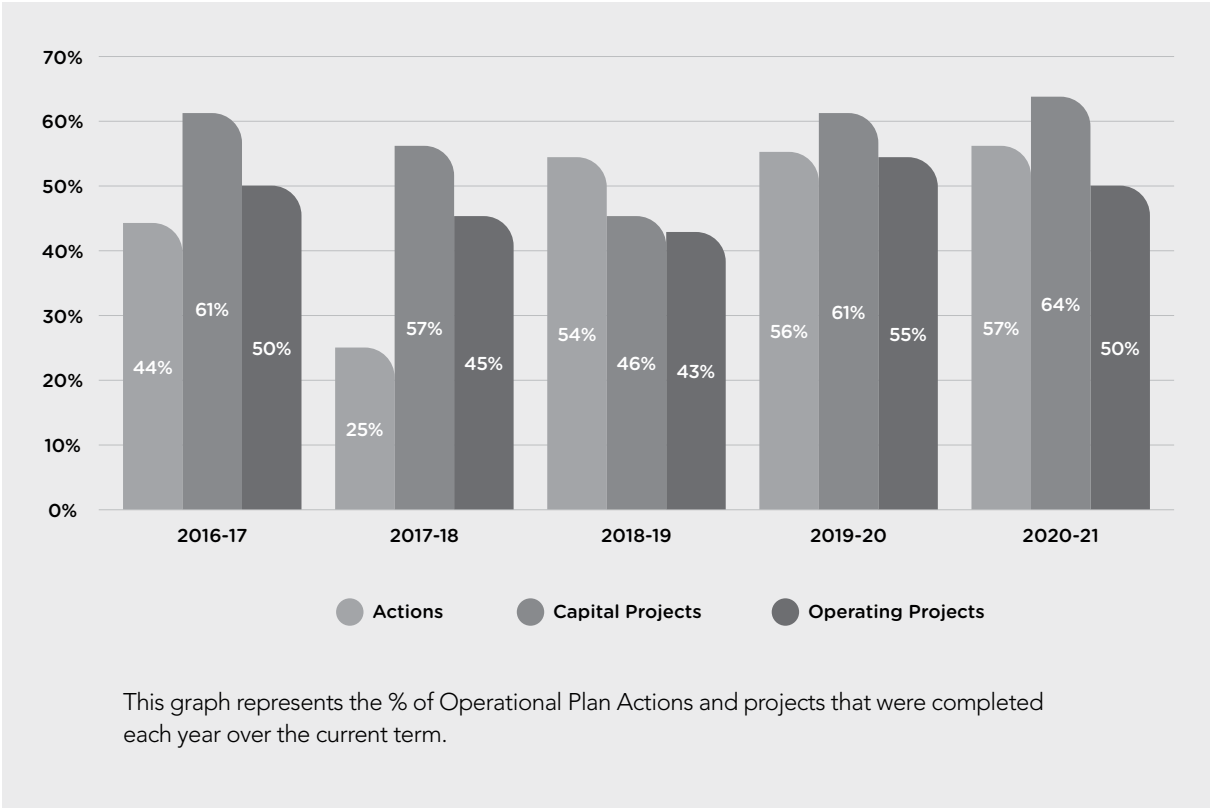
% of residents who are satisfied with the overall performance of Penrith City Council:



% of residents who feel Council acts responsibly:



% of planned Actions and Projects completed by year:



INTERPRETING ASSISTANCE

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

Penrith City Council

Civic Centre
601 High Street
Penrith NSW

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F: 02 4732 7958

E: council@penrith.city