



2022-26

Delivery

Program



Statement of Recognition

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

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

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

About this document

This document, Council's Delivery Program 2022-26, sets out our role in delivering the five Outcomes our community told us will improve Penrith as a place to live, work and visit over the next four years. It includes how we will measure our performance to ensure we're delivering the right services the best way we can.

We will report publicly on our progress against this program every six months to make sure we stay on track.

Please refer to our 2023-24 Operational Plan document for budget details and specific actions and projects that we will deliver in 2023-24.



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

A message from the General Manager



I'm excited and proud to be presenting Council's Delivery Program for the next four years. The program of work outlined in this document is of a scale and scope which has never been seen before in Penrith. It corresponds and complements the immense activity unfolding across our region, where significant investment by both the Federal and State governments is delivering once in a generation infrastructure. Soon Penrith will have an international airport on our border and a metro rail line connecting St Marys to the airport, and the world, from day one of operations in 2026.

It's a thrilling time to be in Penrith. I'm proud to be leading an innovative organisation that will deliver projects and programs that will transform our region in a balanced and considered way. Our vision is to blend sophisticated cosmopolitan living with our natural beauty and resources, to make Penrith the most livable city in the state.

Council is at the forefront of these changes. Our Delivery Program sets out what we will do in the next four years to achieve the outcomes of the Penrith Community Strategic Plan. This ensures Council is and stays on track to deliver quality services and infrastructure.

Based on extensive community feedback, as part of the Penrith Community Strategic Plan, Council's Delivery Program brings to life the vision and aspirations our community has for our City. We've heard that our community wants us to ensure that sensitive growth and progress occur to provide more jobs closer to home, access to housing options, and better transport links. That we reflect and preserve what makes us unique while building strong City Centres with a renewed focus on reimagining the vision for St Marys. And that actions by Council continue to build environmental sustainability and resilience into everything we do. Through better-built design with increased tree planting and improved energy and waste solutions, to make our City sustainable for generations to come.

Our community has told us they want a stronger local economy that connects education to employment so that we can lead the way in home-grown talent for the jobs of the future. With improved livability making it easier to get around by car, bike, public transport or walking where quality open space is accessible and getting outdoors to walk, play and connect is encouraged.

We already have many city-shaping projects underway to increase our livability and local economy. From Regatta Park along the Nepean River to Gipps Street Recreational Precinct at Claremont Meadows, green space, quality commercial spaces for businesses to thrive, and more car parking are just some of the projects that will be delivered in the next four years.

While Council can act on some of these things, we also need the support of other levels of government and sections of the community. Council will continue to advocate strongly for what our City needs, such as safe evacuation routes, like the Castlereagh Connection, and State arterial road improvements, including the Werrington Arterial Stage 2, the missing link in our local road network.

There will be many opportunities for you to have your say and help us shape the future of Penrith; I'd like to encourage you all to get involved and to be part of the conversation as our City transforms.

Warwick Winn
General Manager



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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.

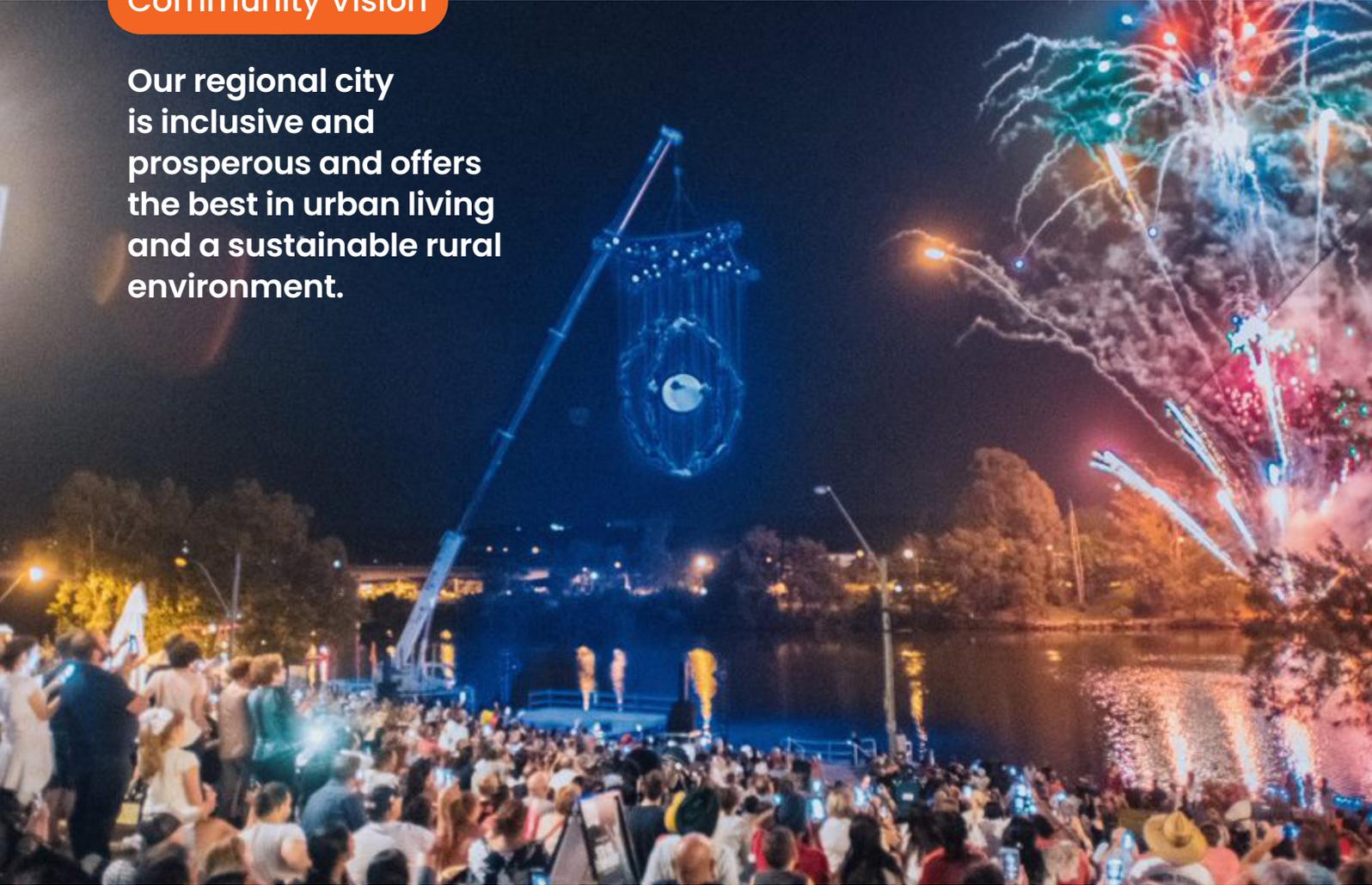


LISTEN AND RESPOND

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.

Community Vision

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



Our Penrith

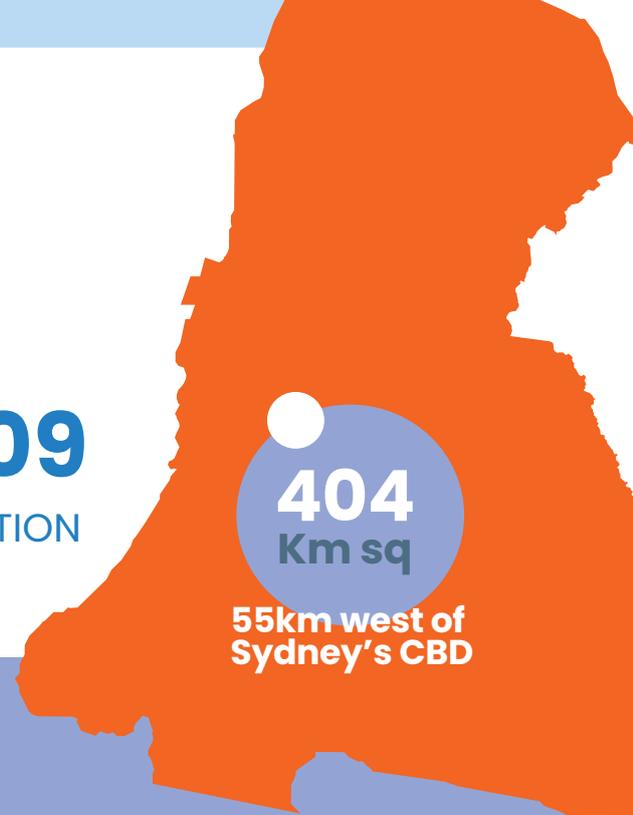
POPULATION

219,786

2022 ESTIMATE

276,609

2036 PROJECTION



404
Km sq

55km west of Sydney's CBD

For every 100 residents

10* Children (0-9)

11* Teenagers (10-19)

63* Adults (20-65) Median age 34

9* Seniors (65+)

5*
Aboriginal and Torres Strait Islander

23* Born Overseas

20* Speak a language at home other than English

13
Volunteers

2* Live with a profound or severe disability

5* Live with a mild or moderate disability

HOUSEHOLDS

82,800 **109,996**

2022 ESTIMATE 2036 PROJECTION

For every 100 households

37* Families with children

22* Families without children

23* One person households

3* Group and other households

77* Separate houses

14* Medium density

9* High density

0.15* Caravan, cabin or other

25 Fully owned

39 Mortgage

29 Renting

COUNCIL

 **15**
Councillors

3 
Electoral wards


1,186
Staff

 **8**
International partnerships

38 
Suburbs


1,211KM
of roads

2 
Electric Vehicles


164
Car parks

38 
Childcare educational services

132 
Sportsgrounds

 **8,393**
Streetlights upgraded to LED

274_{HA} 
of local bushland maintained

4_{HA} 
of Aquatic and Leisure Venues

42
Community centres

1 
Mobile playvan

3 
Libraries serving over 400,000 annual visitors


149
Inclusive playspaces

43 
Solar PV systems

9 
Off leash dog parks

861
Retail Food Business

743KM 
of footpath and shared pathways

36 
Fitness equipment locations


17,100
tonnes of CO2e saved since 2010

45,090_{M²}
Synthetic fields

6 
Skate facilities

Customer Experience

149,051 No Calls per month

8,752 Front Counter Interactions

54,900 Number CRM Request Raised

For every 100 residents

83*
Have motor vehicles

66* 
Have internet access

* Denotes ratio per 100 residents/household.s

Source: Australian Bureau of Statistics 2016 and 2021 as compiled by Profile.id, Remplan and internal records.

Delivery Program 2022-26

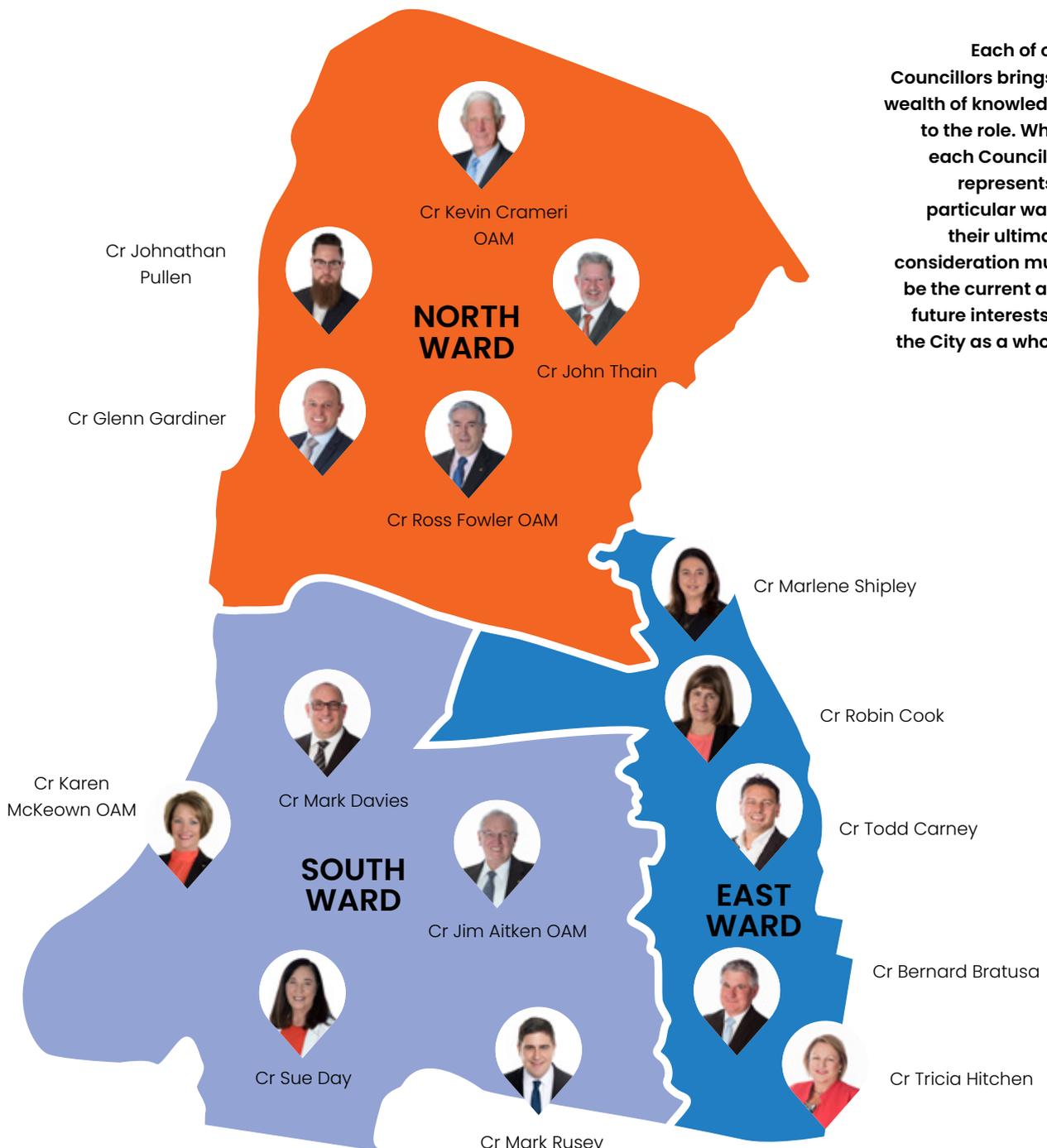


Our Councillors

The Penrith Local Government Area (LGA) is made up of three wards, with five Councillors representing each ward. Our current Councillors were elected in December 2021. Together, the 15 Councillors represent the interests of our community and the Penrith region.

They will serve until the next Local Government elections in September 2024. A new Mayor is elected every two years and a Deputy Mayor every year.

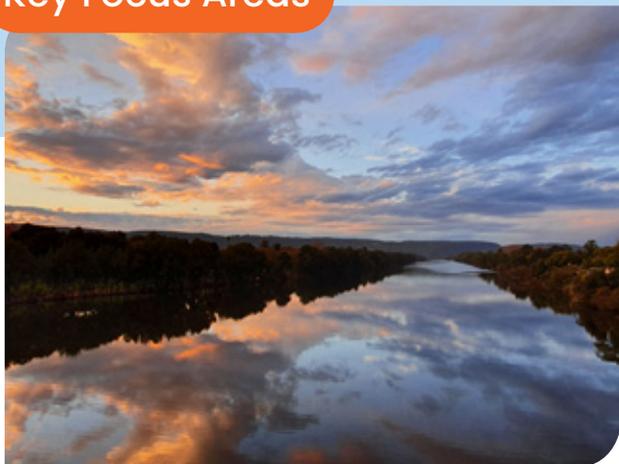
Each of our Councillors brings a wealth of knowledge to the role. While each Councillor represents a particular ward, their ultimate consideration must be the current and future interests of the City as a whole.



Our Councillor Priorities

As part of preparing the 2022–2026 Delivery Program our Councillors identified six key focus areas and priority projects for delivery by June 2026.

Key Focus Areas



SUSTAINABILITY AND RESILIENCE

Recent natural disasters and increasing temperatures are stark reminders of the need to adapt and strengthen our city's resilience to climate risks. Our community is vulnerable now and in the future to the effects of drought, flooding and bushfires. Every year Penrith swelters through its summers, and they are getting hotter. Our growing city means the demand for energy, water and the generation of waste is increasing. We need to manage our natural hazards, cool our urban spaces and become more resource efficient to create a more liveable city.

Over the next 4 years Council will engage in activities that will:

- ensure that urban design both built and natural is sustainable
- increase tree planting and landscaping and develop 'cool' infrastructure to reduce the heat island effect
- explore alternative energy and waste solutions and encourage water capture and storage methods in new developments
- improve climate resilience in response to flooding and bushfires through knowledge building, advocacy and floodplain and stormwater management.

A VISION FOR ST MARYS

With a significant amount of Government investment in infrastructure, such as the Aerotropolis and Sydney Metro Western Sydney Airport, comes the opportunity to rethink the role and function of our centres.

The delivery of a new metro station by 2026 is a catalyst for sustainable growth, prosperity and investment in St Marys. Council is preparing for these changes by developing a strategic planning pathway to guide the development of the Town Centre in the medium to long term.

The principle aim is to stimulate business and visitor activity to enliven St Marys as a vibrant heart of the district, providing diverse experiences and services in a friendly atmosphere.

Council's objectives include making St Marys:

- a cultural destination that celebrates its local character
- a community meeting place for all ages
- a major transport hub
- an attractive place to live for a variety of lifestyles
- an active night-time entertainment precinct
- a local hub for learning and creative activities
- an access point to natural surroundings.



GROWING THE ECONOMY

Penrith already has a diverse range of jobs available, however as our population grows we need to ensure that the number of jobs in our city grows too.

Our key centres in Penrith and St Marys and our health and education precinct, The Quarter, currently provide most of our jobs but with significant infrastructure, such as the Aerotropolis soon to transform and reshape our city and expected to provide over 200,000 jobs, new opportunities and industries will emerge across the LGA. An international airport on our doorstep will grow our tourism economy which brings many benefits and supports an active night-time economy, adventure capital status as well as hospitality, arts and cultural industries.

Council is well positioned to grow and support a thriving local economy. Our priorities are to:

- support the planning of the Western Sydney Aerotropolis and work with the Western Sydney Planning Partnership to deliver precinct planning of the initial and remaining precincts.
- enhance and grow Penrith's Economic Triangle framed by Penrith, St Marys and the planned airport.
- reinforce 'The Quarter' as a specialised health, education, research and technology precinct.
- promote Penrith as a place to live, visit through city marketing and economic development initiatives.
- confirm Penrith as an international destination and grow our tourism, arts and cultural industries.

IMPROVE LIVEABILITY

Being able to get around our city easily, quickly and safely whether by car, bike, public transport or walking are key measures for a liveable city. To create a more sustainable, well-connected city means providing access to alternative methods of transport, reducing our dependency of cars to alleviate traffic and reduce congestion and pollution. We need to explore opportunities to provide an efficient local network supported by frequent public transport options that link our communities and locations and encourage healthy alternatives such as walking and cycling.

We will need to work in close partnership with state and federal governments to make sure infrastructure and public transport options meet our community's needs. Activities and actions include:

- exploring transport options across the LGA and connect between suburbs, the stations and the river
- improving public transport corridors
- creating natural walking spaces
- extending LED lighting in public spaces for safety and to encourage walking
- reviewing toilet facilities and seating on walking tracks
- tackling urban sprawl.

Key Focus Areas



ADVOCACY

The state and federal governments are investing in large infrastructure projects in the region that will have significant effect on the community's lifestyle. The state government also determines uses for crown lands and reserves. It is important for Council to be pro-active in advocating on behalf of our residents to these tiers of government in order to have more control over our planning for future generations. Over the term Council will work with governments to:

- develop a masterplan for Penrith Lakes
- develop joint regional priorities to inform the next iteration of the Western Sydney City Deal
- support and influence strategic planning in the Western Parkland City
- support the implementation of the metro
- ensure assets and infrastructure are in place before finishing developments
- review and refine the advocacy strategy.

MARKETING, COMMUNICATIONS AND ENGAGEMENT

Understanding what services Council delivers and keeping people informed on Council activities that may affect them is important to our community. So too is the quality of customer service our residents experience when dealing with Council. The community is at the centre of all Council planning and must be actively engaged in local decision making and problem solving. Actions include:

- review and revise the Community Engagement Strategy
- develop marketing strategies to promote the area and Council's activities
- provide customer friendly digital systems and services
- maximise advertising, traditional and digital communications channels to promote the great work of Council and encourage community interaction
- use technology to keep residents engaged.

Priority Projects



REGATTA PARK

Council and the community's vision for a high-quality recreational destination at the Nepean River is being realised with a \$24 million upgrade to Regatta Park underway, further strengthening Penrith's position as Western Sydney's most liveable city.

Jointly funded with the Australian and NSW Governments through the City Deal's Western Parkland City Liveability Program, the upgrades will include 400 additional trees, two new playspaces including a water play, an accessible path leading down to the river foreshore, over-water viewing platforms, a junior cricket oval, amphitheatre, kiosk, functional car park and plenty of green open space.

Bringing greater access to the Nepean River and more opportunities to enjoy this special natural asset is central to Penrith's lifestyle and identity.

Completion date: end of 2022



CITY PARK

The \$12 million project will provide a 7,000sqm park on the corner of Henry and Station Streets Penrith, a short walk from Penrith Train Station. The new green space will provide a welcoming, cool refuge that will invite workers, residents and visitors to explore the City Centre and enjoy great cafes, shops and businesses. City Park will include themed gardens, water features, natural shade, public artwork and a large central lawn – a place to meet, retreat, eat be active and connect.

Completion date: early 2023



Priority Projects



GIPPS STREET RECREATIONAL PRECINCT

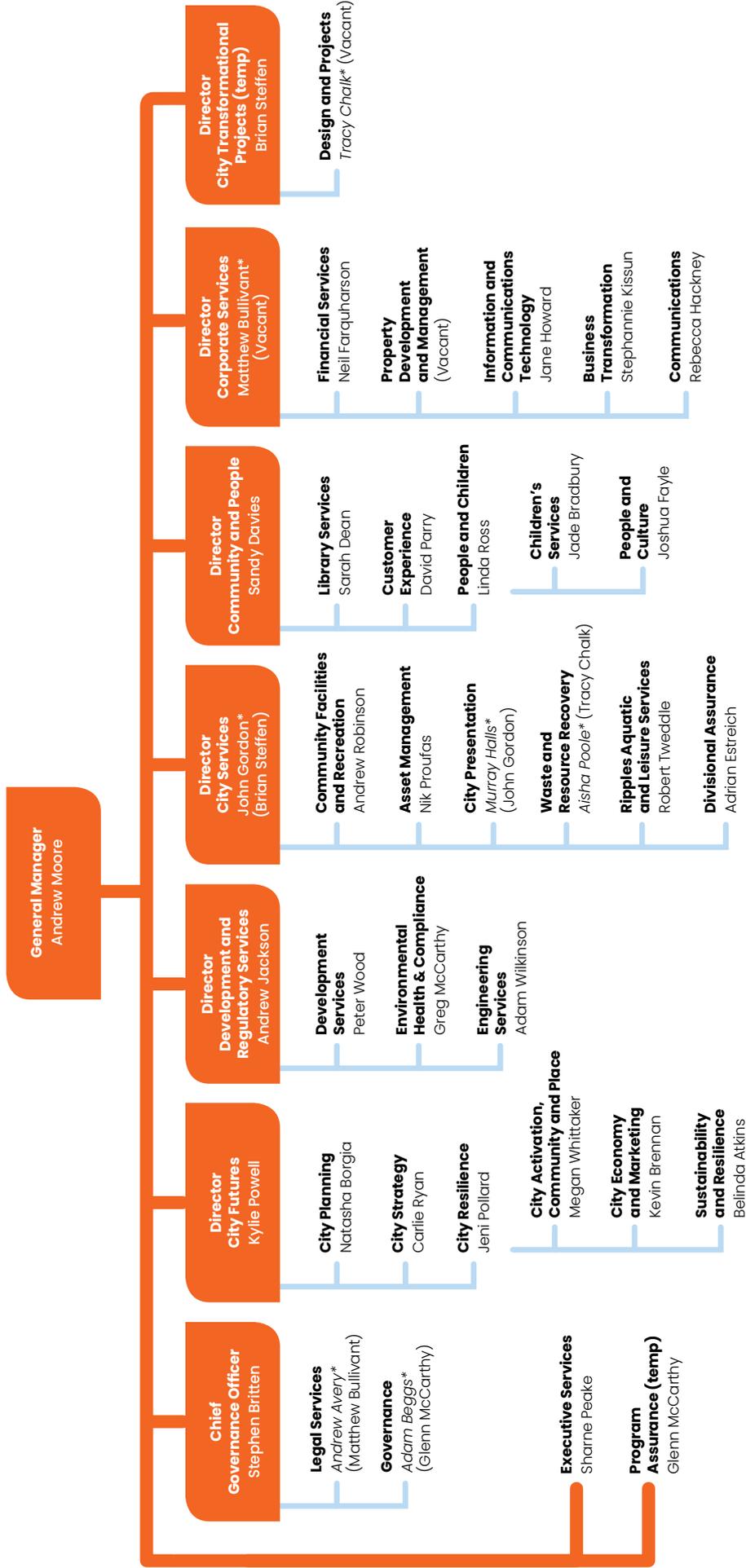
A remarkable transformation of a former waste facility, Gipps Street Recreational Precinct will be like nothing else in Penrith. Everyone will find something there to keep them entertained, including multiple sports fields, full amenities, children's water play, a dedicated Youth Precinct and off-leash dog park. There will be outdoor gym equipment, shaded picnic areas and nature walks too.

When complete, Gipps Street Recreation Precinct will have the ability to cater for a wide range of sports and recreation users, as well as individuals and families looking to enjoy the outdoors.

Completion date: end of 2023



Organisational Structure 2023



* = Acting in role
(Substantive position holder)

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

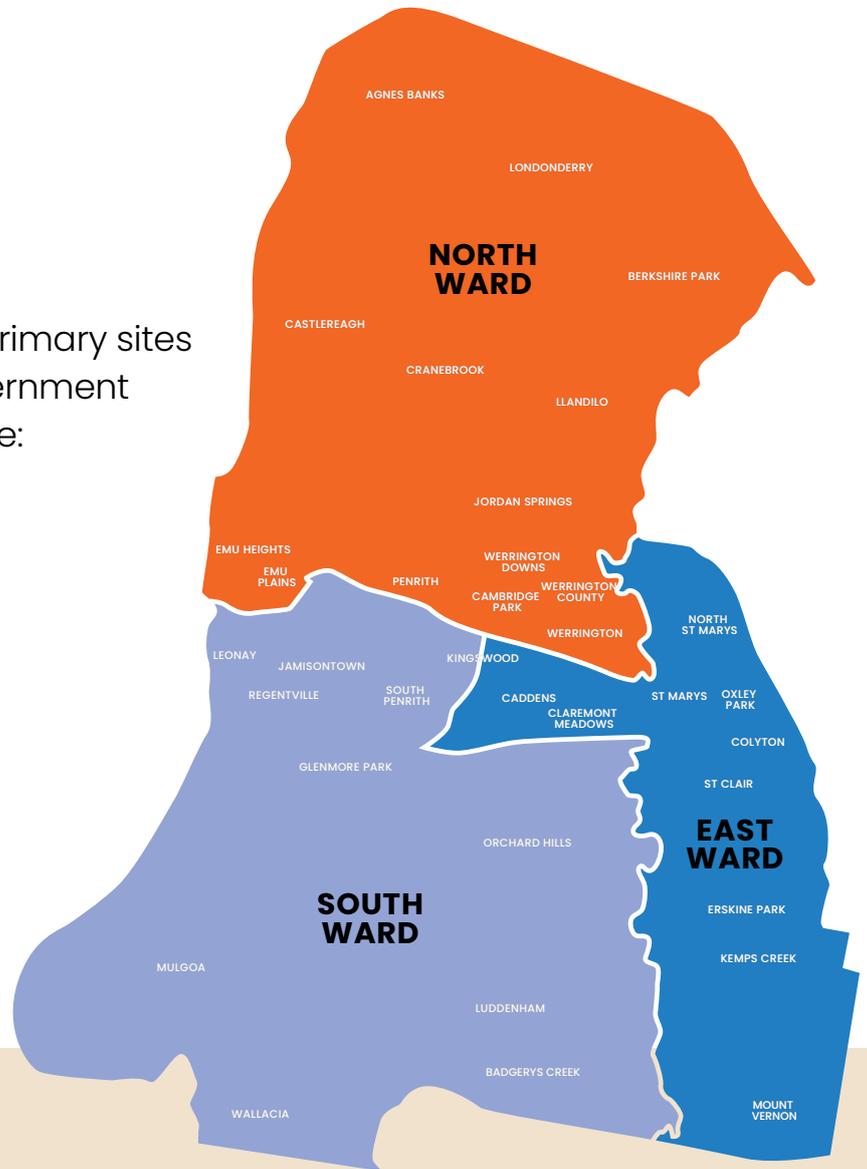
34-58 Copeland St, Kingswood

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 Services

- Provision of, management of, maintenance of, and construction of:
 - civil assets
 - recreational areas, public and open spaces
 - Council buildings and facilities
 - Council controlled cemeteries
 - aquatic leisure centres and facilities
- Provision of, and management of waste and resource collection services
- Advocates to other levels of government
- Planning for the future of the city
- Communication and engagement with customers and the community
- Provision of sustainability initiatives, programs and education
- Management and development of property
- Supporting local emergency management services and contributing to public safety
- Promotion and marketing of the city
- Provision of community activities and events
- Provision of a development assessment, certification and approval service
- Provision of compliance and regulatory functions, including animals and illegal dumping
- Protection and enhancement of the environment
- Provision of children services
- Provision of library service
- Provision of floodplain planning
- Provision of traffic management, parking and road safety planning for the city
- Provision of corporate functions to ensure the organisation runs efficiently and effectively and abides by all legislative requirements



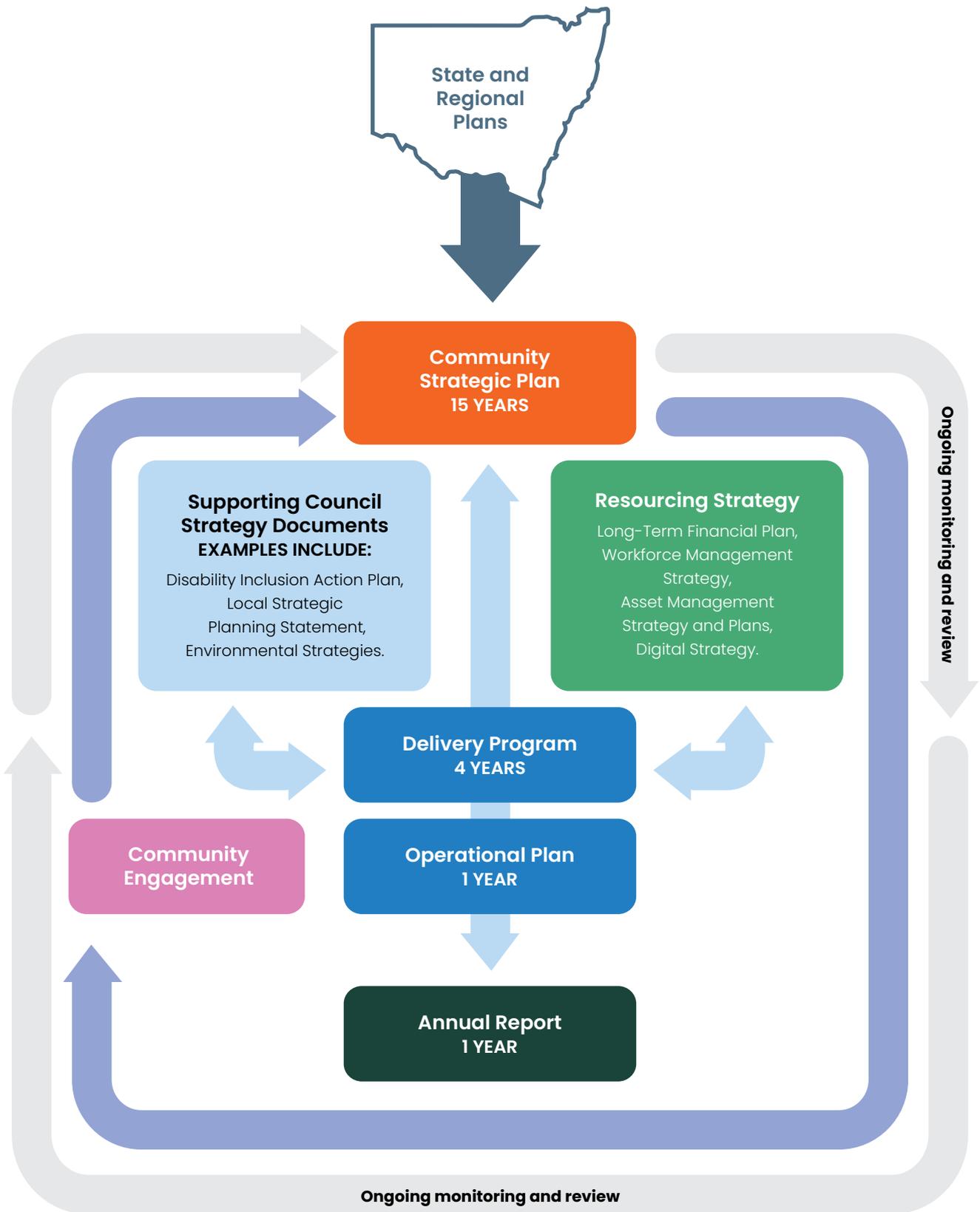
Strategic Planning Framework

All local councils across the state are required to plan and report in line with the NSW Office of Local Government's Integrated Planning and Reporting Framework (IP&R).

The framework recognises that council plans and policies are directed by the community's desired outcomes and should not exist in isolation, that they are inter-connected and allow Council to draw its various plans together, understand how they interact and get the maximum leverage from their efforts by planning holistically and sustainably for the future.

The key elements of the framework are structured as follows:

- Penrith 2036+ Community Strategic Plan (CSP). This plan identifies the shared vision, aspirations and values of our community and its desired outcomes to inform long-term planning and the strategies to achieve them.
- The Delivery Program 2022 – 2026. This is Council's four-year commitment to achieving the outcomes and strategies of the CSP. It sets out the Principal Activities that Council will deliver and how our performance will be measured during its term of office. All plans, projects, activities, and funding allocations during the term are linked to this four-year program.
- Annual Operational Plans and Budgets. These specify the details of the Delivery Program – the individual projects and actions that will be undertaken and reported on during each financial year to achieve the Principal Activities.
- Resourcing Strategy. To support the Delivery Program effectively Council is required to develop a 10-year Resourcing Strategy. The strategy ensures Council has the necessary people, budget, technology and infrastructure in place to deliver against its commitments. Four medium to long-term components make up the strategy:
 - Workforce Management Strategy
 - Long term financial plan
 - Assets management plans
 - Digital Strategy.



Reporting in the Delivery Program

Penrith 2036+ Community Strategic Plan

- 15 year plan
- Review in 2025
- Community Outcomes
- Strategies
- Community Directions

All stakeholders responsible

Delivery Program 2022-2026

- Four-year plan
- Renewal in 2026
- Annual review
- Four-year Principal Activities aligned to CSP
- Key Performance Indicators for Council

Council program

Operational Plan and Budget

- One-year plan
- Renewed every year
- Actions to contribute to the implementation of the four-year Delivery Program Principal Activities

Council plan

State of our City Report

- Performance report on or Achievements of Principal Activities from the four-year Delivery Program
- Progress of Key Performance Indicators from the Delivery Program
- Change in community indicators from the Community Strategic Plan
- Presented to new incoming Council

Annual Report

- Performance report on or Achievements of Principal Activities from the four-year Delivery Program
- Progress of Key Performance Indicators from the four-year Delivery Program
- Performance report on our Achievements of actions from the annual Operational Plan

6 Monthly Report

- Update of progress on Principal Activities from the four-year Delivery Program
- Progress of the Key Performance Indicators from the four-year Delivery Program
- Update of progress on Actions from the annual Operational Plan

Prioritisation and Evaluation Process

HOW DELIVERY PROGRAM ACTIVITIES ARE PRIORITISED



1a Profile

- What is the Activity
 - Local Strategic Planning Statement
 - Sustainable Development Goals (SDG)
 - Penrith Resilience Action Plan (PRAP)
 - Disability Inclusion Action Plan (DIAP)
 - Strategy Register
 - Community Councillor Executive
- What existing evidence is there that the request addresses a strategic need?
 - What internal external resource does it require
 - Can Someone else do it?

1b Investment Required

- What Investment is required
- How long does it take to implement?

- Who will be impacted
- How will they be impacted
 - For How Long
 - Will all the impact be because of us.
 - How do we know the impact will happen.
- Community Participation
- Community Engagement
- Councillor Strategy Workshops
- Executive Leadership

- Does the Activity Align with Community Outcomes.
- Community Outcomes:

1. **We protect and enhance an ecologically sustainable environment**
2. **We are welcoming, healthy, happy, creative and connected**
3. **We plan and shape our growing City**
4. **We manage and improve our built environment**
5. **We have open and collaborative leadership**

- If the request is not funded will there be negative consequences for:
 - Other Council Activities
 - Public Confidence
 - Our Natural Environment
 - Meeting our Statutory Obligations

- Leadership Team decides whether to:
 - Fund and include in Delivery Program
 - Not Fund
 - Not Fund, but place on priority list.
- And informs council of priority decision.



Principal Activities

How to read this section

The next section of this document provides the details of all the Principal Activities Council will undertake in the four years from 1 July 2022 to 30 June 2026 – our Delivery Program. These Principal Activities link to the Community Strategic Plan 2036+ through the Strategies and Outcomes.

Where the Community wants to be in 2036

Community Outcome

OUTCOME 1

We protect and enhance an ecologically sustainable environment



Where do we want to be?

In 2036 our city has grown thoughtfully, maintaining the open space and rural charm that we value, for the enjoyment of our community and the protection of our native plant and animal populations. We have taken steps to adapt to our changing climate while continuing to embrace technological advancements to ensure our energy use and waste generation is smart and clean.

Other guiding Council strategies and plans

The following Council strategies and plans provide additional guidance and activities in assisting Council to deliver on this Community Outcome:

- Waste Avoidance and Resource Recovery Strategy
- Cooling the City Strategy
- Green Grid Strategy
- Biodiversity Asset Management Framework
- Resilient Penrith Action Plan (RPAP)
- Local Strategic Planning Statement (LSPS)

The following tables list the Principal Activities that Council is planning to deliver over the next four years.



Council's Principal Activities

How we will measure performance

PRINCIPAL ACTIVITY	PERFORMANCE MEASURE	RESPONSIBILITY
Strategy 1.1 Green the landscape, provide more shade and protect biodiversity		
1.1.1 Deliver programs that help improve our City's natural environment, including significant native roadside vegetation	<ul style="list-style-type: none"> • Number of programs developed • Number of programs implemented 	Environmental Health
1.1.2 Improve our natural areas, parks and public spaces	<ul style="list-style-type: none"> • Number of on-ground outcomes • Number completed within set timeframes 	City Presentation -Nursery Operations and Bushcare
Strategy 1.2 Strengthen sustainability and climate resilience		
1.2.1 Identify, support, develop and deliver initiatives to respond to a changing climate (including cooling the city and resilience initiatives)	<ul style="list-style-type: none"> • Number of initiatives developed. • Number of programs implemented • Our total emissions produced (Tonnes CO2e) 	Sustainability
1.2.2 Help our residents and businesses understand how they can increase resource recovery, reduce waste and reduce carbon footprint	<ul style="list-style-type: none"> • Number of programs developed • Number of programs implemented • Program participation rates • Number of downloads of the Waste Champion app 	Waste and Resource Recovery
1.2.3 Manage the risk to and impact on life and property from the existing and potential future use of the floodplain	<ul style="list-style-type: none"> • Number of flood studies completed • Number of flood risk management plans completed • Percentage of properties on the floodplain covered by an adopted catchment-based Flood Risk Management Plan 	Floodplain and Stormwater Management
1.2.4 Provide advice on floodplain and stormwater management	<ul style="list-style-type: none"> • Provide accurate and timely advice within agreed service levels 	Floodplain and Stormwater Management
Strategy 1.3 Minimise the impacts of waste and pollution		
1.3.1 Collaboratively manage illegal dumping across Western Sydney (RID Squad)	<ul style="list-style-type: none"> • All matters are investigated in the RIDonline Case Management Database • Adherence to EPA Service Level Agreements 	Regional Illegal Dumping (RID)
1.3.2 Manage resource recovery and waste collection services	<ul style="list-style-type: none"> • CRM cases are responded to within agreed service levels • Number of CRM cases lodged (by population) 	Waste and Resource Recovery
1.3.3 Guide landholders towards sustainable on-site management of sewage and wastewater to protect and enhance the quality of public health and the environment within the City	<ul style="list-style-type: none"> • Number of approval renewals issued prior to expiry • New installation applications are assessed, and determinations issued within 15 working days 	Environmental Health

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

Other related Council strategies and plans

Council's Business Unit responsible for delivery

OUTCOME 1

We protect and enhance an ecologically sustainable environment



Where do we want to be?

In 2036 our city has grown thoughtfully, maintaining the open space and rural charm that we value, for the enjoyment of our community and the protection of our native plant and animal populations. We have taken steps to adapt to our changing climate while continuing to embrace technological advancements to ensure our energy use and waste generation is smart and clean.

Other guiding Council strategies and plans

The following Council strategies and plans provide additional guidance and activities in assisting Council to deliver on this Community Outcome:

- Waste Avoidance and Resource Recovery Strategy
- Cooling the City Strategy
- Green Grid Strategy
- Biodiversity Asset Management Framework
- Resilient Penrith Action Plan (RPAP)
- Local Strategic Planning Statement (LSPS)

The following tables list the Principal Activities that Council is planning to deliver over the next four years.



PRINCIPAL ACTIVITY	PERFORMANCE MEASURE	RESPONSIBILITY
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Strategy 1.1 Green the landscape, provide more shade and protect biodiversity

1.1.1 Deliver programs that help improve our City's natural environment, including significant native roadside vegetation	<ul style="list-style-type: none"> Number of programs developed Number of programs implemented 	Environmental Health
1.1.2 Improve our natural areas, parks and public spaces	<ul style="list-style-type: none"> Number of on-ground outcomes Number completed within set timeframes 	City Presentation -Nursery Operations and Bushcare

Strategy 1.2 Strengthen sustainability and climate resilience

1.2.1 Identify, support, develop and deliver initiatives to respond to a changing climate (including cooling the city and resilience initiatives) ●●	<ul style="list-style-type: none"> Number of initiatives developed. Number of initiatives implemented Our total emissions produced (Tonnes CO2e) 	Sustainability
1.2.2 Help our residents and businesses understand how they can increase resource recovery, reduce waste and reduce carbon footprint ●	<ul style="list-style-type: none"> Number of programs developed Number of programs implemented Program participation rates Number of downloads of the Waste Champion app 	Waste and Resource Recovery
1.2.3 Manage the risk to and impact on life and property from the existing and potential future use of the floodplain ●	<ul style="list-style-type: none"> Number of flood studies completed Number of flood risk management plans completed Percentage of properties on the floodplain covered by an adopted catchment-based Flood Risk Management Plan 	Floodplain and Stormwater Management
1.2.4 Provide advice on floodplain and stormwater management ●	<ul style="list-style-type: none"> Provide accurate and timely advice within agreed service levels 	Floodplain and Stormwater Management

Strategy 1.3 Minimise the impacts of waste and pollution

1.3.1 Collaboratively manage illegal dumping across Western Sydney (RID Squad)	<ul style="list-style-type: none"> All matters are investigated in the RIDonline Case Management Database Adherence to EPA Service Level Agreements 	Regional Illegal Dumping (RID)
1.3.2 Manage resource recovery and waste collection services	<ul style="list-style-type: none"> CRM cases are responded to within agreed service levels Number of CRM cases lodged (by population) 	Waste and Resource Recovery
1.3.3 Guide landholders towards sustainable on-site management of sewage and wastewater to protect and enhance the quality of public health and the environment within the City	<ul style="list-style-type: none"> Number of approval renewals issued prior to expiry New installation applications are assessed, and determinations issued within 15 working days 	Environmental Health

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

OUTCOME 2

We are welcoming, healthy, happy, creative and connected



Where do we want to be?

In 2036 our community is resilient, where everyone is valued, feels safe and supported to participate in community life. We have access locally to the services and spaces we need for recreation and for mental, physical and spiritual wellbeing.

Other guiding Council strategies and plans

The following Council strategies and plans provide additional guidance and activities in assisting Council to deliver on this Community Outcome:

- Resilient Penrith Action Plan (RPAP)
- Disability Inclusion Action Plan (DIAP)
- Cultural Action Plan
- Health Action Plan
- Library Services Strategy
- Community Safety Plan

The following tables list the Principal Activities that Council is planning to deliver over the next four years.

PRINCIPAL ACTIVITY	PERFORMANCE MEASURE	RESPONSIBILITY
Strategy 2.1 Build and support community resilience to adapt to changing circumstances		
2.1.1 Work with local communities to identify priority issues in their area and build local resilience ●●	<ul style="list-style-type: none"> • Our community satisfaction levels • Number of Village Café programs planned • Number of Village Café programs delivered • Program participation rates 	City Activation, Community and Place - Community Resilience
2.1.2 Develop effective strategies that respond to the impacts of growth, redevelopment and change in our community	<ul style="list-style-type: none"> • Number of programs developed • Number of programs implemented 	City Activation, Community and Place - Social Strategy
2.1.3 Engage with our community on resource efficiency and to improve resilience ●●	<ul style="list-style-type: none"> • Number of programs delivered • Program participation rates. • Number of digital interactions 	Resilience

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

PRINCIPAL ACTIVITY	PERFORMANCE MEASURE	RESPONSIBILITY
Strategy 2.2 Enhance community wellbeing, safety and neighbourhood amenity		
2.2.1 Work in partnership to support the revitalisation of the Penrith, St Marys and Kingswood centres ●	<ul style="list-style-type: none"> Number of partnership agreements in place Activities in line with set timelines (Completion %) 	City Activation, Community and Place – Place and Activation
2.2.2 Work with government and community organisations to address local issues and improve the capacity and social wellbeing of the community ●●●	<ul style="list-style-type: none"> Annual Community Sector Training and Development program developed Number of sessions delivered according to expected deliverables Participation rates Our community satisfaction levels. 	City Activation, Community and Place – Community Resilience
2.2.3 Work with partners to develop and integrate strategies that strengthen our community ●	<ul style="list-style-type: none"> Number strategies developed Number of unique partners involved in developed strategies. Our community satisfaction levels 	City Activation, Community and Place – Community Resilience
2.2.4 Work with community and partners to foster a safe and welcoming City	<ul style="list-style-type: none"> Our community satisfaction levels 	City Activation, Community and Place – Community Resilience
2.2.5 Help promote responsible pet ownership	<ul style="list-style-type: none"> Number of Companion Animal Act educational initiatives delivered Customer Interactions Investigations/inspections responded to within the agreed service levels as per Compliance and Enforcement Policy 	Animal Services
2.2.6 Provide advice and help protect and improve the health of our community	<ul style="list-style-type: none"> Scores on Doors ratings (Target >90%). 	Environmental Health
2.2.7 Ensure buildings constructed are safe and healthy	<ul style="list-style-type: none"> Number of complaints Number of complaints responded to within agreed service levels Number of audits completed 	Fire Safety Certification
2.2.8 Deliver Health, Fitness and Aquatic services to support social, health and wellbeing in the community ●	<ul style="list-style-type: none"> Member satisfaction levels Number of visitations Number of memberships 	Aquatic and Leisure Services

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

PRINCIPAL ACTIVITY	PERFORMANCE MEASURE	RESPONSIBILITY
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Strategy 2.3 Plan for, deliver and improve community services

2.3.1 Deliver library services that support a vibrant, connected community ●●●	<ul style="list-style-type: none"> Number of programs delivered Program participation rates Number of Library Interactions 	Library Services
2.3.2 Deliver high quality children's services ●	<ul style="list-style-type: none"> Occupancy rates of our Child Care Centres % of Children's centre that are equal to or exceed the National Quality Standards (NQS) 	Children's Services
2.3.3 Provision of cemeteries to assist in meeting community needs	<ul style="list-style-type: none"> Our community satisfaction levels 	Cemeteries

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

2.4.1 Conduct and support events that include all members of our community ●	<ul style="list-style-type: none"> Number of events conducted Events participation rates 	City Activation, Community and Place – Place and Activation
2.4.2 Support and implement initiatives which contribute to culture and creativity across our City ●	<ul style="list-style-type: none"> Number of initiatives delivered Initiative participation rates Our community satisfaction levels 	City Activation, Community and Place – Social Strategy

Strategy 2.5 Respect, engage and celebrate our diverse Aboriginal and Torres Strait Islander community, their rich heritage and continuing culture

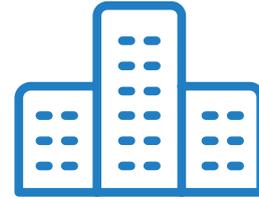
2.5.1 Develop strategic partnerships with Aboriginal communities and Community Service Providers to harness collective resources and respond to community needs ●	<ul style="list-style-type: none"> Number of partnerships developed Number of partnerships implemented 	City Activation, Community and Place – Social Strategy
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Linked to Local Strategic Planning Statement (LSPS) ●
 Linked to Resilient Penrith Action Plan (RPAP) ●
 Linked to Disability Inclusion Action Plan (DIAP) ●



OUTCOME 3

We plan and shape our growing City



Where do we want to be?

In 2036 Penrith is a popular and attractive place to live, work and visit with a thriving local economy. Good planning, investment, advocacy and partnerships, has improved liveability and opened up opportunities for our community to reside and work where we want to. Well designed and sustainable development complement its surroundings while maintaining and enhancing our unique local character and heritage.

Other guiding Council strategies and plans

The following Council strategies and plans provide additional guidance and activities in assisting Council to deliver on this Community Outcome:

- Local Strategic Planning Statement (LSPS)
- Local Environment Plans (LEP)
- Economic Development Strategy
- Local Housing Strategy
- Dunheved Business Park Revitalisation Strategy
- Employment Lands Strategy
- Night Time Economy Strategy
- Corridors and Centres Strategy
- Smart City Strategy
- Accessible Trails Hierarchy Strategy (PATHS))
- City Centre Parking Strategy
- Community Participation Plan
- Rural Lands Strategy

The following tables list the Principal Activities that Council is planning to deliver over the next four years.



PRINCIPAL ACTIVITY	PERFORMANCE MEASURE	RESPONSIBILITY
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Strategy 3.1 Grow and support a thriving local economy

3.1.1 Enhance and grow Penrith's Economic Triangle ●●	<ul style="list-style-type: none"> Successful delivery of actions from the Strategy Implementation Plan Employment rates (Economic Triangle) Number of investment leads generated 	City Economy and Marketing
3.1.2 Facilitate and pursue investment leads based on industry sector research ●	<ul style="list-style-type: none"> Number of marketing campaigns delivered Number of digital interactions Employment rates 	City Economy and Marketing
3.1.3 Promote Penrith as a place to live, visit and work in through city marketing and economic development initiatives ●	<ul style="list-style-type: none"> Number of visitors Employment rates 	City Economy and Marketing
3.1.4 Facilitate opportunities to increase visitation to Penrith ●●	<ul style="list-style-type: none"> Number of programs delivered Program participation rates 	City Economy and Marketing – Tourism and International Partnerships
3.1.5 Create opportunities to enable cultural and economic international relationships for our existing and future community	<ul style="list-style-type: none"> Number of partnerships and programs delivered 	City Economy and Marketing – Tourism and International Partnerships

Strategy 3.2 Undertake strategic planning that will ensure balanced growth and liveability

3.2.1 Ensure our strategic framework and vision are contemporary and informs our land use planning and advocacy ●●●	<ul style="list-style-type: none"> Strategies progressing within set timelines 	City Strategy
3.2.2 Facilitate appropriate land use outcomes for our city that are consistent with our Local Strategic Planning Statement ●	<ul style="list-style-type: none"> Planning proposals progressing within set timelines 	City Planning
3.2.3 Influence state planning policies and legislation to ensure it responds to our land use vision and the needs of our community ●	<ul style="list-style-type: none"> Number of submissions to the Department of Planning and Environment 	City Planning
3.2.4 Ensure services, facilities and infrastructure meet the needs of a growing population through the contributions framework ●	<ul style="list-style-type: none"> VPAs progressing within set timelines Contribution Plans progressing within set timelines 	City Planning
3.2.5 Provide advice and maintain a contemporary planning framework of land use and statutory plans ●	<ul style="list-style-type: none"> Number of plans reviewed Number of plans finalised Planning Certificates are issued within agreed service levels (2-3 days) 	City Planning

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

PRINCIPAL ACTIVITY	PERFORMANCE MEASURE	RESPONSIBILITY
3.2.6 Facilitate and plan for housing diversity and liveability ●	<ul style="list-style-type: none"> Number of plans considered for residential development 	City Planning
3.2.7 Guide sustainable quality development outcomes for the community through expert advice, transparent, efficient assessment, policy input and continuous improvement	<ul style="list-style-type: none"> Number of Development Applications received by type Development Application processing time (Target 46 days) 	Development Applications
3.2.8 Help minimise impacts on the environment from unauthorised activities	<ul style="list-style-type: none"> Complaints responded to within service levels under Compliance and Enforcement Policy Compliance matters closed per month 	Development Compliance
3.2.9 Ensure privately owned swimming pools are safe and healthy	<ul style="list-style-type: none"> Complaints responded to within service levels under Compliance and Enforcement Policy Number of inspections carried out 	Development Compliance

Strategy 3.3 Work with partners to develop plans that support the needs and interests of our community

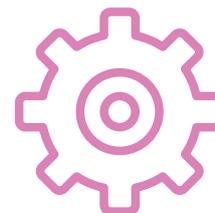
3.3.1 Support and influence tri-government strategic planning in the Western Parkland City by responding to the City Deal commitments ●	<ul style="list-style-type: none"> Activities in line with set timelines (Completion %) 	City Strategy
3.3.2 Work with government to develop strategic plans for priority precincts within the Greater Penrith to Eastern Creek Growth Area ●●●	<ul style="list-style-type: none"> Development of Stages 1 of Places of Penrith – progress % 	City Strategy
3.3.3 Support the work of the Federal and State Government in delivering Sydney Metro Western Sydney Airport in time for the opening of the Western Sydney Airport ●	<ul style="list-style-type: none"> Activities in line with set timelines Project actions attributed to Council delivered 	City Strategy
3.3.4 Certify future public assets being delivered as part of development	<ul style="list-style-type: none"> Activities within agreed service levels Number of certifications 	Development Engineering

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



OUTCOME 4

We manage and improve our built environment



Where do we want to be?

In 2036 we can move through our city with ease, knowing that our places and infrastructure are well planned, safe, maintained, and inclusive. We enjoy the abundant facilities available in each locality, designed and upgraded in consultation with our community.

Other guiding Council strategies and plans

The following Council strategies and plans provide additional guidance and activities in assisting Council to deliver on this Community Outcome:

- Strategic Asset Management Strategy
- Asset Management Plans
- Sport and Recreation Strategy

The following tables list the Principal Activities that Council is planning to deliver over the next four years.

PRINCIPAL ACTIVITY	PERFORMANCE MEASURE	RESPONSIBILITY
Strategy 4.1 Plan and manage sustainable transport infrastructure and networks to meet current and future community needs		
4.1.1 Work with relevant authorities to ensure adequate arterial road infrastructure and public transport services	<ul style="list-style-type: none"> • Number of submissions made to Transport for NSW on state-based projects • Number of requests made to Transport for NSW for improved services and infrastructure 	Traffic Management, Parking and Road Safety
4.1.2 Improve the amenity of Council owned public transport assets	<ul style="list-style-type: none"> • Number of assets renewed (Target 4) 	City Presentation – Civil Operations
4.1.3 Help ensure efficient and fair use of parking spaces across the City ●	<ul style="list-style-type: none"> • % of overstay parking offences processed • Number of cars overstayed vs compliant • Length of time cars overstayed parking time limit 	Ranger Services
4.1.4 Provide technical advice on parking issues and plan for the delivery of parking infrastructure	<ul style="list-style-type: none"> • Provide accurate and timely advice within agreed service levels 	Traffic Management, Parking and Road Safety

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

PRINCIPAL ACTIVITY	PERFORMANCE MEASURE	RESPONSIBILITY
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Strategy 4.2 Plan for and maintain accessible, safe and high quality infrastructure

4.2.1 Provide technical advice and work collaboratively with stakeholders to development and implement road safety programs	<ul style="list-style-type: none"> Number of road safety programs developed and implemented. Program participation rates. Activities in line with set timelines (Completion %) 	Traffic Management, Parking and Road Safety
4.2.2 Improve the amenity of the City's roads, pathways and drainage network ●	<ul style="list-style-type: none"> Roads and pathways statistics (kms of new roads, Pathways and Drainage). Response time to pothole complaints 	City Presentation – Civil Operations
4.2.3 Design and deliver Council's major capital projects	<ul style="list-style-type: none"> Number of capital projects Number of capital projects delivered Activities in line with set timelines (Completion %). 	Design and Projects

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

4.3.1 Manage and facilitate the use of community, sport, recreation and open space facilities	<ul style="list-style-type: none"> Number of bookings. Number of participants 	Community Facilities and Recreation Operations
4.3.2 Plan for community facility, sport, recreation, play, open space infrastructure provision and support project delivery ●●●	<ul style="list-style-type: none"> Number of projects developed Number of projects delivered Number of actions developed Number of actions delivered 	Community Facilities and Recreation Planning
4.3.3 Improve the amenity of the City's sportsgrounds, parks and open spaces	<ul style="list-style-type: none"> Parks asset renewal program progressing within set timelines Maintenance delivered within agreed service levels 	City Presentation – Parks, Sportsgrounds and Open Space Maintenance

Strategy 4.4 Ensure our public places are clean, safe, shaded, secure and accessible

4.4.1 Improve the amenity of the City's Public spaces ●	<ul style="list-style-type: none"> Number of complaints by type Response times within agreed service levels 	City Presentation – Public Space and Building Maintenance
4.4.2 Help make our public spaces and community facilities safe and pleasant places to be	<ul style="list-style-type: none"> Complaints responded to within service levels under Compliance and Enforcement Policy 	Ranger Services

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

OUTCOME 5

We have open and collaborative leadership



Where do we want to be?

In 2036 Council and community have a strong relationship built on trust and respect. Our city is governed responsibly and sustainably balancing current and future needs. Every voice is being heard and every decision is being driven by our empowered community.

Other guiding Council strategies and plans

The following Council strategies and plans provide additional guidance and activities in assisting Council to deliver on this Community Outcome:

- Community Strategic Plan (CSP)
- Long Term Financial Plan (LTFP)
- Community Engagement Strategy (CES)
- Resourcing Strategy
- Workforce Strategy
- Digital Strategy (includes the Smart City Strategy)
- Customer Experience Strategy

The following tables list the Principal Activities that Council is planning to deliver over the next four years.

PRINCIPAL ACTIVITY	PERFORMANCE MEASURE	RESPONSIBILITY
Strategy 5.1 Communicate effectively with the community about the programs and services provided by Council		
5.1.1 Ensure our community is actively informed about Council's news and activities	<ul style="list-style-type: none"> • Number of digital interactions • Number of non-digital interactions 	Communications
5.1.2 Provide a quality customer experience through the contact centre and front counter in line with the customer promise	<ul style="list-style-type: none"> • Number of calls received • Service level of answering calls within 2 minutes (Target 80%) 	Customer Experience
Strategy 5.2 Encourage community participation in collective decisions and initiatives		
5.2.1 Manage Council's community engagement framework ●	<ul style="list-style-type: none"> • Activities in line with set timelines (Completion %). 	Corporate Strategy

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

PRINCIPAL ACTIVITY	PERFORMANCE MEASURE	RESPONSIBILITY
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Strategy 5.3 Deliver an efficient, transparent and accountable service to the community

5.3.1 Provide property services and manage community and commercial requests for the use of Council owned or controlled land	<ul style="list-style-type: none"> Number of requests received by type Number of requests completed within in agreed service levels 	Property Development and Management
5.3.2 Ensure Council's information technology is contemporary and meets the needs of the organisation and the community ●	<ul style="list-style-type: none"> Number of ICT enabled projects with a measure of benefits realised Number of service desk requests Number of service desk requests closed within agreed service levels 	Information Technology
5.3.3 Support financial sustainability through financial planning and budget management and provide accurate reporting to the community	<ul style="list-style-type: none"> Measure and report on Financial Performance vs Budget Reporting completed in line with legislation Review Long Term Financial plan (LTFP) annually 	Financial Services
5.3.4 Ensure our Integrated Planning and Reporting responsibilities are met	<ul style="list-style-type: none"> Activities in line with set timelines (Completion %) 	Corporate Planning and Performance
5.3.5 Support and drive the organisation in identifying business improvement opportunities and service reviews ●	<ul style="list-style-type: none"> Number of service reviews completed Number of business improvement initiatives delivered 	Business Improvement

Strategy 5.4 Plan for and manage City resources for current and future generations

5.4.1 Reduce Council's reliance on rateable income, by delivering property projects to achieve financial returns or significant value to Council and the community	<ul style="list-style-type: none"> Number of Property Projects. Return on investment (ROI) of projects 	Property Development and Management
5.4.2 Realise the potential of land and property assets by focusing on operational and commercial sustainability of Council's Property Portfolio	<ul style="list-style-type: none"> % of property at or above potential Return on investment (ROI) 	Property Development and Management
5.4.3 Manage Council's assets to minimise risk, reflect lifecycle costs and meet community needs ●	<ul style="list-style-type: none"> % of asset management plans that are current 	Strategic Asset Management Planning
5.4.4 Enhance the engagement and performance of our employees so that our organisation can thrive and deliver high quality outcomes for the community ●	<ul style="list-style-type: none"> Staff turnover Absenteeism WHS Statistics Employee Engagement Survey (This will likely only occur once during the Delivery Program) 	People and Culture

Linked to Local Strategic Planning Statement (LSPS) ●

Linked to Resilient Penrith Action Plan (RPAP) ●

Linked to Disability Inclusion Action Plan (DIAP) ●

Corporate Enablers

The following functions of Council also provide enabling services to the organisation to ensure that all legislative requirements are met and the organisation is running efficiently. For budgeting purposes these costs are included in Outcome 5.

FUNCTION	ACTIVITY
Business Systems	Maintain and support Council's corporate business information management systems
Council and Corporate Governance	<p>Promote ethical behaviour through awareness and advice, and manage investigations of alleged corruption, maladministration or breaches of the Code of Conduct</p> <p>Participate in reviews and forums and make submissions that affect the community in respect to local government governance</p> <p>Manage Council's meeting calendar, meeting process and business papers to ensure open and fair decision making </p>
Data and Visualisation	Manage our mapping, data and geographical information systems to meet the organisation and community needs
Divisional Assurance (City Services)	Undertake activities associated with the management of asbestos, other environmental management activities and risk and compliance reviews across the City Service Division
Executive Services	Provide support to the Mayor, Councillors and the Leadership Team
Fleet and Plant Management	Optimise the use of Council's fleet, plant and equipment to minimise risk and reflect lifecycle cost
Information Management	Ensure information management systems (people, processes and technology) comply with statutory requirements
Insurance and Risk	Administer and promote a consistent approach to risk through the Risk Management Strategy
Internal Audit	Undertake the audit program as agreed with the Audit Risk and Improvement Committee (ARIC) to ensure Council's operations are ethical and efficient
Legal Services	<p>Provide legal advice and litigation services to Council</p> <p>Manage access to information requests</p>
Project Management Office (PMO)	Support and drive the organisation in the effective management, governance and reporting of projects and initiatives

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

Four Year Financial Summary By Outcome

OUTCOME	2022-23			2023-24			2024-25			2025-26		
	OPERATING '000	CAPITAL '000	INCOME '000									
Outcome 1 We protect & enhance an ecologically sustainable environment	49,745	423	(44,173)	51,294	386	(45,680)	52,006	386	(45,882)	52,352	386	(46,042)
Outcome 2 We are welcoming, healthy, happy, creative and connected	70,479	4,770	(50,729)	76,235	2,548	(50,005)	73,554	1,321	(45,770)	74,660	1,341	(46,702)
Outcome 3 We plan and shape our growing City	19,228	905	(7,408)	21,539	782	(7,478)	20,277	2,204	(6,746)	20,712	13,358	(18,350)
Outcome 4 We manage and improve our built environment	61,810	123,741	(124,801)	59,659	112,818	(109,350)	62,153	102,297	(99,583)	64,523	131,805	(129,420)
Outcome 5 We have open and collaborative leadership	46,288	58,098	(208,378)	2,611	15,526	(130,885)	42,120	9,416	(166,732)	47,014	8,882	(174,875)
TOTAL	247,550	187,937	(435,488)	211,337	132,061	(343,398)	250,111	115,624	(364,712)	259,261	155,772	(415,389)

Glossary

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

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

AREAS: Asset Renewal and Established Areas Strategy (AREAS).

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

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

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

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

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

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

Community Strategic Plan: Identifies the long-term aspirations our community want to see delivered in the City over the next 20 years. As the 'big picture' plan for the City, the Community Strategic Plan identifies some outcomes that are beyond Council's responsibilities. The Community Strategic Plan recognises that others in our community (individuals, businesses, governments and agencies) also contribute to future outcomes.

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

Community Engagement Strategy: The Community Engagement Strategy outlines how Council plans to and maintains regular engagement and discussions with its community and partners.

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

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

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

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

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

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

Integrated Planning and Reporting Legislation and Framework

(IP&R): The IPR framework for Local Government was introduced in 2009 as an amendment to the Local Government Act 1993. These reforms replace the former Management Plan and Social Plan with an integrated framework. The IPR framework consists of a hierarchy of documents including a long-term Community Strategic Plan, a Community Engagement Strategy, a Resource Strategy, a Delivery Program, and an Operational Plan for each elected Council term. The IPR framework was developed to assist Councils to improve their long term community, financial and asset planning.

LEP: Local Environmental Plans (LEPs) guide planning decisions for local government areas through zoning and development controls. They provide a local framework for the way land can be developed and used.

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

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

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

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

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

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

Performance Measures or

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

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

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

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

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

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

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

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

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

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



INTERPRETING ASSISTANCE

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

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