

Positively

PENRITH

2021-22

# Annual Report

DRAFT

## 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

Penrith City Council's 2021-22 Annual Report provides a comprehensive account of our achievements and performance over the past 12 months. This report is prepared in line with our responsibilities under section 428 of the Local Government Act 1993, Local Government (General) Regulation 2005, Integrated Planning and Reporting Guidelines and other legislation to provide a range of information to our community, stakeholders and other levels of government. While reporting is a statutory requirement, we strive to report clearly and transparently above and beyond the requirements, as we want to provide our community with a full picture of all our activities, achievements, challenges, and spending.

Council's Delivery Program 2017-22 and 2021-22 Operational Plan have been the driving documents in focusing Council's activities over the 12-month reporting period from 1 July 2021 to 30 June 2022. This report provides a summary of each of our seven Outcomes, identifying the achievements and the challenges we faced, as well as required statutory information to give an overall picture of our year.

This report should be read in conjunction with Council's 2021-22 Financial Statements also available on Council's website.

This is the last Annual Report under Council's Delivery Program 2017-22, with the new 2022-26 Delivery Program coming into effect from 1 July 2022.

## Acknowledgments

Penrith City Council would like to acknowledge all staff and photographers who have contributed to the completion of the 2021-22 Annual Report.

If you would like to provide feedback or obtain a copy of this report please contact Council's Corporate Strategy and Performance team:



[corporate.planning@penrith.city](mailto:corporate.planning@penrith.city)



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## Our Mission

### We will...

Deliver the services, facilities and infrastructure that our community needs

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Maintain our long term financial sustainability

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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.**



## A message from the Mayor



It has been a remarkable year in Penrith and Council has once again shown its agility and leadership to achieve outstanding results for our communities, both now and for the future.

As a Council, we continue to preserve what makes us unique, like our amazing natural assets and features, while enhancing the opportunities for new and emerging investment and growth.

The balance of these is crucial to maintain and build on the liveability of our City for residents now and into the future. Throughout the year, Council was able to support and respond to the community's issues, while also planning and building against the strategic framework and vision for our City of tomorrow.

In the face of major flooding events and the ongoing COVID-19 pandemic, we continued to support our communities and kept focused on recovery by connecting with residents and fostering support across agencies and boundaries.

As lockdowns eased, we encouraged social connections to reduce the impact of COVID-19 through the reopening of our Village Café program, with 16 sessions held in three neighbourhoods; North St Marys, Kingswood and Llandilo.

We also sought to re-open our Penrith and St Marys city centres to support local business by delivering a number of events and activations including 'Skirts Summer Stalls' at Wainwright Park and three 'Summer Nights' events in Triangle Park during December.

Council also hosted 'Open Streets Penrith' and 'St Marys Lights Up' events in May, that proved highly popular with over 24,000 people attending across seven activations, with great outcomes for local businesses and the community.

To bring our community together and strengthen the accessibility and economic vitality of Kingswood's High Street and surrounding area, we kicked off the 'Streets as Shared Spaces in Kingswood' program. This included delivering a temporary parklet on Bringelly Road, installing a container kitchen next to Kingswood Neighbourhood Centre, and hosting a 'Meet me at the Park' event at Wainwright Park where over 250 people attended.

Work progressed on Council's city-shaping projects, including site preparation for an iconic City Park in Penrith's city centre, alongside the development of premium A-grade commercial office spaces at 131 Henry Street and Soper Place, along with progress on the upgrade of Regatta Park and the Police Cottage refurbishment at the Nepean River.

Extensive tree planting across the city this year enhanced and upgraded our natural areas and green spaces to progress our green grid strategy to tackle urban heat. When connected, the network will create a green spine of parks, natural canopies, and community spaces to link the city centre through to the Nepean River.

We continued to work closely with our community and the NSW and Australian Governments, giving us greater capacity to deliver on our vision to be a better connected, active, accessible, liveable, and sustainable City for the future. This includes the upgrade of recreational and green spaces across our network of parks and reserves. We upgraded six playspaces, started upgrades on five more, and began construction on ten new sport amenities buildings across the City.

Our work to improve safety included the installation of 35 grant-funded CCTV cameras in St Marys, Werrington and Kingswood, thanks to the support of the Australian Government that also contributed to our upgraded lighting along part of the Great River Walk. We also supported the Domestic Violence Forum at The Joan in June.

Council's focus on creating a more accessible, inclusive City continued with the adoption of our 2022-26 Disability Inclusion Action Plan. The Plan will drive the delivery of increased flexibility, access, infrastructure, and service improvements over the next four years. In addition, we will also create a public awareness campaign, autism-friendly playspace guides, a City Employment Challenge to boost meaningful employment for people living with disability, and develop a Pedestrian Access and Mobility Plan. These measures will not only help those with disability to participate fully in community life but will increase access and inclusion for everyone.

I am pleased that Council was recognised for making outstanding, innovative and forward-thinking contributions in the areas of planning, the environment, reporting, risk management, human resources, events, and the community, having received several awards and accolades from the government and industry sectors over the last 12 months.

It is a privilege to represent the Penrith community, and I thank Council's staff and my Councillor colleagues for their dedication and hard work over the past year.



**Tricia Hitchen**  
**Mayor of Penrith**

## A message from the General Manager



This report is my last as General Manager, and gives an overview of Penrith City Council's achievements, a breakdown of our finances and how we've responded to challenges over the past 12 months. It also reflects the leadership, innovation and resilience our organisation has shown during another extraordinary year.

While supporting our communities through the continuing impact of the global pandemic and flooding emergencies, Council has continued to offer its full range of services and remains financially sound. Our strong financial position and emphasis on financial sustainability means we have once again achieved a budget surplus, positioning us to manage our current and emerging priorities.

The ongoing health crisis and flood emergencies required great adaptability and resilience from both the community and Council. We responded with measures to keep the community informed, supported and connected during these events.

During the COVID-19 lockdown, Council established a contactless Hamper Hub in North St Marys to distribute emergency food supplies. We initiated a 'Good Neighbour' support service to deliver food and essential items,

and to help connect our vulnerable community members to support services. Council again waived sportsground hire fees to reduce the burden on community sporting groups, and we again supported local businesses by waiving outdoor dining fees and driving 'buy local' campaigns.

When Penrith was hit by three significant flooding events, Council staff worked under the instruction of the NSW State Emergency Service (SES) to keep our community safe and informed. We also worked with Resilience NSW and set up a temporary flood recovery hub to assist the community through the clean-up and recovery process.

We continued to advocate for improved infrastructure, such as the Castlereagh Connection and Werrington Arterial Stage 2, and to consult with our community and the NSW Government on our floodplain risk management strategies to help manage future flood risk and events.

We forged ahead with our City-shaping projects including progress on our future employment hub at Emu Plains, where Council purchased 16.29-hectare of industrial land for potential redevelopment. The revitalisation of our City Centre with Soper Place and 131 Henry Street projects are well underway, and the construction of a café at The Joan is almost complete.



Our projects to activate the Nepean River Precinct continued, with work progressing on the upgrade of Regatta Park and the start of work to transform the historic Emu Plains Police Cottage into a waterside restaurant and café.

Council's \$125 million Sports and Recreation Strategy continues to be rolled out across the City with many parks and reserves upgraded, along with the opening of the City's first multi-use synthetic facility at Jamison Park. Other netball, tennis and sporting code sites have benefited from this Strategy during the reporting period.

As leaders in environmental and sustainable practices, we successfully trialled the use of recycled glass in our road asphalt mix to resurface road. This resulted in a more durable road surface, and a similar trial using recycled coffee cups will begin in the next six months.

Through our unique FOGO (Food Organics Garden Organics) recycling program, we collected over 42,700 tonnes of our community's compost waste (green lid bin) which is used to enrich the soil in our local parks, gardens and sports fields. We planted over 11,000 native plants in our reserves and continued to roll out our energy efficient lighting program in parks, sports fields, streets, carparks and at Council facilities.

As part of our Cooling the City Strategy, Council adopted a Green Grid Strategy to help create a greener and cooler future, and endorsed our Urban Heat Control Package to enable Penrith to effectively respond to our changing climate through better design, construction, use of cooler materials, and tree planting on private land.

Investment in our City continued to flourish, and development applications did not slow down with 1,061 applications determined over the last 12 months. During this time, we reconstructed or resurfaced 141,239sqm of road across the City, constructed 3,275sqm of pathways and built two new roundabouts.

We continue to deliver high-quality early childhood education and care for 4,000 children. Our Library Service maintained its reputation as a leader in the field delivering innovative online and on-site programs throughout the year. Over the past year, members borrowed over 327,500 items, from books and toys to eAudio books and eMagazines.

Over the coming years, St Marys will transform into a vibrant, welcoming, sustainable and authentic strategic centre, and Council has been focused on ensuring we are prepared with the development of a dedicated draft Structure Plan that guides the growth of the region over the next 20 years. This included nominating \$21 million to deliver a central park in St Marys for our Council-allocated WestInvest funding.

It has been another brilliant year for Penrith City Council. The organisation is on track to realise the vision for Penrith as a vibrant place to live, work, visit and enjoy.

On a personal note, I am incredibly proud of the progress made over the past four years during my tenure as General Manager, to modernise the organisation and progress significant projects across the City. It has been a privilege to lead the team at Council and to deliver for the Penrith community.



**Warwick Winn**  
General Manager





# Our Year In Review

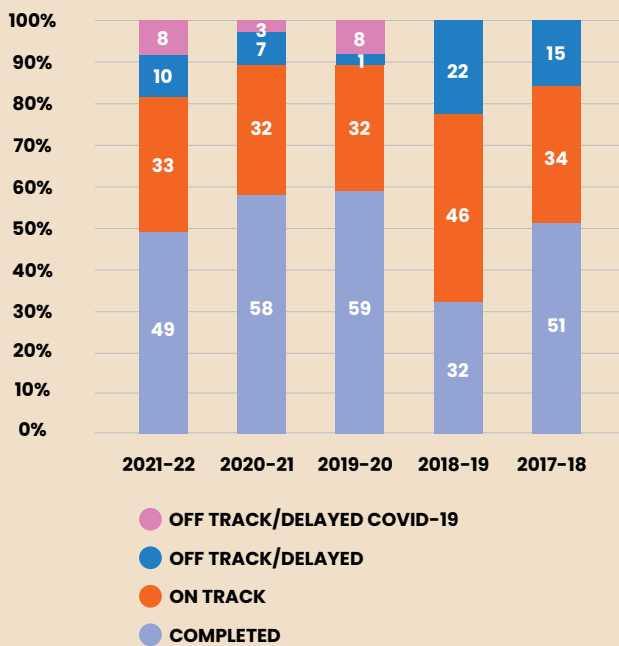


# Our Performance Summary

## Our Projects

At the end of the 2021-22 financial year, 49% of Council's reportable projects (Capital and Operational) were completed, 33% were on schedule for completion, 8% were experiencing some delay due to COVID-19, and a further 10% were experiencing other delays. Although we do our best to anticipate what needs to be done each year, unexpected challenges and opportunities inevitably arise. In some cases, this affects our ability to undertake the work we had planned, however, in others, we can respond without affecting our agreed program of works.

### 5 Year Comparison

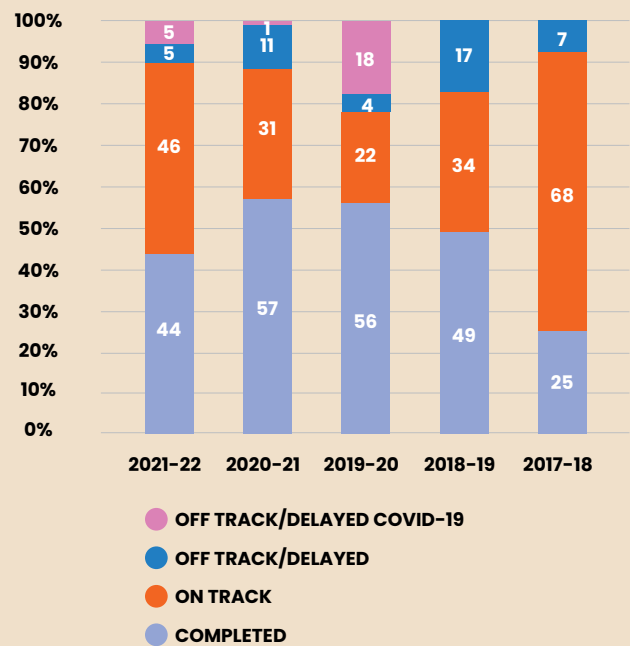


For financial details of capital projects undertaken during 2021-22 please refer to appendix 5 of this report.

## Our Operational Plan Actions

At the end of June 2022, 44% of reportable 2021-22 Operational Plan actions were reported as completed, 46% identified as on schedule for completion, 5% were experiencing some delay due to COVID-19, and a further 5% were experiencing other delays. For more details on our 2021-22 Operational Plan actions please refer to the 'How Did We Perform' section of this report.

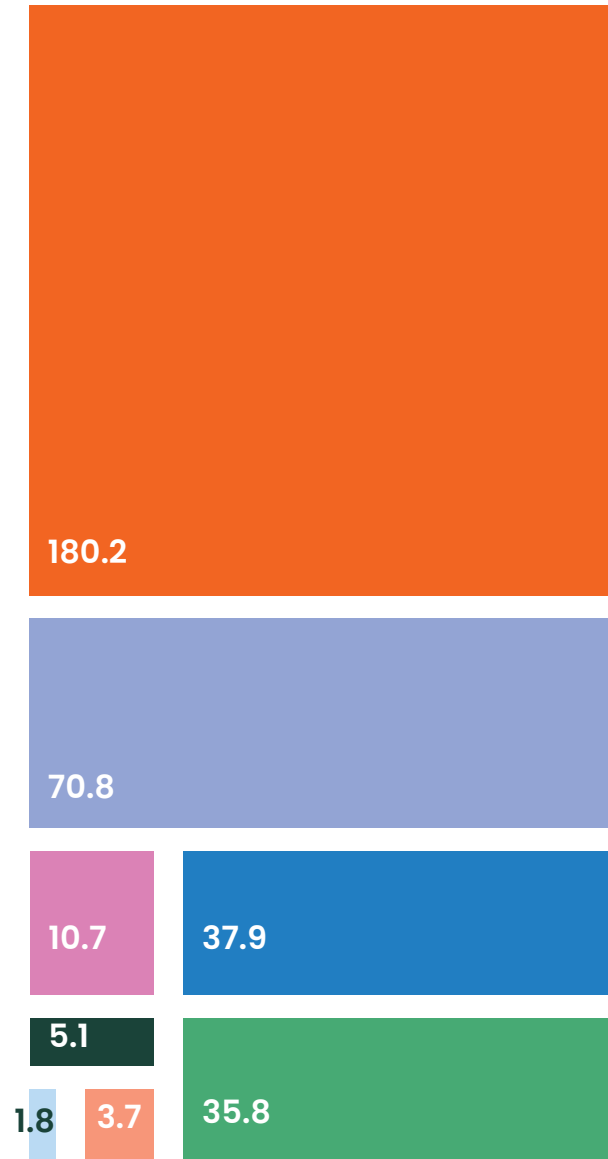
### 5 Year Comparison



For a detailed summary of the five years of Operational Plan actions included in the 2017-22 Delivery Program please refer to Appendix 9 of this report.

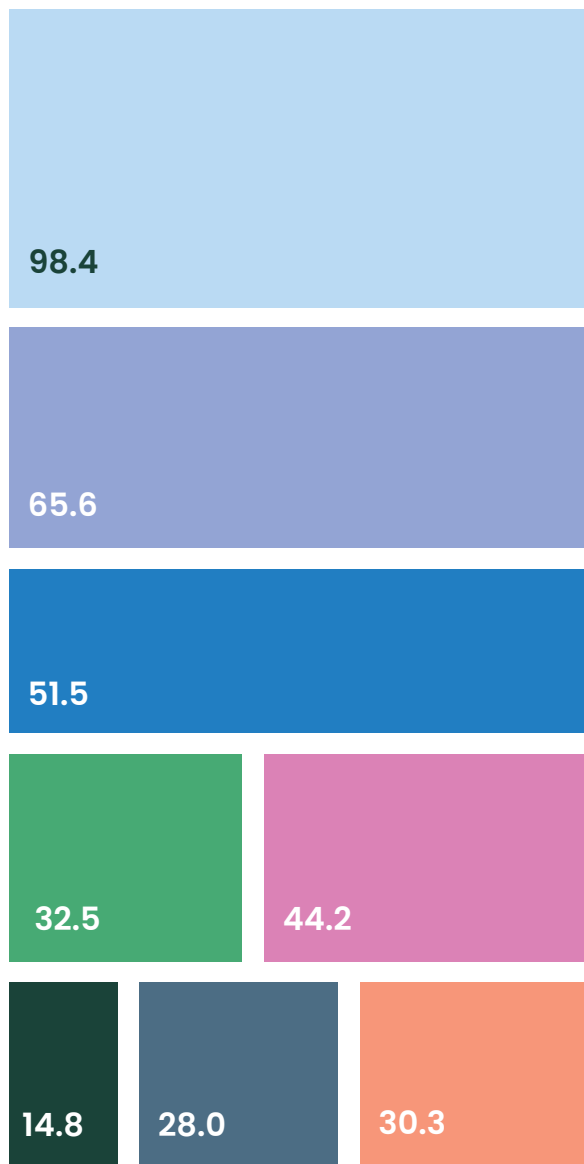
# Our Financial Summary

## Where our money came from (\$m)



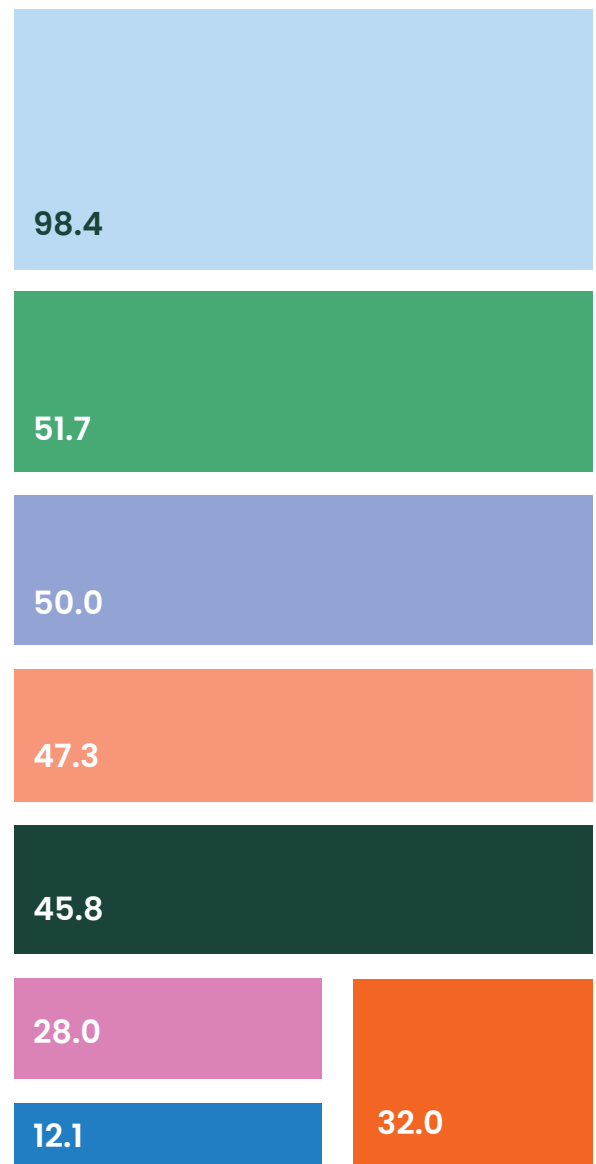
- RATES & ANNUAL CHARGES
- GRANTS & CONTRIBUTIONS - CAPITAL
- USER CHARGES & FEES
- GRANT CONTRIBUTIONS - OPERATING
- NET GAINS FROM THE DISPOSAL OF ASSETS
- OTHER INCOME
- OTHER REVENUES
- INTEREST & INVESTMENT INCOME

### Where our money went to by expenditure category (\$m)



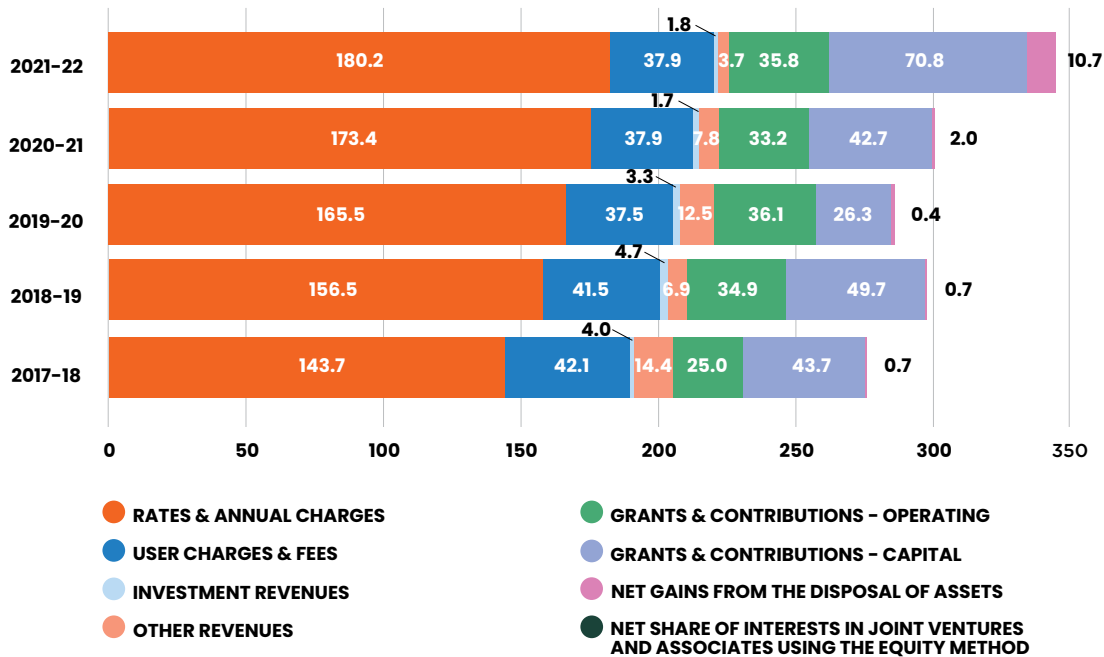
- CAPITAL EXPENDITURE IN ASSETS
- ROADS, FOOTPATHS & BUILDINGS
- WASTE, ENVIRONMENT & COMMUNITY PROTECTION
- CORPORATE SERVICES
- PUBLIC SPACES AND COMMUNITY SAFETY
- CHILDRENS SERVICES
- PARKS & RECREATION
- COMMUNITY SERVICES

### Where our money went by outcome (\$m)

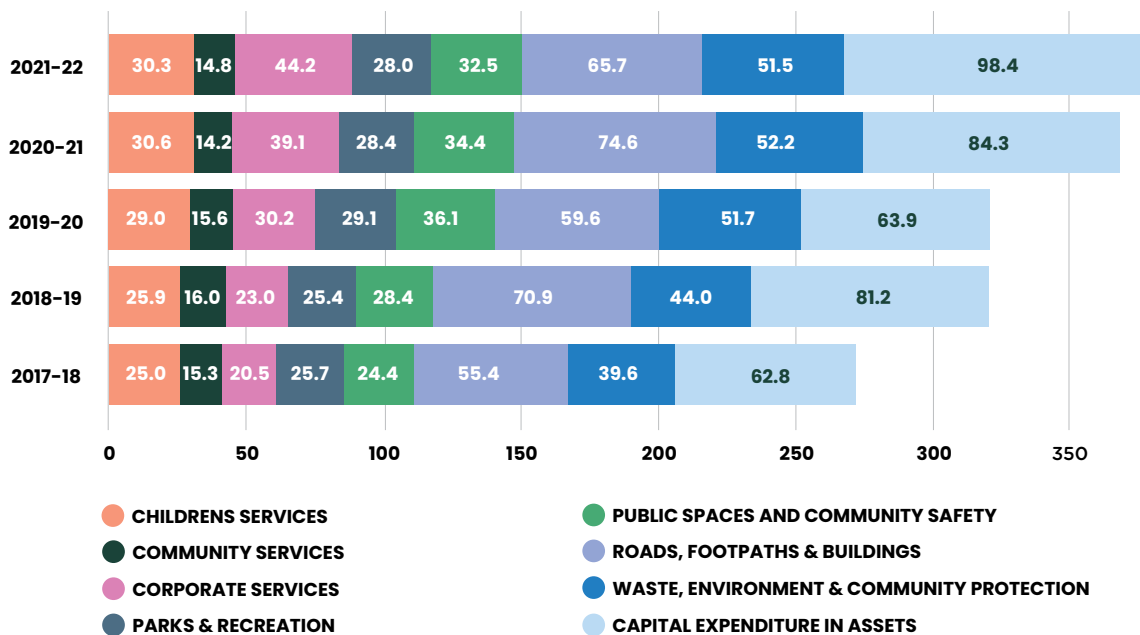


- CAPITAL EXPENDITURE IN ASSETS
- WE CARE ABOUT OUR ENVIRONMENT
- WE ARE HEALTHY AND SHARE STRONG COMMUNITY SPIRIT
- WE CAN GET AROUND THE CITY
- WE HAVE CONFIDENCE IN OUR COUNCIL
- WE CAN WORK CLOSE TO HOME
- WE HAVE SAFE VIBRANT PLACES
- WE PLAN FOR OUR FUTURE GRWOTH

## Comparison of income over 5 years (\$m)



## Comparison of expenditure over 5 years (\$m)

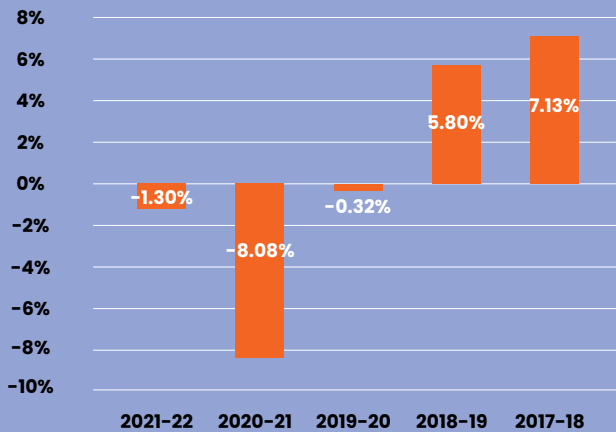


For more detailed information on Council's Financial Summary for 2021-22 please refer to Appendix 5 of this report and Council's 2021-22 Financial Statements available on Council's website.



# Our Financial Performance

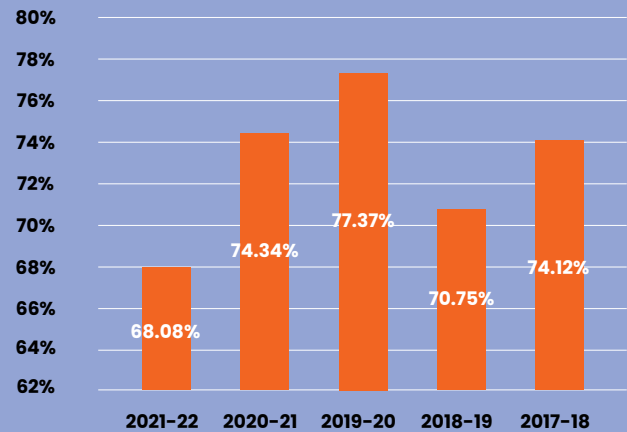
## Operating Performance Ratio



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

**Benchmark:** Greater than or equal to breakeven average over 3 years

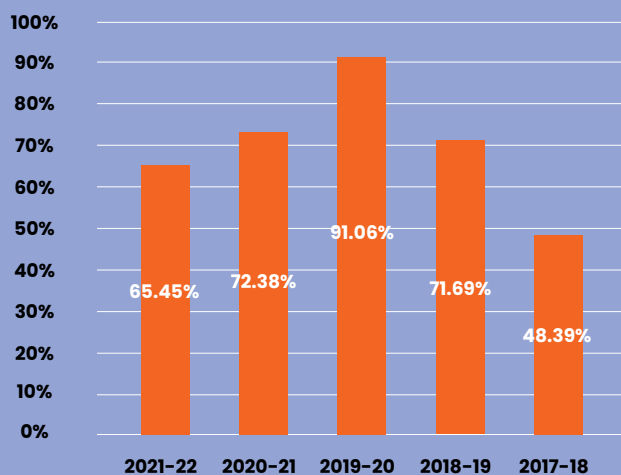
## Own Source Revenue



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

**Benchmark:** Greater than 60% average over 3 years

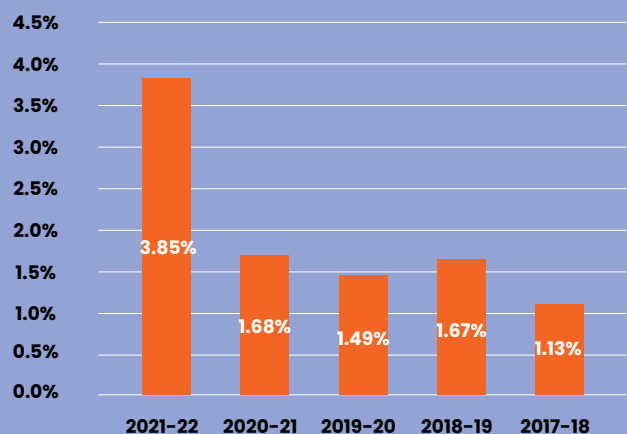
## Infrastructure Renewal Ratio



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

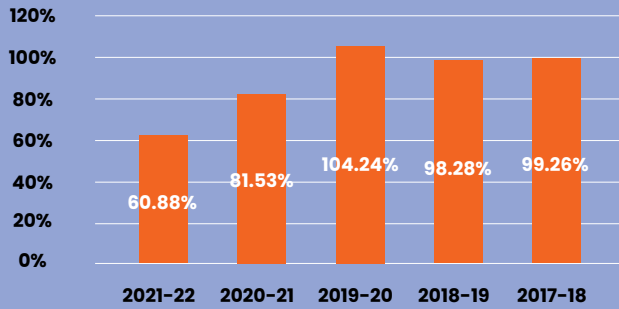
## Infrastructure Backlog Ratio



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%

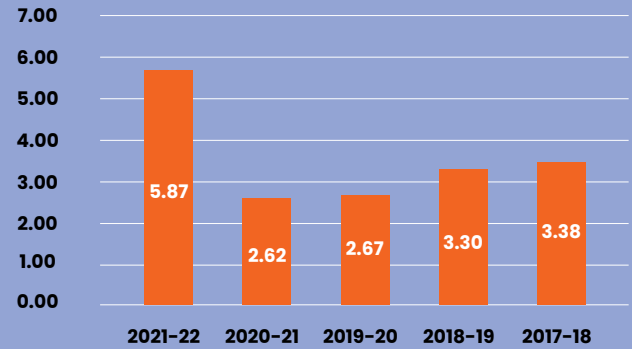
### Asset Maintenance Ratio



This ratio compares the actual versus required annual asset maintenance.

**Benchmark:** Greater than 100% average over 3 years

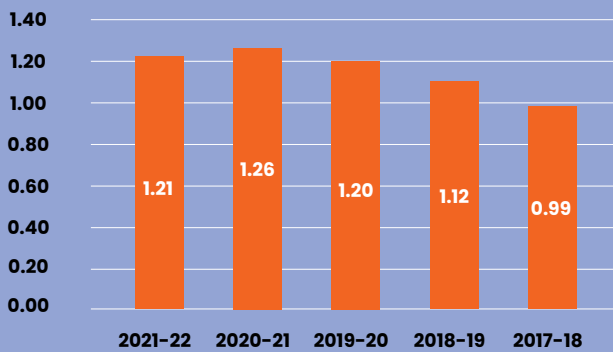
### Debt Service Cover Ratio



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 Council's services per capita. Decreases in this ratio indicates efficiency improvements by Council.

**Benchmark:** A decrease in Real Operating Expenditure per capita over time

For more detailed information on Council's Financial Performance for 2021-22 please refer to Council's 2021-22 Financial Statements available on Council's website.

# Our Awards and Recognition

During 2021-22, Council's efforts and achievements have been recognised in numerous ways. The following provides an overview of awards and recognition that Council has received during the year.

## PROJECT MANAGEMENT ACHIEVEMENT AWARDS

Council was announced the winner for our Property Development Project Lifecycle submission in the Project Management Office (PMO) category.

## LGNSW EXCELLENCE IN THE ENVIRONMENT AWARDS

Council was announced the winner in the Roadside Environmental Management category and the overall winner for our on-ground achievements in roadside environmental management, as well as strategic initiatives that build capacity to deliver these achievements over the time.

Council was also announced the winner in the Communication, Education and Empowerment category for our Supporting Sustainable Choices Scheme.

Also, Council received a Highly Commended in the Asbestos Management category for our Asbestos Management - Managing Asbestos Risk during Council Projects submission.

## NATIONAL GROWTH AREAS ALLIANCE AWARDS (NGAA)

Council was announced the winner for our Places of Penrith - Developing a place-based strategic framework submission in the Research and Practice category.

Council also received a Commendation in the Research and Practice category for our The Quarter Health and Education Precinct - Prospectus and Investment Campaign.

## LG PROFESSIONALS EXCELLENCE AWARDS

Council was announced the winner for our SafeConnect - A Cyber safe Council, connected, protected, and trusted submission in the Risk Management category.

## AUSTRALASIAN REPORTING AWARD (ARA)

Council was awarded a Gold Award by the ARA for our 2020-21 Annual Report. This is the seventh consecutive year our Annual Report has been awarded a Gold Award for reporting excellence



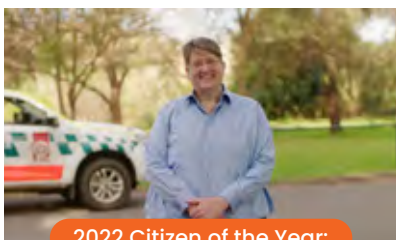
RIGHT: Council receiving a National Growth Areas Alliance Award (NGAA)

# Recognising Our Community

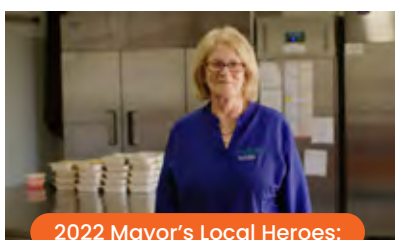


## Local Celebration Awards

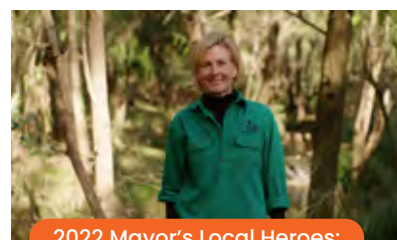
In 2021 Penrith City Council introduced the Local Celebration Awards to recognise people who make a positive difference in our community. The success of the revised program led to an equally strong pool of candidates for the 2022 honour across the categories of: Citizen of the Year, Local Heroes, and Community Service.



2022 Citizen of the Year:  
**Steven Green**



2022 Mayor's Local Heroes:  
**Ditte Kozak**



2022 Mayor's Local Heroes:  
**Lisa Harrold**

## PENRITH CITIZEN OF THE YEAR: STEVEN GREEN

Steven has dedicated many thousands of hours to volunteering for numerous community organisations throughout Penrith and NSW. He began his volunteering work with St John Ambulance as a Cadet at age 13, eventually becoming a Headquarters Staff Officer and moving into roles such as Divisional Superintendent. Steven has provided first aid care at many local community and sporting events, is the Public Officer and acting Secretary for the Enrolled Nurse Professional Association based in Kingswood, a national Director for the Wireless Institute of Australia, and the President of the Blue Mountains Amateur Radio Club. In addition to serving on several boards and executive committees, Steven also devotes time to providing pastoral care and chaplaincy to nursing home residents and mental health patients in hospital, as well as peer support to emergency service personnel. He is also on-call for the NSW Police when a support person is needed for local young people and people with disability.

## THE 2022 MAYOR'S LOCAL HEROES: DITTE KOZAK AND LISA HARROLD

Ditte Kozak has spent the past 27 years working with Nepean Food Services' Meals on Wheels, a community service that provides meals and social support for aged people and people living with disability. Ditte works hard to coordinate an incredible cross-section of volunteers who not only help to deliver the meals to clients but also complete a general health and wellbeing check at each visit. Ditte is passionate and proud of the work that she performs to help keep people at home, make connections in the community and giving people quality of life. Recently, Ditte has been working alongside Penrith Council as a member of our COVID-19 Taskforce, helping to ensure that the community recovers after lockdowns and to build relationships with local businesses and organisations such as Westcare, Nepean Migrant Access, Nepean Volunteer Services, Penrith Seniors and many more.

Lisa Harrold has been a long-term advocate for connecting patches of critically endangered native vegetation within the Penrith LGA and the creation of habitat corridors. She has worked tirelessly to ensure the conservation of the Mulgoa Nature Reserve, Mulgoa Creek, Mulgoa's Fernhill Estate and the Wianamatta Nature Reserve. Lisa's environmental project work also includes the establishment of the Crossman Reserve Bushcare group, restoration works targeting African Olive at Shale Cliffs, and platypus eDNA research with Western Sydney University. In 1995, Lisa founded the Mulgoa Valley Landcare Group, a small group of volunteers who dedicate their time to restoring the bushland of the Mulgoa Valley and the Mid Week Mulgoa Weeders at Mulgoa's Gow Park. Lisa is also a keen member of the Penrith Council Bushcare volunteer program.

## 2022 COMMUNITY SERVICE AWARDS

The 2022 Community Service award recipients are: Kenani Banda, Michelle Barnes, Maria Quartiero, Vivienne Ross, Irene Rossetto, Jim Ward, Milton Lazarus, Alan Fowkes, and David Andersen.

Kenani Banda is a leading elder of the Zimbabwe community in Penrith, volunteering his time to help settle newly arrived Zimbabweans within the local community. He works regularly with Zimbabwe youth to encourage community relations through sporting programs; and in 2018 played a key role in organising the hugely successful Zimpride community soccer tournament held at Jamison Park. Kenani also dedicates his time as a committee member for Angels of Mercy Welfare Services, an organisation that provide access to social services for Sudanese communities and others.

Michelle Barnes has been the President of the Jordan Springs Netball Club since 2016 and is a passionate advocate for the club's growth and success at the Village Oval. During its first year of operation, the club received an overwhelming response from the community with 11 teams registering to play in the Penrith District Netball Association Competition. Since then, the club has continued to go from strength to strength and gain new members thanks to the tireless efforts of Michelle's work and support from the local community.

Maria Quartiero is a biological mother of three, adopted mum of one and a foster parent to more than 86 children. She is a case worker for hundreds of women and families in the Penrith area and a chaplain to thousands of students as part of her role at Diamond Women. Maria also volunteers her time as a chaplain with the Disaster Recovery Chaplaincy Network and at disaster evacuation centres during times of need.

Vivienne Ross is nominated for her role as volunteer group leader with the Nepean and Blue Mountains

Parkinson's support group run by Parkinson's NSW, which she joined following her husband Barry's diagnosis with Parkinson's in 2007. The group seeks to improve the lives of those with Parkinson's and their carers with activities including dance, singing and exercise classes to help movement and voice, and carers' lunches. Vivienne also visits other community groups to give talks on Parkinson's, and, along with Barry, is part of a committee run by Parkinson's NSW to formulate a professional development education module for health workers and those with Parkinson's, and a committee run by Anglicare to make Penrith more dementia friendly.

Irene Rossetto is nominated for her long-term commitment to running the Jamisontown Uniting Church Community Op Shop, which sadly closed in July this year. In addition to running the op shop, the mother of seven has found time to volunteer in a variety of roles within the community including Penrith City Garden Club, Thornton community garden and Nepean Hospital palliative care unit. While the op shop will be sorely missed, Irene's contributions have made a tremendous impact within our community.

This year Council recognised a number of its Bushcare volunteers in the Making a Difference – Community Service Award: Jim Ward, Milton Lazarus, Alan Fowkes, and David Andersen. Collectively they have contributed a staggering amount of time to maintaining our parks and waterways as part of Penrith City Council's Bushcare program.

Jim Ward has been participating in the program for 18 years, amassing more than 1,000 volunteer hours since joining in 2004. Jim's weed eradication and native plant identification skills are legendary, he has documented native species for many reserves through Penrith, Sydney and the Blue Mountains. Prior to volunteering for Bushcare in the Penrith LGA, Jim campaigned to turn the Field of Mars into a nature reserve that's since become home to a wide range of native flora and fauna and even an education

centre for schools. Over the past 25 years, Jim has also volunteered his time with the Penrith and St Marys Police, Anglicare Emergency Services Nepean-Blue Mountains group and the Salvation Army.

Alan Fowkes and Milton Lazarus are nominated for their roles in co-founding the Bass Sydney Fishing Club Bushcare group at Emu Green Reserve. The group dedicates their time to improving the health of our waterways and has been instrumental in transforming the site on the banks of the Nepean River.

Milton serves as coordinator of the group to help with administration tasks and rallying volunteers. Milton has volunteered over 300 hours, attended over 100 sessions and, as he lives outside the area, driven more than 9,000 kilometres in order to attend the monthly meetups.

Alan provides valuable support and advice for the delivery of grants at the Emu Green Reserve, such as the Windsor to Weir project, supported by the NSW Environmental Trust grant from 2015 to 2018, and the fish habitat restoration works delivered with funding from the NSW Department of Primary Industries Fisheries' Recreation Fishing Trust's, Habitat Action Grant Program. Alan is also a keen amateur photographer with a strong interest in birds and has conducted numerous bird surveys at the site and documented 102 species – and counting.

Another dedicated Bushcare volunteer being recognised for community service this year is David Andersen, who has been involved in Penrith City Council's Bushcare volunteer program since February 2021. During this time, David has made a significant contribution, attending over 50 volunteering sessions and cheerfully dedicating over 150 hours to weed removal, planting native species and general site care.

Penrith City Council congratulates all of the 2022 Local Celebration Award recipients and thanks them for their wonderful contribution to our City.

## AUSTRALIA DAY HONOURS

### Jessica Fox OAM

Jess was awarded an Order of Australia Medal in the 2022 Australia Day Honours list for her service to sport. At the age of 27, Jess won a gold and bronze medal at the 2020 Tokyo Olympic Games. The Olympic champion also has 12 gold, 5 silver and 2 bronze Canoe Slalom World Championship medals under her belt. Jess is the most successful paddler in history – male and female – and is renowned as the greatest individual paddler of all time! Jess is also both a great ambassador for sport and for the City of Penrith.

### Maj. Kenneth McKay OAM

Major McKay was awarded for his service to veterans, and to history preservation. Major McKay served as both Secretary and Treasurer of the Army Museum of NSW Foundation, Honorary Secretary and Treasurer of the University of NSW Regiment Association. Major McKay was a Platoon Commander in the Australian Army Reserve and served 30 years in the Army Reserve at the UNSW regiment in Kensington.

### Dr Harald Pope OAM

Dr Pope was awarded for his service to medicine through a range of roles. Dr Pope has played a pivotal role in raising the standard of general practice; he has represented veterans and their health needs, managed large Western Sydney Medical Centres, and also taught as a Medical Educator at Western Sydney University as well as being a family doctor to generations of local families.

### Barry Roots OAM

Barry was awarded an Order of Australia Medal in the 2022 Australia Day Honours list for his service to secondary education. Barry was a foundation Headmaster at Penrith Anglican College, and a foundation Deputy Headmaster at St Paul's Grammar School. He served as Chairman for the New Anglican Schools Association and the Australasian Association of International Baccalaureate Schools. Barry is also featured on Penrith City Council's wall of achievement, recognised in 2009 for his contributions to the community.

## QUEEN'S BIRTHDAY HONOURS

### Terence Gallaway OAM

Terence was awarded for his service to the broadcast news media. Terence's career spanned newspaper, radio and television, including Channel 7 and Sky News, where he spent more than 20 years as Chief Sub-Editor. During his long career, he has demonstrated a passion for journalism and keeping the community informed, travelling extensively and reporting on wide-ranging issues, from elections to bushfires.

### Uncle Wesley Marne AM

Uncle Wes Marne was made a Member of the Order of Australia for his significant service to the Indigenous community of Western Sydney. Uncle Wes comes from a long line of storytellers, following in the footsteps of his father and grandfather. He is a highly respected figure in the community for the outstanding work he has done for Aboriginal education and cultural advancement. To commemorate his 100th birthday this year, a collection of his poetry 'Through Old Eyes' has been published, reflecting on history, colonisation, family and aboriginal dreaming.

### John Thomas OAM

John was awarded for his service to the community and to business. In addition to running his own consultancy business and chairing a number of financial boards, John is a dedicated volunteer for organisations such as the Catholic Church, and Chairman of Stride Mental Health. He is a great advocate for volunteering and encourages everybody to do what they can to give back to their local communities.



# Our Business Improvement and Innovation Initiatives

## Employee Engagement Survey Workshops

In the last 12 months the Business Improvement team have continued work on the organisational priority of communication and collaboration in response to the Employee Engagement Survey undertaken at the end of 2020.

The team held twelve in-person workshops and then due to COVID-19 restrictions, held another four via a virtual environment. These workshops were attended by 345 participants who identified 1,596 issues contributing to communication and collaboration between departments and generated 1,002 possible solutions.

At the conclusion of the 16 workshops, the team analysed the information gathered and grouped together the common ideas. Online engagement occurred with staff across the organisation who were unable to attend the workshops. All staff were able to review the issues raised and solutions generated in each of the workshops.

The online engagement platform also allowed staff to provide new ideas and identify which of the top 22 ideas on display, they 'liked' or 'disliked' by selecting a reaction on the idea they felt was a good solution, or alternatively that they disliked.

In the 2-week period, there were 734 page views which lead to 290 reactions to the top 22 ideas. Further, there were 342 downloads of workshop information from the website.

The team developed handover documents and action plans after revising the actions from the workshops and grouping similar actions together. A total of 252 individual actions were developed and then further consolidated into 26 high level organisational actions. The following three actions were identified as the top organisational priorities to be undertaken by all staff:

1. Develop an interactive organisational chart
2. Clarify and communicate roles and responsibilities for staff within departments
3. Identify, map and share business processes with stakeholders

In response to the organisational priorities, the team have begun educating staff on mapping business processes and rolling out our process management system. Enhancements have also been made to the system to increase the number of processes mapped, which has included single sign-on for all staff, applied role costings and improved linkages to our record management system.

## REDESIGNING OUR CUSTOMER JOURNEY

The front foyer redesign project – Redesigning our Customer Journey was nominated as a finalist in the NSW Local Government Excellence Awards in two categories, Customer Experience, and Innovative Leadership. The project used Human-Centered design to revamp the foyer and incorporate an intuitive design that puts the customer at the heart of what we do, while enhancing each customer's experience with Council.



# Our Economic Development Initiatives

COVID-19 continued to present significant challenges for the local business community and Penrith City Council. Council met regularly with Penrith CBD Corporation, Penrith Valley Chamber of Commerce and St Marys Town Centre Corporation to understand the needs and challenges of local businesses.

Responses included printing of decals and posters, and a small capacity building workshop series along with the delivery of marketing campaigns including Penrith Proud and St Marys Strong to support the community and business through COVID-19 by encouraging residents to buy locally continued throughout this period.

We continued to collaborate with key stakeholders of The Quarter to pursue a thriving and sustainable health and education precinct now and into the future. Key achievements for 2021-22 included an audit of The Quarter Action Plan 2017-2021. There are 18 actions and 80 sub-actions. At the end of June 2022, 39 sub-actions have been achieved (49%), 30 are in progress (37%), and 11 have not commenced (14%).

Council continued to leverage investment opportunities through the Western Sydney City Deal and 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.

We partnered with Regional Development Australia Sydney on a project to map the Penrith innovation ecosystem. The project findings were disseminated at a round table event at Western Sydney University's Launch Pad in March 2022.

Work has commenced on a review of Council's Economic Development Strategy and an updated Strategy and Implementation Plan will be delivered in the later part of 2022.

Council has refined its approach to dealing with investment enquiries through the development of a process map to ensure a consistent and thorough approach to servicing businesses wishing to locate in Penrith.

We commenced delivery of a draft Visitor Economy Strategy and Action Plan to drive a sustainable tourism industry now and into the future as we prepare for the opening of the new Western Sydney Airport.

The draft Strategy builds on the previous Destination Management Plan, considers the challenges post-COVID-19 and opportunities presented by major infrastructure projects in and around Penrith.

Council was successful in receiving Government funding to develop a 11km Heritage Walk from Penrith to Emu Plains. The funds have assisted with the development of an interactive digital map and interpretive signage with significant interest and participation from residents and intrastate visitors.



*Penrith rail bridge under construction in the early 1900s*



## Penrith Heritage Walk

Penrith City Council is committed to celebrating and preserving the city's history and creating ways for visitors, and locals, to enjoy Penrith's significant sites and buildings. The new Penrith Heritage Walk is a reflection of this commitment.

The walk, funded by Council and an Australian Government grant, was launched in April 2022. Walkers are guided by a mobile-friendly interactive map that invites them to step into our City's rich past and discover, at their own pace, the people, places and open spaces that have helped shape Penrith.

Starting at historic Penrith Train Station, the 11 kilometre trail leads walkers to 22 points of interest, through Thornton and along the river to its end point at the state significant Emu Plains Train Station. At each stop, the interactive guide provides them with interesting information on the site, the people who lived or worked there and their influence on the growth of our City.

Those on the walk are encouraged to take their time and explore attractions along the way, including the Museum of Fire, Arms of Australia Inn Museum, and the Penrith Regional Gallery as well as cafés, the river and parks along the way – supporting local businesses and our tourism sector.

Already the walk has attracted a great deal of interest, not only from Penrith residents learning more about their home, but from the Greater Sydney region and across the state, with people as far afield as England and America interacting with the content.

The Penrith Heritage Walk is the first of its kind in our city. The grant funding used to create this new attraction has provided Council with the software to create more themed walks through other parts of our city, including St Marys. Themed walks are proven drawcards in many destinations, and we look forward to attracting a growing number of visitors to discover and explore what Penrith has to offer.



*Penrith Regional Gallery is one of the 22 points of historical interest on the Penrith Heritage Walk. Image: Destination NSW*

Go to  
[visitpenrith.com.au/heritagewalk](https://visitpenrith.com.au/heritagewalk)  
to start the journey.

# Our Advocacy Initiatives

Council advocates to the State and Federal Governments on behalf of our community for investment in infrastructure, projects and programs that will enable our City to be connected, healthy, innovative and balanced during this period of rapid growth and transformation in our region.



Council's advocacy work is guided by our Advocacy Strategy, which sets out how Council will proactively plan and pursue priority projects that require collaboration of other levels of government. During 2021-22 Council has reviewed the current Advocacy Strategy and identified a revised list of priorities for the term of the new Council. These priorities will form the basis of a new strategy which will be developed and presented to Council during 2022-23.

During 2021-22, Council's advocacy efforts focused on building *A Connected City*, which is a flagship priority in our current advocacy strategy. This included advocacy related to the North South Rail Link (Sydney Metro Western Sydney Airport), the Castlereagh Connection and Werrington Arterial Stage 2.

Council also worked collaboratively to implement Western Sydney City Deal commitments, which unifies Federal, State and Local Government to deliver smart and responsible growth for Western Sydney, including much needed investment in infrastructure and job creation.

Council advocated for our community by making submissions on proposals from the NSW Government and continued to work with other councils and levels of government to champion the needs and aspirations of our community via participation in collaborative working groups. We also provide input into plans and strategies for the Western Parkland City as they arise.

## COUNCIL CONTINUES TO COLLABORATE TO DELIVER SYDNEY METRO WESTERN SYDNEY AIRPORT

Through tri-government governance arrangements, Council works to ensure that the benefits of the North South Rail Link (Sydney Metro Western Sydney Airport) are maximised.

- An Interface Officer has been appointed by Council to liaise with Sydney Metro in delivery of the project including coordinate and represent Council in the planning and delivery of the Sydney Metro – WSA project (at all levels of government state/ federal agencies), ensuring Council's requirements and objectives are met, that Council's strategic goals are considered and compliance with the Interface Agreement is achieved.
- A series of studies and strategies are under development as part of the Places of Penrith strategic framework. These strategies will provide strategic directions to leverage opportunities such as the construction of the Sydney Metro Western Sydney Airport rail line.
- Council continues to work with Sydney Metro in the delivery of the rail which is set to open in 2026.
- We will continue to provide input and feedback for consideration by the NSW Government during the design of stations and their precincts. Council is advocating for integration of the transport interchange with surrounding areas. This includes enabling convenient and safe access to the interchange for pedestrians and cyclists in all directions. Council continues to advocate for improved activation and urban design while improving connectivity to new stations including east-west active transport connections along the length of the metro corridor, and north-south active transport connection at St Marys station.
- Council continues to advocate to government for a rapid bus service from the Penrith City Centre to the Western Sydney International Airport and Aerotropolis.

*Images courtesy of Western Sydney International Airport*

## COUNCIL CONTINUES TO ADVOCATE FOR THE CASTLEREAGH CONNECTION

- Council continues to advocate for an evacuation solution for Penrith as part of the Hawkesbury–Nepean Valley that addresses the current flood and safety risks to communities living in the catchment and to facilitate responsible development.
- The Castlereagh Connection has been identified by Infrastructure Australia as a high priority initiative. Due to the critical need for better flood evacuation in the region, further investigation by Government is needed. The Federal Government made a pre-election commitment for \$50m for the purpose of a Business Case for this critical piece of infrastructure.
- Council has completed a joint research paper with Blacktown Council highlighting the strategic merits of the Castlereagh Connection. The Castlereagh Connection Strategic Discussion Paper has been prepared and circulated to relevant stakeholders, including State and Federal Ministers, to articulate the benefits of Castlereagh Connection.
- Council continues to advocate to Government to ensure the business case commences and that further funding for the construction of the project is committed.
- In addition to Castlereagh Connection, Council continues to advocate for improved flood resilience under the proposed NSW State Government Hawkesbury–Nepean Valley Flood Evacuation Road Resilience Program. The program proposes road infrastructure improvements across four Western Sydney Local Government areas: Penrith, Hawkesbury, Blacktown, and The Hills including road shoulder widening, new culvert and bridge structures, road raising, pinch point upgrades and drainage improvements to address local flash flooding which causes premature closure of evacuation routes.

## COUNCIL CONTINUES TO IMPLEMENT CITY DEAL COMMITMENTS

- Council collaborates on the City Deal through various forums established in the governance framework. In addition, Council continues to participate in the Western Parkland Councils' Alliance, established to formalise the existing collaboration between Western Sydney City Deal councils.
- Council has dedicated funds and resources to ensure that the Western Sydney Planning Partnership's projects are delivered, including planning for the Aerotropolis.
- Council continues to collaborate with all levels of Government to deliver the Western Sydney City Deal. For example, Council has partnered with Transport for NSW to deliver on a commitment under the Digital Western Sydney Strategy of the City Deal to undertake a 'Smart Kerb' pilot project. This project will trial a variety of digital sensing devices that can be used to count pedestrians, bicycle riders and vehicles as well as ambient air temperature. The data collected will help assess and plan walking and cycling demand and accessibility around our city.



- The Western Parkland City Authority has undertaken a review of the City Deal in its first three years and several Penrith Council staff and Councillors were interviewed as part of this review. The outcomes and recommendations of the review are yet to be released publicly.
- In July 2021, the Greater Cities Commission (GCC) initiated the review process for the Greater Sydney Region Plan (GSRP) and City Plans. The draft GSRP and draft City Plans will be released for formal exhibition in 2024. These strategic documents will provide a refreshed 40 year vision and revisited 20 year plan for the Greater Sydney and its districts, including the Greater Penrith to Eastern Creek Growth Area.
- Council will continue to work with the Greater Cities Commission, City Deal partners and other stakeholders and Government agencies to make representation to government on the growing needs of our community and collaborate on the preparation and delivery of relevant plans.
- Council continues to collaborate with Government to inform the City Deal in the future.

## **COUNCIL WORKS WITH GOVERNMENT TO DEVELOP STRATEGIC PLANS FOR PRIORITY PRECINCTS WITHIN THE GREATER PENRITH TO EASTERN CREEK GROWTH AREA**

- Council continues to liaise with the NSW Department of Planning and Environment, contributing to the Greater Penrith to Eastern Creek Strategic Framework and advocating for the needs and aspirations of our community.
- It is anticipated that the NSW Department of Planning and Environment will exhibit a strategic framework for the Growth Area in late 2022.

## **COUNCIL REPRESENTS THE CHANGING NEEDS OF OUR COMMUNITY TO OTHER LEVELS OF GOVERNMENT**

- Council is represented through various collaborative committees to support planning for the Western Parkland City. Council provided input and comment to inform the development of a Blueprint and Economic Roadmap for the Western Parkland City.
- The Department of Planning and Environment (DPE) has placed a Development Control Plan for the southern portion of the Penrith Lakes site on exhibition. Council made a submission to this draft DCP in June, outlining that the proposed controls should provide certainty to industry. In this submission, Council also asked to work with DPE and the Penrith Lakes Development Corporation in planning for the whole site, not just the southern section.
- Council staff actively participate in many collaborative forums with government to provide input.
- Since its acquisition in 2018, Council has provided submissions to the NSW Government on a number of publicly exhibited documents pertaining to the care, control, management and future use of Fernhill Estate, reflecting its long-held vision for the site. Council continues to work with the State government on planning for Fernhill Estate, including the development of plans by the Greater Sydney Parklands (GSP) for Mulgoa Road, to ensure they deliver the best outcomes for our community.

## **COUNCIL DEVELOPS STRATEGIC DIRECTIONS TO FRAME ADVOCACY**

- Council is developing the Places of Penrith Strategic Planning Framework to set a vision for our future city. Several strategies have been prepared and endorsed by Council, including the Employment Lands Strategy, Green Grid Strategy and Local Housing Strategy and Rural Lands Strategy. The Corridors and Centres Strategy is in development. These strategies provide strategic directions to leverage opportunities such as the construction of the Sydney Metro Western Sydney Airport rail line.
- Places of Penrith strategies and other strategies prepared by Council will be key inputs into regional strategies by Government.
- Council is preparing a draft St Marys Town Centre Structure Plan. The St Marys Town Centre Structure Plan is being prepared to guide the growth of St Marys Town Centre over the next 20 years. It sets a place vision supplemented by 10 place outcomes and 26 strategic and spatial directions to enable St Marys to grow as a vibrant, welcoming, sustainable and authentic strategic centre that meets the changing needs of our community.

# Our Year Ahead

2022–23 is the first year of the new 2022–26 Delivery Program. The 2022–26 Delivery Program and 2022–23 Operational Plan were adopted by Council on 27 June 2022 and come into effect on 1 July 2022.

The 2022–26 Delivery Program sets out Council’s Principal Activities for the next four years that will contribute to the delivery of the refreshed five Community Outcomes in the Community Strategy Plan 2036+. The 2022–23 Operational Plan is an annual plan that identifies actions for the next year that will contribute to the implementation of the four-year 2022–26 Delivery Program.

Over the next 12 months, Council will continue to deliver on its programmed maintenance for roads, paths, drainage, buildings and parks assets. For details of specific locations please refer to appendix 4 of this document.

**During 2022–23 Council is planning to continue the progress on its priority projects:**

- Regatta Park
- City Park (Penrith)
- Gipps Street Recreational Precinct
- Soper Place Revitalisation
- 131 Henry Street
- 158–164 Old Bathurst Road, Emu Plains
- St Marys Central Park

**The 2022–23 Operational Plan identifies specific actions for delivery over the next 12 months. Some of the highlights are:**

- Continue to deliver, facilitate and, or support Cooling the City Initiatives on:
  - Develop canopy cover targets
  - Implement tree planting projects
  - Deliver the Planning for Heat Advocacy Program
  - Provide materials to increase awareness/capacity for residents to cool their homes
- Continue to implement, monitor and report on actions in the Resilient Penrith Action Plan (including emergency preparedness, renewable energy, community connection and partnership programs)
- Progress the:
  - Emu Plains Floodplain Risk Management Study and Plan
  - Rickabys Creek Catchment Flood Study
  - Oxley Park levee – Investigation and Detailed Design
- Continue the Village Café program
- Develop and implement a Community Funding Policy, Community Services Tenancy Policy and a Community and Cultural Facilities Strategy
- Develop a Community Safety Plan
- Develop a Night Time Economy Strategy
- Develop a Reflect Reconciliation Action Plan
- Implement the Brand Marketing Strategy
- Deliver the “THRIVE PENRITH” strategic framework
- Finalise the structure plan for St Marys, prepare a Master Plan for St Marys Town Centre and prepare high-level structure plans for Penrith City Centre, The Quarter, Werrington and Kingswood as part of the Corridors and Centres Strategy, including the development of tree canopy targets.
- Finalise the draft Places of Penrith Strategy stage 1 (Employment Lands, Green Grid, Revised Local Housing and Rural Lands Strategy). Progress Places of Penrith Strategy stage 2 (Corridors and Centres Strategy and Integrated Transport Strategy).
- Review and adoption of Community Engagement Strategy
- Develop a program of services reviews

**For details of planned works for 2022–23 please refer to appendix 4 of this document.**

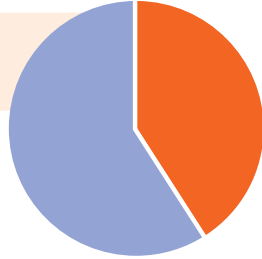


# 2022-23 Budget Snapshot

## WHERE WILL THE MONEY COME FROM? \$384M

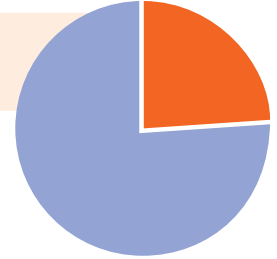
**Rates**  
\$148m, 39%

Residential & Business Rates.



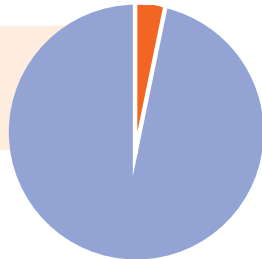
**Fees & Charges**  
\$92m, 24%

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



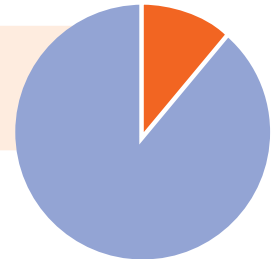
**Operating Grants & Contributions**  
\$9m, 2%

Financial Assistance Grant, Library Subsidy, Childcare Subsidies.



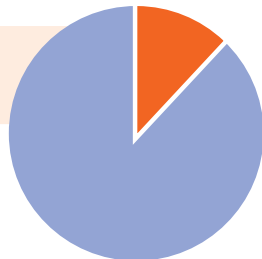
**Capital Grants & Contributions**  
\$43m, 11%

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



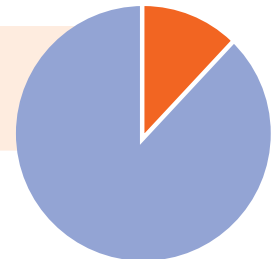
**Other Income**  
\$47m, 12%

Interest Income, Asset Sales, Loan Borrowings.



**Net Reserve Movements**  
\$45m, 12%

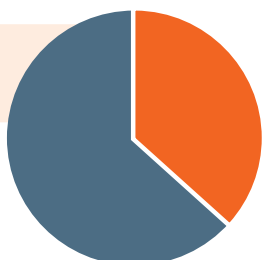
Net result of transfers into reserves vs transfers out of reserves.



## WHERE WILL THE MONEY BE SPENT? \$384M

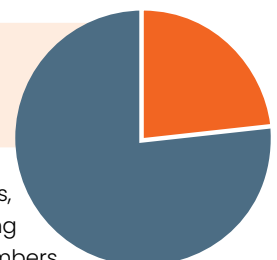
**Employee Costs**  
\$131m, 34%

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



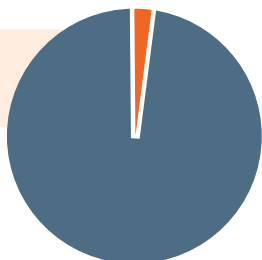
**Materials, Contracts & Other**  
\$92m, 24%

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



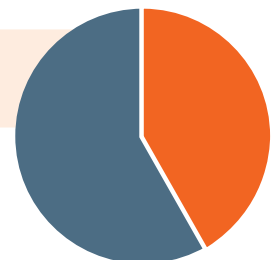
**Debt Servicing**  
\$8m, 2%

Interest and Principal Loan Repayments.



**Capital Works**  
\$153m, 40%

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









# Who We Are

# Our History

The lands of Penrith have been sacred country to the Dharug people for thousands of years, but our written history of the area begins on 26 June 1789.

Eighteen months after the landing of the First Fleet, in June 1789 a party of men led by Captain Watkin Tench set out to explore this area. After a day's travel west, Tench laid eyes on the broad expanse of the Nepean River, near the spot where the M4 Motorway Bridge is today. He later wrote, "We found ourselves on the banks of a river, nearly as broad as the Thames at Putney and apparently of great depth". The party could not cross the river, so travelled north along the bank for a short distance, observing signs of Aboriginal daily life as they walked. Phillip later named the river after Sir Evan Nepean, the Under-Secretary of State in the Home Office, who played a pivotal role in organising the First Fleet.

The lands we call home have seen agricultural pastures for animals, a penal colony, and a vast factory producing ammunition for far flung wars. Our City has been home to convicts, who were deported from England and incarcerated at Emu Plains, then made to work in iron-gangs to build the treacherous Zig Zag Road, now known as Old Bathurst Road. Even female convicts were incarcerated at Emu Plains, and no doubt also worked to the bone.

Our location in this pivotal position on the Western Road ensured that Penrith City became instrumental in the history of NSW. It was the construction of the mighty Victoria Bridge that allowed for the gold fields west of the Great Dividing Range to open. As the gold rush unfolded, the amount of traffic into and through Penrith increased exponentially, with hordes of hopeful miners travelling west to try their luck, and many inns, hotels, shops and services springing up to cater to them.

The coming of the railway and Penrith station in the late 1860s were inextricably linked with our district's development. As the area grew in economic importance, the desire for local government began to stir. It took many petitions from local landowners and residents expressing their desire for a voice in matters affecting them – along with many counter petitions arguing against it – until, on 12 May 1871, the district of Penrith was proclaimed a municipality, and announced in the NSW Government Gazette the following day. The population of the Penrith township at that time was 836.

The colonial settlers commenced local government within the City of Penrith in 1843, with the formation of district councils. Incorporation of the town of Penrith in 1871 was followed by St Marys (1890), Mulgoa (1893), Castlereagh (1895), and Nepean Shire (1913). On 1 January 1949, all of these local government authorities amalgamated to form Penrith Municipal Council. Ten years later the Municipality of Penrith was proclaimed a City.



# 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

## HOW TO CONTACT COUNCIL

### Administration


#### **Penrith Office**

Civic Centre, 601 High Street.  
8.30am-4pm. Mon-Fri. (excluding public holidays)

#### **St Marys Office**

Queen Street Centre, 207-209 Queen Street  
9am - 12:30pm and 1:30pm - 4pm weekdays  
(excluding public holidays)

 4732 7777

 PO Box 60,  
Penrith NSW 2751

 council@penrith.city

Council's services are accessible via the online portal at [my.penrith.city](https://my.penrith.city)

### Services

8.30am - 4pm weekdays (excluding public holidays).

 **Rates enquiries:** 4732 7676

 **Children's Services Hotline:** 4732 7844

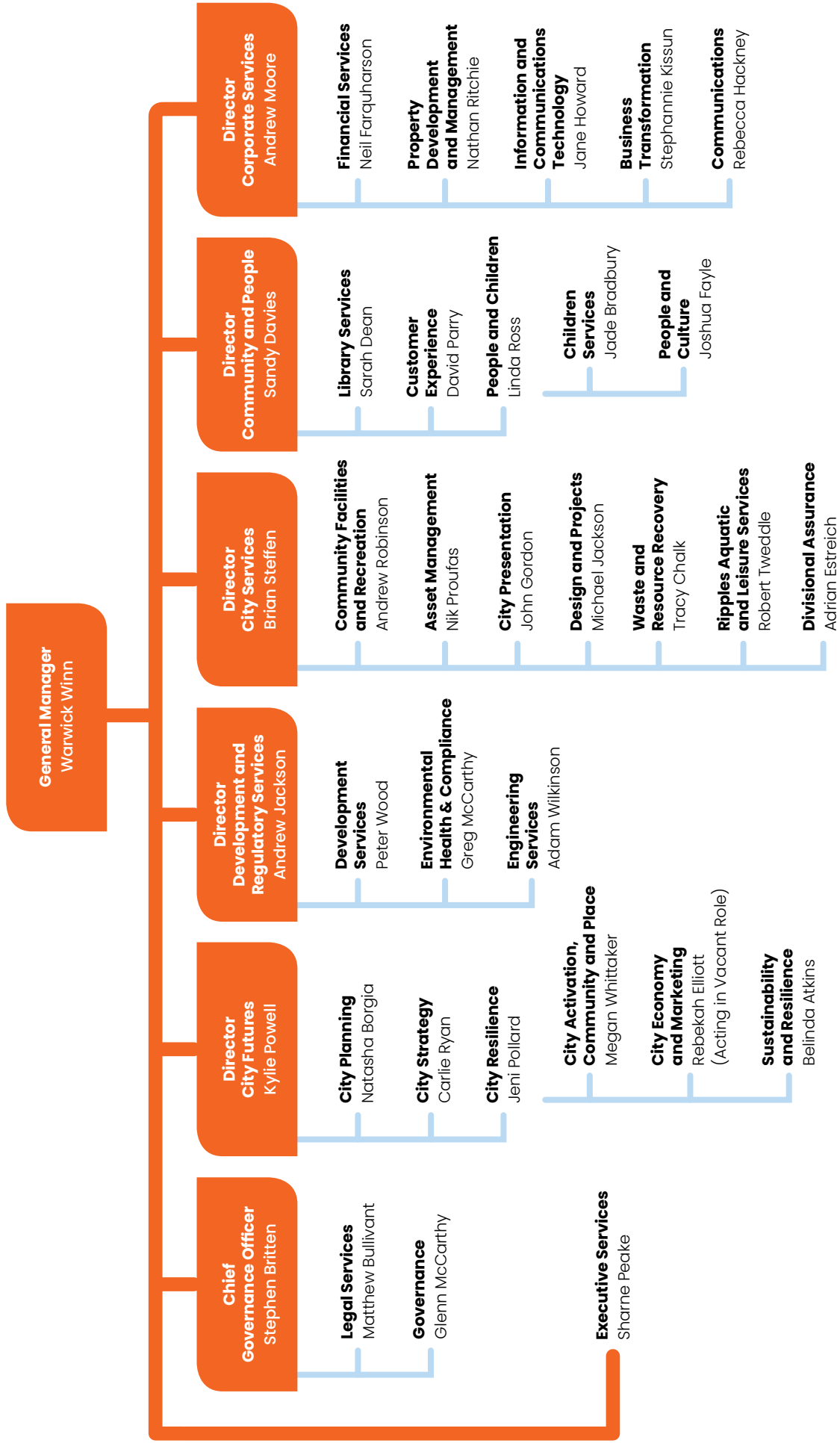
 **Development Services enquiries:** 4732 7991

 **Waste Hotline:** 4732 7777

## 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

# Organisational Structure 2022 AS AT 30 JUNE 2022



# Our Penrith

## POPULATION

**219,685**

2022 estimate

**289,142**

2036 Projection



### For every 100 residents

15 Children (0-9)

13 Teenagers (10-19)

60 Adults (20-65) Median age 34

12 Seniors (65+)

**4**  
Aboriginal and Torres Strait Islander

**22** Born Overseas

**20** Speak a language at home other than English

**13**  
Volunteers

**5** Live with a profound or severe disability

**8** Live with a mild or moderate disability

## LOCAL JOBS

**93,931**

### For every 100 workers

**94**  
Employed

**39**  
Live and work in the area

**56**  
Travel for work or no fixed place of work

### Top 3 industries

**12%** Construction

**12%** Retail

**15%** Healthcare and social assistance

# HOUSEHOLDS

# 81,911

2022 estimate

# 109,996

2036 Projection



# 80

Have internet access



# 94

Have motor vehicles

For every 100 households



Families with children



Families without children



One person households



Group and other households



Separate houses



Medium density



High density



Caravan, cabin or other

25 Fully owned

39 Mortgage

29 Renting

7 Not Stated

# LOCAL BUSINESSES 15,026

## Top industry outputs

21% Manufacturing

17% Construction

11% Rental, hiring and real estate services



# 38

Suburbs



# 861

Retail food premises

## Key features

3 Libraries

72 Schools

5 Train stations

2 Hospitals

# COUNCIL

 **15**  
Councillors

**3**   
Electoral wards

  
**1,186**  
Staff

 **8**  
International partnerships

**38**   
Suburbs

  
**1,211KM**  
of roads

  
**743KM**  
of footpath and shared pathways

  
**164**  
Car parks

**38**   
Childcare educational services

**132**   
Sportsgrounds

 **8,393**  
Streetlights upgraded to LED

**274HA**   
of local bushland maintained


**4HA**   
of Aquatic and Leisure Venues

**2**   
Electric Vehicles

**42**  
Community centres

  
**3**  
Libraries serving over 160,000 annual visitors


  
**149**  
Inclusive playspaces

**43**   
Solar PV systems

**9**   
Off leash dog parks

**1**   
Mobile playvan

  
**36**  
Fitness equipment locations

  
**17,100**  
tonnes of CO2e saved since 2010

**45,090M<sup>2</sup>**  
Synthetic fields

**6**   
Skate facilities

# Our Councillors

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

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 current Councillors were elected in December 2021. They will serve until the next Local Government elections in September 2024. A new Mayor is elected every two years, and a Deputy Mayor for the same or lesser period as determined by Council.

## OUR COUNCILLORS PRIOR TO THE DECEMBER 2021 ELECTION (JULY 2021-DECEMBER 2021)

### North Ward

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Councillor Marcus Cornish

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Councillor Kevin Crameri OAM

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Councillor Aaron Duke

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Councillor Ross Fowler OAM

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Councillor John Thain

### East Ward

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Councillor Bernard Bratusa

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Councillor Todd Carney

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Councillor Robin Cook

---

Councillor Greg Davies

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Councillor Tricia Hitchen (Deputy Mayor)

### South Ward

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Councillor Jim Aitken OAM

---

Councillor Brian Cartwright

---

Councillor Mark Davies

---

Councillor Karen McKeown OAM (Mayor)

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Councillor Kath Presdee

## OUTGOING COUNCILLORS

### North Ward

### Councillors



### Councillor Marcus Cornish

Cr Cornish served as a

Councillor from September 2012 until December 2021. He represented 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 focused on applying a common-sense, productive and open approach to issues on behalf of local families.





### Councillor Aaron Duke

Cr Aaron Duke was elected to Penrith Council in

2016 at the age of 25, and served until December 2021. 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 Greg Davies

Cr Greg Davies was first elected as a Penrith City

Councillor in 1995 and served until December 2021. He 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.

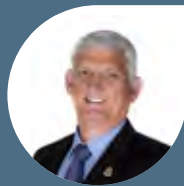
He was awarded the title of Emeritus Mayor, and is a Life Member of the Australian Labor Party. Cr Davies worked in local government for 27 years before taking up a position as electorate officer to Mulgoa MP, Diane Beamer.

Cr Davies represented 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 Brian Cartwright

Cr Brian Cartwright was elected to Penrith City

Council at a byelection in May 2018 and served until December 2021.

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 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 until December 2021.

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 was a member of Council's Audit, Risk and Improvement and Resilience Committees, and represented 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

# OUR COUNCILLORS ELECTED AT THE DECEMBER 2021 ELECTION (DECEMBER 2021–JUNE 2022)

## North Ward

Councillor Kevin Crameri OAM
Councillor Ross Fowler OAM
Councillor Glenn Gardiner*
Councillor Jonathan Pullen*
Councillor John Thain (Deputy Mayor)

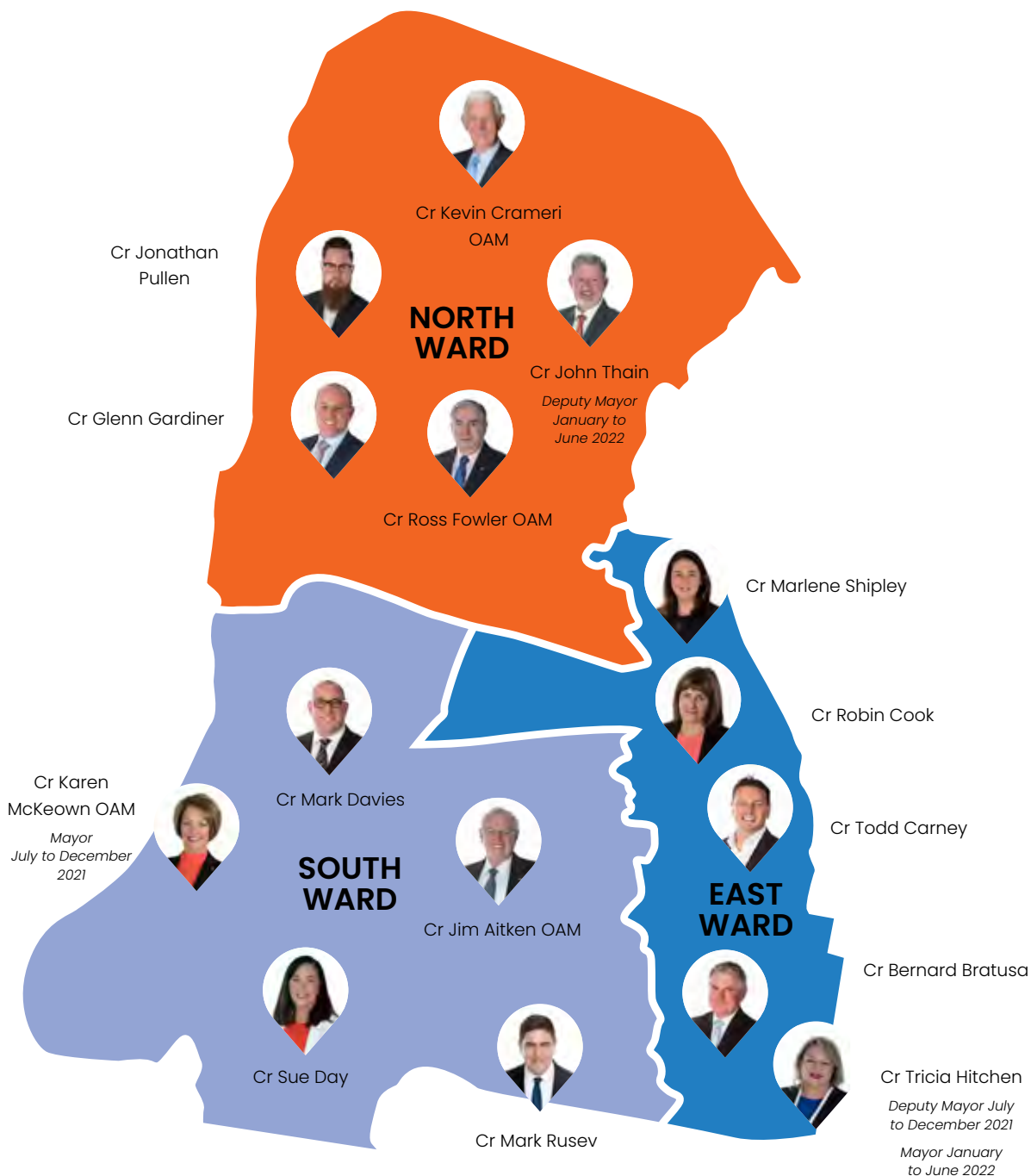
## East Ward

Councillor Bernard Bratusa
Councillor Todd Carney
Councillor Robin Cook
Councillor Tricia Hitchen (Mayor)
Councillor Marlene Shipley*

## South Ward

Councillor Jim Aitken OAM
Councillor Mark Davies
Councillor Sue Day*
Councillor Karen McKeown OAM
Councillor Mark Rusev*

\* new Councillors



## OUR COUNCILLORS AS AT 30 JUNE 2022

## North Ward Councillors



**Councillor  
Kevin  
Crameri  
OAM**

Cr Kevin Crameri 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 Crameri 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 Cranebrook High P&C for six years.

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



**Councillor  
Ross  
Fowler  
OAM**

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 Ross Fowler and Co, a Chartered Accountancy firm in Penrith.

Since 1991 he has represented Council on CivicRisk Mutual Ltd, (formerly Westpool) – the local government insurance and risk management mutual – and is currently 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 and Heritage Advisory Committee.

His extensive financial acumen has been of great benefit to Council. Cr Fowler is leading Council's aim to increase its property portfolio with the aim of reducing Council's future financial reliance on rates income.

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 ratepayers.

Outside his duties as a Councillor, he has been a Director of the Australian Foundation for Disability (AFFORD) since 2004. 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, local history and bee keeping.



**Councillor  
Glenn  
Gardiner**

Cr Glenn Gardiner was elected at the Local Government election in December 2021 and is serving his first term as councillor.

Cr Gardiner lives in Londonderry with his wife, Peta, and children, Connor and Amelia. His family has been connected to Western Sydney since the 1940s, when Cr Gardiner's great-grandfather moved to St Marys to work nearby at the former ADI site at Dunheved.

Cr Gardiner has long held an interest in politics and believes the biggest difference can be made on a local level, which led him to join Council.

His passion for helping community members and advocating for the needs of others transcends his role as a councillor; Cr Gardiner works as a Residence Manager for Arcare, a 5-star aged care provider, and serves as Chair of SeeAbility, a Penrith-based organisation supporting people with neurological disabilities, such as autism or acquired brain injuries.

Cr Gardiner has also served the community as a member of the NSW Rural Fire Service - Londonderry Brigade for 10 years.

During his first term, Cr Gardiner is focused on ensuring the growth of the Penrith LGA with the goal of creating a liveable City, which respects and harnesses the can-do attitude and family-focused culture that consumes Penrith. He believes this starts with the basics, such as giving residents the best possible access to quality roads, great community parks and a thriving local economy.

Cr Gardiner is passionate about flood management and represents Council on the Floodplain Risk Management Committee. He hopes to liaise with government agencies and assist with improving the emergency flood response.

Cr Gardiner is also on the Board of Penrith Whitewater Stadium Ltd.



### Councillor Jonathan Pullen

Cr Jonathan Pullen was elected at

the Local Government election in December 2021 and is serving his first term as councillor.

Cr Pullen was born at Nepean Hospital in 1990 and has spent his life in Penrith.

Cr Pullen is a Western Sydney University graduate and holds a Bachelor of Communication. He has a professional background in publishing, marketing, e-commerce, digital marketing and social media, and is now self-employed as a Digital Marketing and Communications Consultant.

Focused on family, Cr Pullen is also a primary carer for his father. He is passionate about research into Motor Neuron Disease and proudly supports fundraising initiatives.

Cr Pullen has always held a firm interest in local, state and federal politics. He became a Labor party supporter at a young age, volunteering his time for campaigns and supporting Labor alongside his father.

He served as President of the ALP Lindsay Federal Electorate Council for five years, and as Treasurer and Secretary of the Werrington and Cambridge Park ALP branch for five years. Within these roles and through his work with local and state government organisations, Cr Pullen has become well-versed in discussing the needs of residents.

Now serving as an Independent, Cr Pullen is eager to see widespread progress across the City. He is passionate about fighting for equality, advocating for safe workplaces, and improving the welfare of residents.

He represents Council as part of the Multicultural Working Party and the Recreation Working Party.



### Councillor John Thain

(Deputy Mayor as at 30 June 2022)

Cr John Thain has been a Penrith City Councillor since 1999. He served as Mayor in 2005-06 and 2016-18, and as Deputy Mayor in 2004-05 and again from January 2022.

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.

He is a current member on the Penrith Whitewater Stadium Ltd Board.

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.

## East Ward

## Councillors



### 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 Katheryne 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 Todd Carney

Cr Todd Carney was born and raised in Western Sydney and was first elected to Council in 2016. 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.

Cr Carney represents Council on the Access Committee and is a member on the Children's Services Co-operative Ltd Board.



## Councillor Robin Cook

Cr Robin Cook was first 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 represents Council on the Resilience Committee and the Multicultural Working Party, and is also a member of the Local Traffic Committee (representing the Member for Londonderry) 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 Tricia Hitchen

(Mayor as at 30 June 2022)

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 in September 2020. Cr Hitchen was elected Mayor in January 2022 following the local government elections.

Cr Hitchen has been a member of Council's Access Committee for 10 years, including as Chair for 5 years. She is also a member of the Local Traffic Committee (representing the Member for Penrith), the Penrith Performing and Visual Arts Limited (PP&VA) Board, 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.



## Councillor Marlene Shipley

Cr Marlene Shipley was elected at the Local Government

election in December 2021 and is serving her first term as Councillor.

Cr Shipley has raised her family in the Penrith Local Government Area and worked locally for decades. Cr Shipley is well-known in the community, largely due to her role as CEO of St Marys Diggers and Band Club. She first joined the club as Senior Financial Manager and was later appointed CEO in 2007.

In both roles, Cr Shipley works closely with local community groups and has a thorough understanding of the City's needs. Cr Shipley is also a Civil Marriage Celebrant and has taken part in many memorable weddings in the community.

Cr Shipley is passionate about voicing the concerns of residents and working collaboratively with the community. As a councillor, she wants to strive for a more liveable, functional, and sustainable future. Cr Shipley sees her platform as a chance to advocate for the City, to attract additional funding, build on business connections, and improve the lifestyle and recreational options for residents.

Cr Shipley volunteers her time on several boards, including the St Marys Town Centre Management Corporation, as the Chairperson of ClubGrants, and as a member of the Executive for the St Marys/ Penrith Liquor Accord since 2014. She represents Council on the Floodplain Risk Management Committee and is on the Board of the Penrith Whitewater Stadium Ltd. Previously, Cr Shipley was a board member of Ripples Leisure Centre from 2011 to 2019.

## South Ward Councillors



**Councillor  
Jim Aitken  
OAM**

Cr Jim Aitken OAM was first elected to Penrith City Council in 1995 and has provided over 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 is a member of Council's Floodplain Risk Management Committee and is also a Floodplain Management Australia committee member.

He has previously represented Council on a range of boards and committees including Western Sydney Regional Organisation of Councils (WSROC), Penrith Whitewater Stadium and Penrith Valley Economic Development Corporation.

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  
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  
Sue Day**

Cr Sue Day was elected at the Local Government election in

December 2021 and is serving her first term as Councillor.

Cr Day moved to Penrith in 2002 with her husband and their daughter and is still proud to call Penrith home. She has spent years advocating for improved transport services and hopes that through her role as a councillor, she can help to create a more connected and vibrant City.

She holds diplomas in Business Management, Financial Services, Communications and Accounting, and for the past 25 years has held professional roles in finance management.

Coming from a large extended family, Cr Day believes it takes a village to raise a child and sees the benefits of providing good quality, affordable childcare, to give children the best start in life. While raising her daughter, Cr Day joined the Penrith City Children's Services Co-operative and is currently serving as Deputy Chair. She has been on the Board as a Director for more than 18 years.

Cr Day is a member of Council's Resilience Committee. She currently volunteers with the Schools Industry Partnership in Penrith, which connects students with employers to help them reach their career potential.

Cr Day is also passionate about providing essential transport and infrastructure for the future. A commuter herself, Cr Day is calling for better connectivity in and around Penrith City.



**Councillor  
Karen  
McKeown  
OAM**

Cr Karen McKeown OAM was elected to Council in 2004, 2008, 2012 and 2016, served as Mayor in 2015–2016 and again from September 2020 until December 2021. 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, Local Traffic Committee, Chair of Council's Resilience Committee and Multicultural Working Party, a Director of Local Government NSW and Australian Local Government Association, and Director and Deputy Chair of Active Super. She has previously served as a member of the Penrith CBD Corporation Board.

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.



## Councillor Mark Rusev

Cr Mark Rusev was elected at the Local Government

election in December 2021 and is serving his first term as councillor.

Cr Rusev is a lawyer with experience in the financial services and insurance industries. He now works as an advisor for the Parliament of NSW.

Having lived in Western Sydney his entire life, Cr Rusev understands the day-to-day needs of residents and recognises the requirement to unlock the full potential of the Penrith Local Government Area (LGA). He is focused on catering for our City's growing population by working with local businesses to create employment opportunities, building new infrastructure to accommodate our expanding community, and increasing the quality of life for residents.

Cr Rusev feels Council services are essential for creating a vibrant community, and is particularly interested in enhancing community libraries.

Cr Rusev looks forward to the opportunities the Western Sydney (Nancy-Bird Walton) International Airport at Badgerys Creek will bring to the LGA. He is committed to advocating for more funding from the NSW Government to fund transformational projects in our community, to ensure the people of Penrith benefit from this once-in-a-generation opportunity.

Cr Rusev also values the diversity within Penrith City and welcomes the contribution of new citizens who bring fresh perspectives and family-oriented values to the area.

Cr Rusev represents Council as a board member of Penrith CBD Corporation, member of the Heritage Advisory Committee, Resilience Committee, the Library Services Working Party, Multicultural Working Party, Recreation Working Party, and as a Sustainability and Resilience Champion.









# How We Engage

# Our Community and Stakeholders

- State and Federal Government departments and agencies
- Transport Authorities
- Children and families
- Young people
- Emergency services
- Retirees and mature aged people
- Residents
- LGBTIQ+ community
- Voluntary groups
- Rate Payers
- Community, sporting, cultural and environmental groups
- Visitors
- Future community
- CALD community
- Local businesses
- Religious groups
- Schools, colleges and universities
- Active industry groups and associations
- Childcare Services and centres
- Investors
- Aboriginal and Torres Strait Islander community
- Historic societies
- Refugee Groups
- Health and support services
- Students
- Not-for Profit and Non-government organisations
- Council's advisory committees and working groups
- Other Councils
- Interagencies
- Disability and Wellbeing support services

## How We Communicate

### ONLINE

- Our Place eNewsletter
- Email direct mail
- Social media
- YouTube
- Online workshops
- [yoursaypenrith.com.au](http://yoursaypenrith.com.au)
- [penrith.city](http://penrith.city)

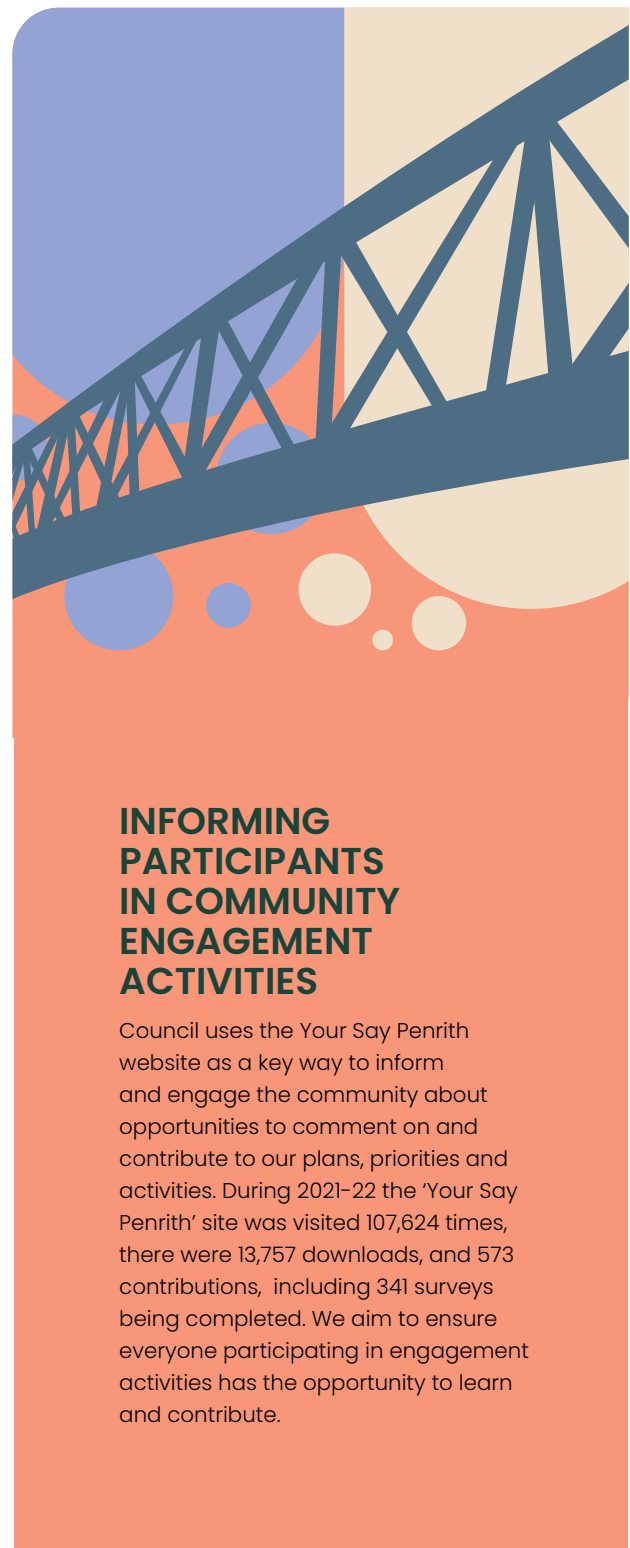
### LOCALLY

- Local media
- Public notices
- Direct mail
- Our Place print newsletter
- Council Staff
- Pop-up information kiosks
- Local organisations and service providers

# Projects Shaped By Our Community

We want everyone to be involved in the decisions made about our City. This year we listened to our community to shape projects such as...

- Cooling the city – Green Streets
- Trinity Drive Reserve Upgrade
- Urban Heat Planning Controls Package
- Peachtree and Lower Surveyors Creeks Catchment Floodplain Risk Management Study and Plan
- Streets as Shared Spaces
- Penrith 2036+ Community Strategic Plan
- Delivery Program 2022–26 including the Operational Plan 2022–23
- Resourcing Strategy 2022–32
- Local Housing Strategy
- Rural Lands Strategy
- Library Strategy
- Renewing the heart of Kingswood
- St Marys 2041: St Marys Town Centre Structure Plan
- Penrith City Centre Night Time Economy Strategy
- Winter Sporting Facility at 2 Tench Avenue, Jamisontown
- Cultural Action Plan
- Penrith Mayoral Challenge
- Dunheved Road upgrade
- Nepean Avenue shared path
- Disability Inclusion Action Plan
- Employment Lands Strategy
- Green Grid Strategy
- Emu Heights Dog Park
- Mamre Precinct Contributions Plan
- Cranebrook Flood Study
- Sport and Recreation Strategy implementation
- Flood recovery
- Open Streets Penrith – activation program
- St Marys Lights Up – activation program
- “Click & Connect” Digital Literacy Program for Isolated Seniors
- Penrith Community Care Forum
- Senior’s Festival Week event
- Penrith Senior’s Comedy Gala at The Joan
- Community funding and grants
- Good Neighbour COVID-19 Support Initiative
- 16 Days of Action Against Women’s Violence – online campaign



## INFORMING PARTICIPANTS IN COMMUNITY ENGAGEMENT ACTIVITIES

Council uses the Your Say Penrith website as a key way to inform and engage the community about opportunities to comment on and contribute to our plans, priorities and activities. During 2021–22 the ‘Your Say Penrith’ site was visited 107,624 times, there were 13,757 downloads, and 573 contributions, including 341 surveys being completed. We aim to ensure everyone participating in engagement activities has the opportunity to learn and contribute.

# Our Calendar Of Events

A number of planned events were cancelled due to ongoing COVID-19 restrictions.

2021

## JULY

- **1 July** 150 Years Anniversary Historical Speaker Series event – cancelled
- **3 July** Public tour of Council and Council Chambers – cancelled
- **14 July** 150 Years of Council Guest speaker (organisational event) – cancelled
- **20 July** Primary School Leaders Civic Reception – cancelled
- **22 July** Mayor's Cup – cancelled
- **16 July** 150 Years of Council Community Event – cancelled

## AUGUST

- **4 August** Celebration Awards Gala Dinner – cancelled

## SEPTEMBER

- **Each Thursday** Lockdown Live (online)
- **15 September** REAL Festival Creative Networking Event (online)
- **19 September** Pinot & Picasso (online)

## OCTOBER

- **Each Thursday** Lockdown Live (online)

## NOVEMBER

- Nil

## DECEMBER

- **3 December** Summer Nights – Triangle Park, Penrith
- **16 December** Summer Nights – Triangle Park, Penrith



A number of planned events were cancelled due to ongoing COVID-19 restrictions.

# 2022

## JANUARY

- **26 January** Australia Day Citizenship Ceremony (online)
- **Australia Day Event** – Cancelled

## FEBRUARY

- **23 February** Citizenship Ceremony (online)
- **February** 2 x Summer Nights Events – cancelled

## MARCH

- **9 March** Citizenship Ceremony (online)
- **23 March** Panthers 2022 Netball Season Launch

## APRIL

- **1 April** Penrith Producers – Triangle Park, Penrith
- **27 April** Citizenship Ceremony

## MAY

- **4 May** Primary School Leaders Civic Reception
- **6 May** Open Streets Penrith – Penrith City Centre
- **7 May** St Marys Lights Up – Coachman’s Park & Kokoda Place Car Park, St Marys
- **13 May** Open Streets Penrith – Penrith City Centre
- **13 May** Matthew Morris Memorial Plaque Unveiling
- **14 May** St Marys Lights Up – Coachman’s Park & Kokoda Place Car Park, St Marys
- **20 May** Open Streets Penrith – Penrith City Centre
- **21 May** St Marys Lights Up – Coachman’s Park & Kokoda Place Car Park, St Marys
- **23 May** Secondary School Leaders Civic Reception
- **24 May** Western Sydney Academy of Sports Athlete meet and greet
- **28 May** St Marys Lights Up – Coachman’s Park & Kokoda Place Car Park, St Marys

## JUNE

- **14 June** Teresa James Reserve Plaque Unveiling
- **14 June** Gary Rumble Playspace Plaque Unveiling
- **29 June** Craig Ross Bridge Opening
- **29 June** Citizenship Ceremony
- **18 June** Meet me in the Park – Wainwright Park, Kingswood



# Council In The Media

Council issues media releases, media alerts and statements to broadcast and amplify messages about projects, programs and matters to the community and stakeholders. We share information that directly relates to our residents so that they can better understand how programs will improve, enhance or impact their lives. We focus our work on human interest stories and the lives of locals and are passionate about telling the complete and transformative story of Penrith through our work with the media.

In this financial year, Council has continued to develop its positive relationship with the media, including local and metropolitan news outlets, by expanding our media distribution list. For example, in late 2021, Council started sharing media releases with Inside Local Government, an online publication offering the latest news from Australian local government bodies and related authorities. We have since headlined the Inside Local Government daily newsletter several times with stories highlighting Council's far-reaching scope of innovative work. Local newspapers have also picked up a greater volume of Council's news, regularly sharing the contents of our media releases, as printed, on their website and social channels.

During the last 12 months, Council issued 102 media releases and, through this, generated 551 direct mentions of Penrith City Council in the media. This coverage appeared in broadcast media (radio and television), in local and metropolitan media, other specialist publications, on news blogs, magazines and social channels, and more.

Our most notable media moments from the last 12 months include:

- Flood Emergency - 2021 flood event
- Advocacy - Castlereagh Connection
- Lockdowns - Waiving of sportsground hire fees
- City-Shaping Projects - Ground-breaking milestone for Regatta Park
- COVID-19 - call to action communities in need
- Key to the City - Penrith Panthers 2021 Premiership Winning team
- St Marys mural to reflect community's resilience during COVID-19 hardship
- Council's commitment to using glassphalt (recycled glass) in road resurfacing

## Social Media Summary

SOCIAL CHANNELS	AMOUNT OF FANS AT 30 JUNE 2021	AMOUNT OF FANS AT 30 JUNE 2022	INCREASE	% CHANGE
Facebook	25,362	29,772	4,410	17%
Instagram	4,748	5,649	901	19%
Twitter	6,290	6,348	58	1%
LinkedIn	6,905	8,770	1,865	27%

# The Year Ahead

## OPPORTUNITIES TO JOIN THE CONVERSATION IN 2022-23

- Cooling the city – Green Streets
- Orchard Hills North Planning Proposal
- Kingswood Commuter Car Park
- Community Engagement Strategy
- Operational Plan 2023-24
- St Marys 2041: St Marys Town Centre Structure Plan
- Library Customer Journey Mapping – Service Desk and Adult Fiction Shelving
- Corridors and Centres Strategy
- Community Preparedness research
- Sport and Recreation Strategy implementation
- City Park Construction Works and Activation Plan
- Street Performers and Busking Policy
- St Marys Town Centre Night Time Economy Strategy
- Your High Street – Bringelly Road capital works
- Streets as Shared Spaces – Wainwright Park capital works
- “Click & Connect” Digital Literacy Program for Isolated Seniors
- Penrith Community Care Forum
- Senior’s Festival Week program
- Community Safety Plan 2023 – 2027
- Disability Inclusion Action Plan implementation
- Penrith City Centre Business Engagement: Event and Activations
- Community Funding Policy
- 16 Days of Action Against Women’s Violence Campaign
- Community and Cultural Facilities Strategy
- Community Tenancy Policy

Learn more about ongoing and future projects at [yoursaypenrith.com.au](https://yoursaypenrith.com.au)









# How Did We Go

# Organisational Indicators

## VARIATION BETWEEN ACTUAL BUDGET AND PLANNED BUDGET

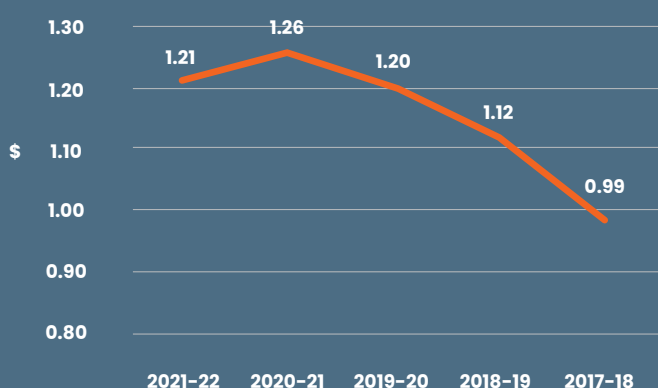
Council's budgets are prepared annually and phased into quarters. Although planning can never be completely accurate in an organisation the size and complexity of Council, comparing actual versus planned budgetary spend will indicate how well budgets are being phased and managed.

Council projected a balanced Budget in the adoption of the original 2021-22 Operational Plan. The year-end result as at 30 June 2022 is a balanced position after a proposed allocation to the Financial Management Reserve of \$1.8m to provide Council with the capacity to respond to emerging priorities in 2022-23 onwards, and \$2.2m allocation to continue the repayment of the COVID-19 Impact internal loan.

## COST OF SERVICE DELIVERY OVER TIME

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

### Cost of Service Per Capita



## ANNUAL BUSINESS PLAN REVIEWED QUARTERLY

Council's business planning processes were reviewed during the first six months of 2021-22 to ensure changes to the Integrated Planning and Reporting (IP&R) guidelines were included. All business units reviewed and updated their business plans for the development of the new 2022-26 Delivery Program. A review is currently underway to look at ways to improve business planning and reporting across the organisation.

## EMPLOYEE LEAVE LEVELS MEET ORGANISATIONAL TARGETS

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

### Annual Leave

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

**RESULT:**  
88% of staff (temporary and permanent) have less than 8 weeks of accrued annual leave as of 30 June 2022






### Unplanned Leave

**TARGET:**  
employees to have taken less than 9 days unplanned leave per financial year

**RESULT:**  
8.7 days per employee  
This figure indicates that Council is on track to meet this target. Tracking this indicator also helps identify leave patterns across the organisation.

# 2021-22 Operational Plan Actions

The following table is a summary of our performance against the specific actions we committed to for 2021-22.

OUTCOME 1 - WE CAN WORK CLOSE TO HOME		
ACTION	DESCRIPTION	PROGRESS
<b>1.1.1a</b>	Advance the state government's proposal to roll out a 5G pilot that includes Penrith	Action completed. Council continued its involvement and support of the NSW Government 5G Pilot project. This included participating in the Steering Committee and responding to information requests received from Department of Planning and Environment. 
<b>1.1.1b</b>	Review of the Quarter Action Plan	Action completed. The Quarter Action Plan was developed in 2017 and comprises 18 actions and 80 sub-actions. An interim review was undertaken in 2019 with a final review scheduled for 2021. The 2021 review identified the status of the actions and prioritised actions going forward. Of the 80 sub-actions, 36 have been achieved (45%), 33 are in progress (41%), and 11 have not commenced (14%). The overall outcome of the review determined that The Quarter stakeholders will continue to implement actions that were prioritised as high, medium or business as usual, with a view to developing a new Action Plan and Terms of Reference in 2022-23. 
<b>1.1.1c</b>	Implement an Economic Development Action Plan	Work has progressed on the development of an updated Economic Development Strategy. External and internal engagement has been continuing along with undertaking research and analysis to inform the draft strategy and action plan. 
<b>1.1.1d</b>	Facilitate an advance manufacturing capacity building program for emerging industries	Action completed. A training program for small to medium enterprise (SMEs) manufacturers has been developed in partnership with University of Technology Sydney (UTS), Western Sydney University, Regional Development Australia, the Innovation Manufacturing CRC (IMCRC), AusIndustry, and Manufacturer. The program is free and is supported by the Australian Government (Department of Education, Skills, and Employment) and resourced by UTS. The program will target business leaders from SMEs (5-200 staff) with a manufacturing capacity or desire to develop or grow their business capability. Roll out of the program will commence first quarter 2022-23. 
<b>1.1.2a</b>	Progress the actions from the 2021-22 Mayoral Job Summit	Council continued to partner with the CSIRO on the delivery of the Generation STEM Community Partnerships Program, including an industry engagement workshop on 15 February 2022 and a teacher professional learning workshop on 17 March 2022. There are currently 12 participating businesses and 8 participating schools in the program. Council and its partners have progressed a range of initiatives and recommendations from the Mayoral Skills Summit report. Moving forward outstanding actions will be transitioned into the Economic Development Strategy. 

**COMPLETED**   
**ON TRACK**   
**OFF TRACK/DELAYED**   
**OFF TRACK/DELAYED - IMPACTED BY COVID-19** 

## OUTCOME 1 – WE CAN WORK CLOSE TO HOME

ACTION	DESCRIPTION	PROGRESS
<b>1.1.2b</b>	Implement a concierge service to support people wanting to locate their business in Penrith	Investment enquiries continue to be supported through information provision and direct support in navigating Council business. Each enquiry is treated individually and support varies depending on stage of contact with Council. A database of site selection organisations, property developers, and commercial real estate agencies has been developed for future targeted campaigns, in readiness of a new investment attraction prospectus. Council's website is also being refreshed to improve access to information for local businesses and potential investors. <span style="float: right;">▶</span>
<b>1.1.3a</b>	Implement the Council brand refresh and marketing strategy	A review and refresh of Council's brand has been conducted. Work is underway to develop a refreshed marketing and communications strategy with implementation to commence from August 2022. <span style="float: right;">▶</span>
<b>1.1.4a</b>	Coordinate a review of the <i>Our River Master Plan</i> and Plan of Management	Action completed. A review of the <i>Our River Masterplan</i> has been completed. The review found there is compelling evidence to suggest that the <i>Our River Masterplan</i> has provided the strategic framework for positive impact on the long-term revitalisation of the Nepean River and its connection to its people and the city contributing to millions of dollars of investment. The plans of management for public spaces around the river precinct are being reviewed and updated accordingly. <span style="float: right;">✓</span>
<b>1.1.4b</b>	Start construction of the new City Park on the corner of Station and Henry Street Penrith	Action completed. The Development Assessment for the construction of City Park was determined. Early construction works have started on site and the park is set to be completed during 2023. <span style="float: right;">✓</span>
<b>1.1.5a</b>	Marketing campaigns to be developed through brand refresh and marketing strategy	Work is underway to develop a marketing and communications strategy for Council. This important piece of work will identify the marketing and communications campaigns to be delivered in coming years with implementation expected to commence from August 2022. <span style="float: right;">▶</span>
<b>1.2.1a</b>	Implement improvements to ensure all services meet or exceed National Quality Framework rating	Action completed. All services have now undertaken the Assessment and Rating process with Cook Parade Childcare Centre exceeding the standards with 7 exceed rating in the 7 quality areas. Oxley Park OSHC is expected to be reassessed this year. <span style="float: right;">✓</span>
<b>1.2.1b</b>	All 2IC complete crucial conversations training within 12 months	Action completed. All training is completed. <span style="float: right;">✓</span>

**COMPLETED** ✓  
**ON TRACK** ▶  
**OFF TRACK/DELAYED** ✗  
**OFF TRACK/DELAYED – IMPACTED BY COVID-19** ★

## OUTCOME 2 – WE PLAN FOR OUR FUTURE GROWTH

ACTION	DESCRIPTION	PROGRESS
<b>2.1.1a</b>	Undertake the phased review of Penrith Local Environmental Plan (LEP)	<p>Council is amending its LEP in 3 stages due to the other parallel work being undertaken by the NSW Government and Council's Strategy program. Council prepared a LEP Review Phase 1 Planning Proposal which aligned LEP 2010 with the planning priorities set in the Greater Sydney Commission's Greater Sydney Region Plan – A Metropolis of Three Cities and Western City District Plan. The Planning Proposal was made on the 31 March 2021. The Local Strategic Planning Statement has highlighted the need for additional strategy work to be undertaken. This work is currently being undertaken jointly by the City Planning and City Strategy Department and will inform the future LEP Phase 2 and Phase 3. Work has already commenced on LEP Phase 2. This Phase is anticipated to be completed in 2023. In the meantime, an intermediate amendment is being undertaken for the work completed on an urban heat package. The Planning Proposal – "Mitigating the Urban Heat Island Effect" will introduce a new local provision to ensure the mitigation of the urban heat island effect is a major consideration for development. This Planning Proposal was exhibited from 7 February 2022 to 7 March 2022. Results of the Public Exhibition were reported to Council at the Policy Review Committee of 9 May 2022 and endorsed by Council at the Ordinary Meeting of 30 May 2022. Officers are currently liaising with the Parliamentary Counsel's Office in drafting the LEP clause.</p>
<b>2.1.1b</b>	Undertake the phased review of <i>Development Control Plan 2022 (DCP)</i>	<p>The comprehensive review of the DCP has commenced. This work will be completed in three stages. Stage 1 – Council endorsed the housekeeping amendments to DCP 2014 at its Policy Review Committee of 10 August 2020 and ratified them at the Ordinary Council Meeting of 24 August 2020. Stage 2 – Work has commenced on this stage. This stage will include a comprehensive review of several sections of the DCP. This includes a review of the document and revision of DCP structure. It will also review and update other supporting information in the DCP. A large number of workshops have been held with internal stakeholders, and best practice controls have been reviewed. A draft DCP is expected in 2023. Stage 3 – This stage will include updates to the DCP as a result of the Strategy Program. In the meantime, an intermediate amendment is being undertaken for the work completed on an urban heat package in line with Council's commitment to taking action to cool our City, to be a leader in this area and build on the momentum of the successful 2020 Cooling the City Masterclass. These urban heat development controls will be inserted as a new chapter into the Penrith DCP 2014 to support the proposed Mitigating the Urban Heat Island Effect and to provide specific requirements for new development within the City. The Chapter will comprise a mix of revised existing controls that already work to address urban heat within DCP 2014 and new controls that have been prepared in response to current research and thinking around urban heat and the built environment. This amendment was exhibited from 7 February 2022 to 7 March 2022. Results of the Public Exhibition were reported to Council at the Policy Review Committee of 9 May 2022 and endorsed by Council at the Ordinary Meeting of 30 May 2022. The DCP chapter will take effect on the gazettal of the LEP clause.</p>

**COMPLETED** ✓  
**ON TRACK** ▶  
**OFF TRACK/DELAYED** ✗  
**OFF TRACK/DELAYED - IMPACTED BY COVID-19** ★

## OUTCOME 2 – WE PLAN FOR OUR FUTURE GROWTH

ACTION	DESCRIPTION	PROGRESS
<b>2.1.1c</b>	Ensure our planning controls support our <i>Cooling the City Strategy</i>	A Planning Proposal has been prepared that proposes to introduce a new provision in LEP 2010 to ensure that the mitigation of the urban heat island effect is a major consideration for development. For additional details please refer to actions 2.1.1a and 2.1.1b above. <span style="float: right;">▶</span>
<b>2.1.7a</b>	Continue to implement City Deal Commitments	Action completed. Council continued to collaborate with all levels of government to deliver the Western Sydney City Deal. In addition, Council continued to participate in the Western Parkland Councils Alliance, established to formalise the existing collaboration between Western Sydney City Deal councils. <span style="float: right;">✓</span>
<b>2.1.7b</b>	Input into the evaluation framework and the future of the City Deal	The Western Parkland City Authority has undertaken a review of the City Deal in its first three years. Council continues to collaborate with the NSW and Australian governments to inform the City Deal in the future. <span style="float: right;">▶</span>
<b>2.1.7c</b>	Continue to work with Western Parkland Councils on joint regional priorities including ongoing arrangements for the Western Sydney Planning Partnership	Council continued to participate in the Western Parkland Councils Alliance, established to formalise the existing collaboration between Western Sydney City Deal councils. Council collaborated on the City Deal through various forums established in the governance framework, including those supporting the Western Sydney Planning Partnership. <span style="float: right;">▶</span>

**COMPLETED** ✓  
**ON TRACK** ▶  
**OFF TRACK/DELAYED** ✗  
**OFF TRACK/DELAYED - IMPACTED BY COVID-19** ★



## OUTCOME 2 – WE PLAN FOR OUR FUTURE GROWTH

ACTION	DESCRIPTION	PROGRESS
<b>2.1.8a</b>	Continue to actively respond to Planning Proposals	<p>We continued to actively respond to Planning Proposals.</p> <ul style="list-style-type: none"> <li>• WSU Planning Proposal is on hold as the proponent is re-considering their vision in light of the station location announcements and partnership with Stockland.</li> <li>• A Gateway Determination was received for GP3 Planning Proposal on 23 September 2020. The DCP and Contributions Plan will be reported to Council in coming months seeking endorsement to publicly exhibit these documents along with the already endorsed Planning Proposal.</li> <li>• The Planning Proposal for 57 Henry Street has been made. Work is continuing on the Voluntary Planning Agreement (VPA) offer to finalise the traffic works.</li> <li>• A Development Control Plan and Contributions Plan for Orchard Hills North are required by the Gateway to be prepared and exhibited when the Planning Proposal is placed on public exhibition. Council officers are working with the proponent on finalising these documents. The DCP and Contributions Plan were reported to Council at its Ordinary Meeting of 27 June 2022 seeking endorsement to publicly exhibit these documents together with the already endorsed Planning Proposal.</li> <li>• The Planning Proposal for 61-79 Henry Street, Penrith was reported to the Local Planning Panel on 23 September 2020 and Council's Ordinary Meeting of 26 July 2021. A Gateway was received from DPIE on 21 September 2021. Information is being prepared for public exhibition. <span style="float: right; color: green;">▶</span></li> <li>• An amended Planning Proposal for Mamre Road West Stage 2 was resubmitted after it was withdrawn due to flooding concerns. Council was briefed on the revised Planning Proposal on 6 June 2022. The Planning Proposal is currently under assessment.</li> <li>• The Planning Proposal for 221-227 &amp; 289-317 Luddenham Road, Orchard Hills was reported to the Local Planning Panel on 22 September 2021. Council endorsed the Planning Proposal seeking a Gateway on 25 October 2021. A Gateway Determination was received 24 May 2022. Council Officers are working towards finalising the Planning Proposal for Exhibition.</li> <li>• A Planning Proposal for the Westfield Penrith site is currently being assessed with further information requested from the proponent.</li> <li>• The Planning Proposal for 1-4 Old Bathurst Road Emu Plains was reported to the Local Planning Panel on 22 December 2021. The proponent is currently undertaking some additional work as requested by the Panel.</li> <li>• Council officers have prepared a Planning Proposal for Affordable Housing Contribution Scheme to collect affordable housing development contributions for the delivery of affordable housing in the urban release areas of Glenmore Park Stage 3 and Orchard Hills North. This Planning Proposal was reported to the Local Planning Panel on 22 June 2022.</li> </ul>

**COMPLETED** ✓  
**ON TRACK** ▶  
**OFF TRACK/DELAYED** ✗  
**OFF TRACK/DELAYED - IMPACTED BY COVID-19** ★

## OUTCOME 2 – WE PLAN FOR OUR FUTURE GROWTH

ACTION	DESCRIPTION	PROGRESS
<b>2.2.1a</b>	Respond to state planning policies and initiatives as they emerge	<p>We continued to respond to state planning policies as they emerge. We have made the following submissions and contributions and attended information sessions on state government policies.</p> <ul style="list-style-type: none"> <li>• Aerotropolis Planning Package:               <ul style="list-style-type: none"> <li>a. Amendments to SEPP (Western Sydney Aerotropolis) 2020</li> <li>b. Draft Western Sydney Aerotropolis Development Control Plan Phase 2</li> <li>c. Luddenham Village Discussion Paper</li> </ul> </li> <li>• Draft Employment Zones Review</li> <li>• Feedback to numerous SSDs</li> <li>• Contributions Planning Reforms               <ul style="list-style-type: none"> <li>a. a. Productivity commission on Reform review findings</li> <li>b. b. Review of impacts of rates reforms and development contributions</li> <li>c. c. Infrastructure submission on changes proposed by IPART</li> </ul> </li> <li>• Draft Standard Instrument (Local Environmental Plans) Amendment (Agritourism) Order 2021</li> <li>• Consolidation of SEPPs</li> <li>• Cumberland Plain Conservation Plan</li> <li>• New s9.1 Directions</li> <li>• Commencement of the Changes to the EP&amp;A Regulation</li> <li>• EP&amp;A Reg's 2021 – Schedule 4 New Planning Certificate Template</li> <li>• Rezoning Review / Rezoning discussion paper / A new approach to rezoning</li> <li>• Draft Design and Place State Environmental Planning Policy (SEPP)</li> <li>• Draft State Voluntary Planning Agreement (SVPA2021-1), 70-98 Castlereagh Road, Penrith</li> <li>• Natural Disaster Clause</li> <li>• The Fun SEPP</li> <li>• New Planning Principles</li> <li>• Future proofing BASIX Standards</li> <li>• Changes to the Education SEPP</li> </ul>
<b>2.3.1a</b>	Continue to implement our advocacy strategy for the business case for the Castlereagh Connection infrastructure project	<p>Council continued to advocate for an evacuation solution for Penrith as part of the Hawkesbury-Nepean Valley that addresses the current flood and safety risks to communities living in the catchment, and to facilitate responsible development.</p> <p>The Castlereagh Connection has been identified by Infrastructure Australia as a high priority initiative, due to the critical need for better flood evacuation in the region. Prior to the federal election, the government committed to funding of \$50M for a business case for the Castlereagh Connection. Council continues to advocate to Government to ensure the business case commences and that further funding for the construction of the project is committed.</p>

**COMPLETED** ✓  
**ON TRACK** ▶  
**OFF TRACK/DELAYED** ✗  
**OFF TRACK/DELAYED – IMPACTED BY COVID-19** ★



## OUTCOME 2 – WE PLAN FOR OUR FUTURE GROWTH

ACTION	DESCRIPTION	PROGRESS
<b>2.3.2a</b>	Implement recommendations from the Development Contributions Review	<p>We have been working on the review of our contributions planning framework and have established a project plan to deliver on recommended actions from the review. The following actions from the project plan have been completed:</p> <ul style="list-style-type: none"> <li>• Preparation of s7.11 Template</li> <li>• Preparation of s7.12 plan for Penrith LGA</li> <li>• Preparation of a Voluntary Planning Agreement Policy and updated Works in Kind Policy</li> <li>• Community facilities review</li> <li>• 7.11 Plan for the Mamre Road Precinct</li> <li>• Council endorsed a Citywide s7.12 contributions plan for non-residential development</li> <li>• The Contributions plan for the Western Sydney Aerotropolis Precinct was exhibited</li> <li>• s7.11 plan for Mamre Road Precinct was endorsed by Council on 28 March 2022</li> <li>• The Infrastructure Development Contributions Policy (Voluntary Planning Agreements and Works In Kind Agreements) was adopted by Council</li> </ul> <p>The following actions from the project plan are currently being undertaken: <span style="float: right;">▶</span></p> <ul style="list-style-type: none"> <li>• Review and update of WELL Precinct Contributions Plan</li> <li>• Preparation of s7.12 Plan for Western Sydney Aerotropolis</li> <li>• Preparation of a Citywide 7.11 Plan for local and district open space and community facilities</li> <li>• Implementation of the VPA software system for the tracking and calculation of development contributions and planning agreements has commenced</li> <li>• Voluntary Planning Agreements being worked on include: <ul style="list-style-type: none"> <li>○ 39 Henry Street Executed</li> <li>○ Winter Sport World Executed</li> <li>○ South Werrington Urban Village endorsed for notification</li> <li>○ 57 Henry Street in negotiation</li> <li>○ Comprehensive review of works completed under the St Marys VPA</li> <li>○ Sydney Science Park VPA signed by Proponent</li> <li>○ Aldington Road (LOG E)</li> <li>○ Stockland Fife (200 Aldington Road)</li> <li>○ GPT (Mamre Rd)</li> <li>○ 885 Mamre Rd (Altis)</li> <li>○ Microsoft data centre</li> </ul> </li> </ul>





**COMPLETED** ✓  
**ON TRACK** ▶  
**OFF TRACK/DELAYED** ✗  
**OFF TRACK/DELAYED - IMPACTED BY COVID-19** ★

## OUTCOME 2 – WE PLAN FOR OUR FUTURE GROWTH



ACTION	DESCRIPTION	PROGRESS
<b>2.3.2b</b>	Investigate the viability of a SEPP 70 Scheme Affordable Housing	<p>Work has commenced to investigate opportunities for an Affordable Housing Contribution Scheme (previously SEPP 70 Scheme) which is anticipated to be completed by the end of 2022. This work is based on the work undertaken by the Planning Partnership on a draft District Affordable Housing Strategy.</p> <p>Moving forward, Council officers have prepared a Planning Proposal for an Affordable Housing Contribution Scheme to collect affordable housing development contributions for the delivery of affordable housing in the urban release areas of Glenmore Park Stage 3 and Orchard Hills North. This Planning Proposal was reported to the Local Planning Panel on 22 June 2022.</p>
<b>2.3.2c</b>	Develop an Infrastructure Agreements tracking and monitoring system	Implementation of the Voluntary Planning Agreement and Development Contributions Tracking Software has begun. Novoplan is working with Council officers to implement the system. The Senior Contribution Planner has been seconded to ICT for three days a week to implement the software.
<b>2.3.2d</b>	Implement state policy changes in relation to the NSW Development Contributions Framework	A consultant was engaged to assist council with the impact of the contribution changes being recommended by the state government. This work determined the impacts from a planning and finance perspective. As a result, Council made a submission to the Infrastructure Contribution Reforms and IPART. Further to this, Council in conjunction with Liverpool Council have been working to prepare a development contributions plan for the Western Sydney Aerotropolis Precinct, in order to deliver local infrastructure to support the precinct. A s7.11 plan for Mamre Road Precinct was adopted by Council on 28 March 2022.
<b>2.3.3a</b>	Develop the <i>Places of Penrith Strategy</i> that provides direction to deliver our future vision	<p>Following the finalisation of the Employment Lands and Green Grid Strategies, the development of Places of Penrith Strategic Planning Framework has progressed, including:</p> <ul style="list-style-type: none"> <li>• exhibition of the Draft Local Housing Strategy and Draft Rural Lands Strategy. Public exhibition closed in mid-May 2022</li> <li>• early engagement activities to inform the Structure Plan for St Marys Town Centre. The Structure Plan continues to progress as planned</li> <li>• the Draft Corridors and Centres Strategy continues to progress as planned</li> </ul>
<b>2.3.3b</b>	Contribute to the future revisions of the <i>Greater Sydney Region Plan</i> and <i>Western City District Plan</i>	Council continued to collaborate with the NSW Government in the revision of the District Plan and Greater Sydney Region Plan. Council studies and strategies recently developed will be shared with the Greater Cities Commission in the revision of relevant state plans for Greater Sydney.
<b>2.3.3c</b>	Work with Government to inform the preparation of regional strategies	Council continues to collaborate with the NSW Government in the revision of the District Plan and Greater Sydney Region Plan. Council studies and strategies recently developed will be shared with government in the revision of relevant state plans for Greater Sydney. Council staff actively participated in many collaborative forums with government to provide input.

**COMPLETED** ✓  
**ON TRACK** ▶  
**OFF TRACK/DELAYED** ✗  
**OFF TRACK/DELAYED – IMPACTED BY COVID-19** ★

## OUTCOME 2 – WE PLAN FOR OUR FUTURE GROWTH

ACTION	DESCRIPTION	PROGRESS
<b>2.3.4a</b>	Contribute to the <i>Vision and Place Strategy</i> for Greater Penrith to Eastern Creek Growth Area (GPEC)	Council continues to liaise with the NSW Department of Planning and Environment, contributing to the Greater Penrith to Eastern Creek Strategic Framework and advocating for the needs and aspirations of our community. Council staff use the work developed through the Places of Penrith Strategic Framework as an input into the State Government planning process. 
<b>2.3.4b</b>	Contribute to the Precinct Planning and Implementation for GPEC	Council continues to liaise with the NSW Department of Planning and Environment, contributing to the Greater Penrith to Eastern Creek Strategic Framework and advocating for the needs and aspirations of our community. Council staff use the work developed through the Places of Penrith strategic framework as an input to the Government's work in the Greater Penrith to Eastern Creek Area. 
<b>2.3.5a</b>	Undertake a review of the advocacy strategy	Action completed. A review of the previous Advocacy Strategy has been undertaken. A list of revised projects for advocacy has been developed and shared with the Council via memorandum. A brochure outlining Council's Top 6 priorities has also been developed. Work towards a revised Advocacy Strategy will continue. 
<b>2.3.5b</b>	Develop strategic directions to frame advocacy	Work is underway to develop a new advocacy strategy. Advocacy collateral has been developed and published on Council's website including a "Top 6 Advocacy Priorities" document, a discussion paper on Castlereagh Connection and a brochure on Werrington Arterial Stage 2. 

## OUTCOME 3 – WE CAN GET AROUND THE CITY

ACTION	DESCRIPTION	PROGRESS
<b>3.4.2a</b>	Through tri-government governance arrangements, continue to collaborate to deliver Sydney Metro – Western Sydney Airport	Council continues to develop strategic plans to respond to and inform the Sydney Metro project. Sydney Metro regularly meets with Council staff to implement the project. An Interface Officer has been appointed by Council to liaise with Sydney Metro in delivery of the project. 
<b>3.4.2b</b>	Develop strategic directions and a city-wide strategy that leverages the opportunities Sydney Metro – Western Sydney Airport will bring	Following the finalisation of the Employment Lands and Green Grid Strategies, the development of Places of Penrith Strategic Planning Framework has progressed, including: <ul style="list-style-type: none"> <li>• Draft Local Housing Strategy was endorsed by the Council for public exhibition. Public exhibition closed in mid-May 2022</li> <li>• Draft Rural Lands Strategy was endorsed by Council for public exhibition. Public exhibition closed in mid-May 2022</li> <li>• early engagement activities were conducted to inform the Structure Plan for St Marys Town Centre. The Structure Plan continues to progress as planned</li> <li>• the Draft Corridors and Centres Strategy continues to progress as planned</li> </ul> 

**COMPLETED**   
**ON TRACK**   
**OFF TRACK/DELAYED**   
**OFF TRACK/DELAYED – IMPACTED BY COVID-19** 

## OUTCOME 4 – WE HAVE SAFE, VIBRANT PLACES

ACTION	DESCRIPTION	PROGRESS	
<b>4.1.2a</b>	Provide an ashes memorial garden at Penrith Cemetery	Action completed. New Memorial Garden 5 constructed and completed next to Lawn 5 Section at Penrith Cemetery.	✓
<b>4.1.2b</b>	Provide a new columbarium wall at St Marys Cemetery	Action completed. A new ashes memorial wall was installed at St Marys Cemetery to provide the community with an alternative interment as the cemetery is at capacity for new burial sites. 140 single ashes sites have been created in the memorial wall, along with gardening and seating around the wall for visitors to the cemetery.	✓
<b>4.1.3a</b>	Start construction of Regatta Park	Action completed. Construction is underway.	✓
<b>4.1.3b</b>	Start remediation works for City Park site	Action completed. The demolition contractor has completed the demolition of the existing buildings and started site remediation.	✓
<b>4.1.4a</b>	Continue to deliver strategies identified within the Community Safety Plan	Action completed. A number of Community Safety Plan actions have been delivered during the reporting period. Key projects included: supporting the Nepean Domestic Violence Network to host a DV forum at The Joan, Penrith; and the completion of grant-funded CCTV projects to enhance public space safety at St Marys, Werrington and Kingswood. This is in addition to ongoing work, including provision of specialist advice in relation to Crime Prevention Through Environmental Design (CPTED) and community safety to address community concerns and support other business across Council.	✓
<b>4.1.4b</b>	Review Alcohol Free and Alcohol Prohibited zones	Action completed. The review of Alcohol Free Zones and Alcohol Prohibited Areas across the City by the Community Safety team is now complete. Signage has been updated at relevant locations by Council to reflect the enforcement period from July 2021 to June 2025, following Council endorsement in 2021. Council will continue to routinely audit the spaces to ensure signs are current and in good condition. Information on current alcohol-free public spaces across the City is available on Council's website.	✓
<b>4.1.8a</b>	Implement upgrades to CCTV and security systems as part of an ongoing program	Council and NSW Police are working on a solution to provide live access to public space CCTV cameras for crime prevention.	▶
<b>4.1.8b</b>	Finalise arrangements for NSW Police Nepean Area Command to have live access to Council's CCTV cameras	Action completed. Arrangements are now in place for NSW Police to access Council's public space CCTV network.	✓
<b>4.2.1a</b>	Implement the Kingswood Place Plan	The implementation of placemaking and activation projects in public spaces in Kingswood has been impacted as a result of ongoing wet weather and stormwater damage in Wainwright Park. The temporary parklet was delivered on Bringelly Road in May 2022 and the kitchen container was installed in June 2022 with final fit out occurring. The installation of public art and street furniture elements has been pushed back to July 2022 due to delays in supply. Council delivered an event, 'Meet me at the Park' at Wainwright Park, Kingswood, to launch the Streets as Shared Spaces project in June 22, attracting over 250 people.	▶

**COMPLETED** ✓  
**ON TRACK** ▶  
**OFF TRACK/DELAYED** ✗  
**OFF TRACK/DELAYED - IMPACTED BY COVID-19** ★

## OUTCOME 4 – WE HAVE SAFE, VIBRANT PLACES

ACTION	DESCRIPTION	PROGRESS
<b>4.2.1b</b>	Deliver the Live Work Play Grid project in Kingswood	Action completed. The final evaluation report was completed in March 2022 and forwarded to the NSW Department of Planning & Environment. <span style="float: right;">✓</span>
<b>4.2.1c</b>	Review the <i>Night Time Economy Strategy</i> for Penrith	Council engaged a consultant to develop the Night Time Economy Strategy. An initial draft has been received for internal feedback. The development of the Strategy continues, and engagement with key stakeholders is underway. <span style="float: right;">▶</span>
<b>4.2.2a</b>	Deliver targeted activation programs in both St Marys and Penrith city centres	<p>Action completed. Council has continued to work closely with the Penrith CBD Corporation and St Marys CBD Corporation in the delivery of targeted placemaking and activation projects that promote visitation to Penrith and St Marys, including:</p> <ul style="list-style-type: none"> <li>• A number of activations run by the Town Centre Corporations to celebrate Easter.</li> <li>• The Lunchtime Tunes program of local live music returned to Coachman's Park in St Marys and Triangle Park in Penrith from February 2022.</li> <li>• Two Summer Nights events were programmed in Triangle Park, Penrith during February 2022 which were both cancelled due to adverse weather conditions.</li> </ul> <p>Council undertook a series of 7 events during May 2022 as part of the NSW Department of Planning and Environment's Festival of Place – Open Streets Program which attracted 18,000 people over four events in Coachman's Park and Kokoda Place Car Park, St Marys and 6,000 people over three events to the Masters Place Car Park and Woodriff Street, Penrith.</p> <span style="float: right;">✓</span>
<b>4.2.2b</b>	Develop an Activation Plan for the City Park	Council has engaged a consultant to develop the City Park Activation Plan. An initial draft of the Activation Plan has been received for internal feedback. The development of the Plan continues, including engagement with key stakeholders which is underway. <span style="float: right;">▶</span>
<b>4.3.1a</b>	Develop and implement improved community, recreation and sports facility hire and allocation systems and processes	<p>Action completed. Business improvements for the Community Facilities &amp; Recreation (operations) team continue to be implemented. Key initiatives completed and or scheduled include:</p> <ul style="list-style-type: none"> <li>• Continuing development of recreation documentation framework</li> <li>• Continued review of the Terms and Conditions of Hire for Sports Ground Users</li> <li>• Keyless entry pilot project, which is ready for trial stage</li> <li>• Ongoing audits of recreation &amp; community facilities</li> <li>• Ongoing review of waste services at facilities, and</li> <li>• Ongoing reviews of grounds maintenance.</li> </ul> <span style="float: right;">✓</span>

**COMPLETED** ✓  
**ON TRACK** ▶  
**OFF TRACK/DELAYED** ✗  
**OFF TRACK/DELAYED – IMPACTED BY COVID-19** ★

## OUTCOME 4 – WE HAVE SAFE, VIBRANT PLACES

ACTION	DESCRIPTION	PROGRESS
<b>4.3.2a</b>	Develop a community led plan for Cranebrook	<p>Council staff have connected with local services in the Cranebrook area and have actively engaged in the Cranebrook Neighbourhood Advisory Board. Staff organised the delivery of two family fun days and a pop up engagement in Cranebrook, however all were postponed due to extreme weather. Ongoing stakeholder meetings with local services have provided valuable insights into some of the key challenges and opportunities within the Cranebrook community. Engagement with residents has commenced through the support of activities run by local services, such as pop-up listening posts, community groups and family fun days supported by Council.</p> <p>Work has commenced on a neighbourhood demographic analysis, local service mapping and the development of a Social Impact Measurement Framework for engagement in Cranebrook.</p> <p>Engagement in Cranebrook is behind schedule and a revote of funds is proposed. The delay is due to COVID-19 related disruptions, extreme wet weather and the need for staff to respond to, and deliver, Council's flood recovery efforts in Londonderry.</p>
<b>4.3.3a</b>	Develop a project model to increase and measure resilience across a range of neighbourhood renewal communities	<p>Staff vacancies and the need for existing staff to respond to emerging community needs associated with several flooding events this year has meant that delivery of this action has been delayed.</p>
<b>4.3.3b</b>	Deliver the Village Café project across three areas	<p>The Village Café project has had a successful return to normal programming this reporting period, after not being able to provide face-to-face programming during the height of COVID-19. Council has worked with key community partners, including Nepean-Blue Mountains Local Health District, Penrith Health Network, and local community organisations, to deliver 16 Village Café sessions in the three neighbourhoods of North St Marys, Llandilo and Kingswood. Attendance is growing, with feedback from the community indicating a strong desire for social connection during these challenging times. A key highlight for Village Café this reporting period was the rollout of 60 flu vaccinations provided for free at Village Café sessions.</p>



**COMPLETED** ✓  
**ON TRACK** ▶  
**OFF TRACK/DELAYED** ✗  
**OFF TRACK/DELAYED – IMPACTED BY COVID-19** ★

## OUTCOME 5 – WE CARE ABOUT THE ENVIRONMENT

ACTION	DESCRIPTION	PROGRESS
<b>5.1.4a</b>	Obtain National Accreditation for Nursery Operations	Action completed. The National Governance Committee of Greenlife Industry Australia unanimously agreed to NIASA Accredited Penrith City Council Nursery plus award certification on 18 November 2021 under the NIASA Landscape Tree Stock Specification (NIASA #21106) through to 31 December 2022. <span style="float: right;">✓</span>
<b>5.2.1a</b>	Implement the community sustainability engagement program	Action completed. Participation in the Firethrive project has been completed. The WSROC HeatSmart project has been completed, although HeatSmart resources will continue to be promoted to the community. Council's participation in the Sydney Edible Garden Trail was followed up by the facilitation on an online webinar for the community on designing their own edible garden. Schools and community groups have been engaged through presentations on sustainability and resilience action. Sustainability video series including Empower Penrith has been promoted to the community. <span style="float: right;">✓</span>
<b>5.3.4a</b>	Implement nominated short-term actions in the <i>Resilient Penrith Action Plan</i> including cooling the city initiatives	Projects identified within the Resilient Penrith Action Plan are being implemented. These include: <ul style="list-style-type: none"> <li>• Tree planting projects funded by the Greening our City program are underway in parks and streets, with street tree planting completed in Erskine Park and currently being undertaken in St Clair.</li> <li>• A community pop-up event and tree giveaway was held in St Clair in May 2022, and a Plant Deliver-E program was also completed. <span style="float: right;">▶</span></li> <li>• Further playgrounds have had shade structures installed.</li> <li>• Emergency management initiatives and resources have been promoted to the community including the Get Prepared app, the Disaster Dashboard, and Neighbour Day activities.</li> <li>• Installation of water bubblers within the Penrith LGA is currently being investigated.</li> </ul>
<b>5.3.5a</b>	Implement renewable energy and energy efficiency projects	Council continued to implement energy projects. Highlights for the reporting period included: <ul style="list-style-type: none"> <li>• Online solar monitoring reviewed at Council facilities and commenced working with AGL to upgrade nominated small sites to smart meters.</li> <li>• LED lighting upgrade to Judges Street carpark implemented.</li> <li>• Tender process undertaken, with tenders currently being assessed for a joint Power Purchase Agreement. <span style="float: right;">▶</span></li> <li>• Participating in a partnership project with Endeavour Energy and the Australian Energy Foundation to provide an 'Energy Concierge' service to Penrith residents, including a free online webinar, held in May 2022, for residents on energy efficiency and electrifying the home.</li> </ul>

**COMPLETED** ✓  
**ON TRACK** ▶  
**OFF TRACK/DELAYED** ✗  
**OFF TRACK/DELAYED – IMPACTED BY COVID-19** ★

## OUTCOME 6 – WE ARE HEALTHY AND SHARE STRONG COMMUNITY SPIRIT

ACTION	DESCRIPTION	PROGRESS
<b>6.1.2a</b>	Undertake a comprehensive review of the <i>Disability Inclusion Action Plan</i>	<p>Action completed. Throughout November and December 2021, the community shared its aspirations and ideas for what would make Penrith more accessible. Further conversations were held in January and February, April and May 2022 to ensure diverse perspectives were considered. Insights have been reviewed and collated in two different reports:</p> <ul style="list-style-type: none"> <li>• Disability Inclusion Action Plan Engagement Outcomes Report</li> <li>• Disability Inclusion Action Plan and Detailed Action Plan Report 2022–2026</li> </ul> <p>The final Disability Inclusion Action Plan 2022 – 2026 was endorsed by Council on June 27, 2022, and submitted to the NSW Disability Council.</p> <p>Highlights included:</p> <ul style="list-style-type: none"> <li>• External engagement: 91% satisfaction rate with the DIAP 2022–2026</li> <li>• Internal engagement: Staff responded positively, resulting in 15 strategies and 56 actions committed to increasing accessibility and inclusion across Council work.</li> </ul>
<b>6.1.2b</b>	Identify training needs and deliver a training program for the community sector in response	<p>Action completed. The sector training and development program supports local services by offering free training and resources that build the capacity to respond to emerging and persisting issues and locally identified priorities. Three training sessions were planned and delivered in this period.</p>
<b>6.1.7a</b>	Implement projects and activities programmed in Council's <i>Sport and Recreation Strategy</i>	<p>Action completed. Council Officers have continued to carry out the implementation program for the <i>Sport and Recreation Strategy</i>, completing 53 projects since the Strategy's adoption in April 2020. During the reporting period, six projects have been completed, a further 21 projects are under construction, and another nine in the procurement phase and scheduled to begin shortly. In addition, progress is being made on the detailed designs of an additional 19 projects.</p> <p>Upgrades to eight playspaces to enhance them with new equipment, surface upgrades, seating, tree planting, shade, landscaping, and pathways have progressed, with Council engaging with the community to select a theme for each playspace.</p> <p>Notably, ten amenities buildings across the City are being upgraded to meet contemporary sporting facility guidelines, as defined in the <i>Sport and Recreation Strategy</i>. The new universally-designed buildings will be available for use by a variety of sports organisations, with each site's scope of work including changing rooms for players and officials, canteens, storage, and accessible toilets.</p>
<b>6.2.1a</b>	Complete the development of the city-wide Community and Cultural Needs Study	<p>Action completed. The Community and Cultural Facilities Needs Study was completed. It provided a theoretical calculation of the required rate of provision of facilities into the future, along with the preferred models and locations. The Study will be used to guide the <i>Community and Cultural Facilities Strategy</i>, which is now underway.</p>

**COMPLETED** ✓  
**ON TRACK** ▲  
**OFF TRACK/DELAYED** ✗  
**OFF TRACK/DELAYED – IMPACTED BY COVID-19** ★



## OUTCOME 6 – WE ARE HEALTHY AND SHARE STRONG COMMUNITY SPIRIT



ACTION	DESCRIPTION	PROGRESS
<b>6.2.1b</b>	Complete the development of the <i>Cultural Action Plan</i> for the city	The development of the Cultural Strategy and Action Plan is well underway, though delayed as a result of the impacts of COVID-19 on community and stakeholder engagement. Community and stakeholder engagement is complete and feedback is informing the drafting of the Cultural Strategy vision and focus areas. A draft Cultural Strategy and Action Plan are expected to be reported to Council for public exhibition later in 2022. <span style="float: right;">★</span>
<b>6.2.2a</b>	Undertake a review of the grants Council provides to the community	Action completed. The review of Council's funding to the community has been completed and this information is being used to inform the development of an updated Community Funding Program and Policy. The review identified leading practice, challenges and strengths of previous community funding administration and recommendations for change, including streamlining of processes for applicants and administrators and increasing transparency and consistency. <span style="float: right;">✓</span>
<b>6.2.3a</b>	Start to develop a policy framework for community groups using Council facilities	Action completed. Work has been undertaken to review Council's approach for the use of Council facilities by community groups. This has included best practice and benchmarking research, a review of current agreements and discussions with internal and external stakeholders. This information is now informing the drafting and development of an updated policy and program to support tenancies held by community organisations in Council buildings and facilities. <span style="float: right;">✓</span>
<b>6.2.4a</b>	Develop an online events calendar including community and live events	Events are currently shared through the Visit Penrith site and staff continue conversations with operators and providers to update the calendar accordingly. <span style="float: right;">▶</span>
<b>6.2.4b</b>	Deliver priority actions from the Penrith Event Strategy	A review of the implementation of the Events Sponsorship Program is currently under way. The Events Toolkit and Business Events Prospectus are being updated to enter the market in August 2022, following the launch of the refreshed City Brand. The internal Events Committee has met for a fourth time in July 2022. Council has been an active participant and presenter to the Penrith Valley Chamber of Commerce's Tourism Taskforce which met in April, May and June 2022. A Tourism and Events Industry Networking Event is currently being scoped for delivery in August 2022. <span style="float: right;">▶</span>
<b>6.2.4c</b>	Deliver on the 10-year plan for Real Festival	Opportunities to deliver on short-term actions listed in the Real Festival 10-Year Plan and Strategy are currently being scoped and incorporated as part of the project plan for the 2023 Real Festival. The 2022 iteration of the Real Festival is postponed as the event site, Tench Reserve, is undergoing upgrades and is unavailable. <span style="float: right;">▶</span>
<b>6.3.1a</b>	Develop virtual programs to support our international partnership efforts	Action completed. Several virtual exchange programs have been delivered including the annual Penrith-Fujieda Student Ambassador Program, Hakusan School video exchange and an exhibition in Hakusan promoting books about Penrith and books written by Penrith authors. <span style="float: right;">✓</span>
<b>6.3.1b</b>	Continuation of the school exchange program	Action completed. The 2021 school exchange program was delivered in December 2021, with three students participating virtually from Penrith. The school exchange program will be delivered virtually later in 2022 due to COVID-19 and uncertainty around travel. Planning is underway. <span style="float: right;">✓</span>

**COMPLETED** ✓  
**ON TRACK** ▶  
**OFF TRACK/DELAYED** ✗  
**OFF TRACK/DELAYED – IMPACTED BY COVID-19** ★

## OUTCOME 6 – WE ARE HEALTHY AND SHARE STRONG COMMUNITY SPIRIT

ACTION	DESCRIPTION	PROGRESS
6.3.2a	Support the delivery of a music professional development program	Action completed. Funds have been provided to Penrith Performing and Visual Arts (PP&VA) for the 2022 Mayoral Scholarship at the Penrith Conservatorium of Music. Staff are continuing to work with PP&VA to explore additional opportunities for local professional music opportunities. ✓
6.3.3a	Review the filming request policy	Action completed. Filming procedures and relevant documentation have been reviewed and updated. A dedicated filming request page was added to the corporate website to provide relevant and useful information for film producers wishing to film in Penrith. ✓
6.3.3b	Adopt and implement the Visitor Economy Strategy	The Visitor Economy Strategy is in development. Engagement with key stakeholders has occurred and a draft strategy will be completed and presented to Council in the coming months. ✗
6.3.3c	Pursue priority short-term accommodation opportunities	Action completed. An audit of current and pipeline accommodation has occurred and Council's record for accommodation capacity capabilities of the region has been updated. This information will be used to update the 2016 Short Term Accommodation study, as well as assist in future Business Events and Conference pitches for Penrith. Council has received two short-term accommodation enquiries recently and supported these requests by assisting with providing information. ✓

## OUTCOME 7 – WE HAVE CONFIDENCE IN OUR COUNCIL

ACTION	DESCRIPTION	PROGRESS
7.1.1a	Undertake ongoing process improvements as they relate to planning certificates	All planning information that appears on a 10.7 Planning Certificate has been updated when there have been amendments to planning legislation references, including all draft environmental planning instruments. This is based on environmental planning instrument amendments exhibited on the NSW Planning Portal along with gazetted amendments in the NSW Government Gazette, as advertised on the NSW Legislation website.   The Aerotropolis Planning Package and supporting technical studies for the initial precincts were finalised on 25 March 2022. All relevant notations are being updated to reflect these amendments.
7.1.2a	Undertake fraud awareness training as per audit recommendation	Council's internal iConnect page was updated with relevant governance information including a significant piece of work around Fraud and Corruption. A new round of training is drafted and must be reviewed. 
7.1.3a	Implement hybrid meeting capabilities in both Council Chambers and Passadena Room	Action completed. Hybrid Council meetings are now operational and have been working effectively. ✓
7.1.5a	Support the orientation and induction of the new Council following the election	Action completed. Due to the Local Government election being postponed until December 2021, the orientation and induction of the new Council started at the end of 2021 and was carried through early 2022. Council staff have made sure Councillors have access to technology, stationery and the support they need to undertake their roles. ✓

**COMPLETED** ✓  
**ON TRACK**   
**OFF TRACK/DELAYED** ✗  
**OFF TRACK/DELAYED – IMPACTED BY COVID-19** 

## OUTCOME 7 – WE HAVE CONFIDENCE IN OUR COUNCIL

ACTION	DESCRIPTION	PROGRESS	
<b>7.1.14a</b>	Digitisation of Council's Application Records	This project had some delays due to the COVID-19 lockdown. It is now back on track with staff working on boxing files and formatting metadata for collection and digitisation.	▶
<b>7.2.4a</b>	Review practices and procedures for the management of commercial properties and identify areas for improvement	Action completed. Council has completed an audit of our current portfolio and determined the commercial yield of each asset, and identified and programmed strategic improvements. We continue to improve efficiency and operational procedures.	✓
<b>7.2.5a</b>	Complete the Statement of Council Intent	Action completed. The Statement of Council Intent has been included in the Resourcing Strategy that was adopted by Council on 27 June 2022.	✓
<b>7.2.6a</b>	Finalise the tender for design and construction of the Soper Place car park	The progress of this task has been delayed due to the difficulties encountered while negotiating the development application with stakeholders and authorities.  The DA consent is now forecast for the end of October 2022. Detailed design development and preparation of a Request for Tender will follow.	✗
<b>7.2.7a</b>	Start the renovation of the Police Cottage at Emu Plains	Action completed. The historic Police Cottage at Emu Plains is set to become a vibrant dining destination with AMA Projects appointed at the October 2021 meeting and site works commencing in November 2021, with hoarding being erected and a sod turning taking place on 14 December 2021. Lodgement for Construction Certificate was completed in March 2022. The Construction Certificate was obtained on 19 May 2022 and all structural renovation works were able to commence.	✓
<b>7.2.9a</b>	Establish standards for scheduled and unscheduled maintenance	Service Level Agreements for all asset classes are being developed and will be implemented as they are completed.  The Service Level Agreement for roads has been finalised. Implementation has been interrupted by responding to the ongoing inclement weather over the past five months. Reporting on progress needs to be developed. The Service Level Agreement for buildings has been developed and is still under review.	▶
<b>7.2.9b</b>	Provide information to include asset management plans into Council's long-term financial plan	Action completed. Asset management plans have been written for all asset classes and included in Council's 2022 Resourcing Strategy.	✓
<b>7.2.9c</b>	Assess and manage programs for all Council trees	Action completed. This is an ongoing program. All annual inspections were completed in the required timeframe, and defects sent for rectification. All works required in vicinity of Childcare centres completed.	✓
<b>7.2.9d</b>	Consolidate, improve, maintain and update the asset database	This is an ongoing project. Work linking the GIS system to the asset database, set up and recording of attribute data is progressing.	▶
<b>7.2.9e</b>	Develop the 2022-23 asset renewal/capital works programs for buildings, parks, drains, kerb and gutter, roads and pathways	Action completed. All projects to be included in the 2022-2023 Asset Renewal Programs have been identified, scoped, costed and included in the 2022-23 Operational Plan adopted by Council on 27 June 2022.	✓

**COMPLETED** ✓  
**ON TRACK** ▶  
**OFF TRACK/DELAYED** ✗  
**OFF TRACK/DELAYED - IMPACTED BY COVID-19** ★

## OUTCOME 7 – WE HAVE CONFIDENCE IN OUR COUNCIL

ACTION	DESCRIPTION	PROGRESS	
<b>7.2.10a</b>	Review and promote the Staff Sustainability Induction Module	A template has been developed for the new Sustainability and Resilience E-Learning Module. Content is currently being reviewed and added to the module. It is planned for the module to be completed and promoted to staff by October 2022.	▶
<b>7.2.11a</b>	Research and develop a plan for a circular economy	Council is working in partnership with Sustainability Advantage to progress this action. A consultant was engaged by Sustainability Advantage and an initial project proposal provided. Background research/collation of case study material is currently being undertaken, and presentation material and a workshop plan are being prepared.	▶
<b>7.3.1a</b>	Implement and roll-out a Project Management office (PMO) framework for all projects within the Council	The PMO Governance Framework was signed off by the PMO Project Board on 30 November 2021. A need was identified within the last quarter of the 2021-22 financial year for a more robust, enterprise wide PMO to be developed. This includes providing structured tools, templates and guides for all project managers. Work on this has been done, with a robust roll-out plan, including training, currently being finalised.	X
<b>7.3.1b</b>	Formulate Business Improvement Strategy and Framework for Council	The Business Improvement Strategy and Framework are currently being redeveloped, based on Office of Local Government requirements announced in 2021 in relation to the delivery of service reviews by all Councils. This action is on track to be completed by the end of the current calendar year.	▶
<b>7.3.1c</b>	Support departments in the capturing and storage of business processes	The Business Improvement Team supports departments by facilitating business improvement processes and training teams in Business Process Mapping (BPM) fundamentals. The value of this activity is within the improvements made to processes through the BPM exercise and that processes are captured in a central database, known as ProMapp. A targeted BPM program is being developed to assist in the organisation's enterprise resource planning software project to ensure that best practice processes for Council are built into the system.	▶
<b>7.3.4a</b>	Finalise roll out of the Case Management Program and delivery of training	Action completed. All teams across Council now utilise Customer Connect CRM for all customer requests (cases). The customer will now receive a case email acknowledgement and a reference number for easier tracking and reporting. Highlights include: <ul style="list-style-type: none"> <li>• 360-degree view of customer interactions with Council.</li> <li>• An additional 200 case types available for customer to lodge via the Customer Portal at My.Penrith.City 24 X 7, with workflow directed to specific service area</li> <li>• Improved Dashboards and Analytics</li> </ul>	✔
<b>7.3.4b</b>	Start planning and execution of the Payroll Project	Project is currently on hold waiting on funding and outcome of Enterprise Resource Planning (ERP) Strategy and Framework Review.	X
<b>7.3.4c</b>	Commence the execution and delivery of agreed priorities of the Customer Experience Transformation Program	Prioritisation of projects within the Customer Experience Transformation Program has commenced. Business Cases, cost estimates and running order planning are in progress.	▶

**COMPLETED** ✔  
**ON TRACK** ▶  
**OFF TRACK/DELAYED** X  
**OFF TRACK/DELAYED - IMPACTED BY COVID-19** ★

## OUTCOME 7 – WE HAVE CONFIDENCE IN OUR COUNCIL

ACTION	DESCRIPTION	PROGRESS	
<b>7.3.4d</b>	Business Case developed for adoption and implementation of the suggested Priorities of the <i>Data and Analytics Strategy</i>	The Open Data Portal is continually being utilised to provide spatial data information to the public. It is also being utilised by internal departments to provide insights into datasets and improve access to viewing spatial data.  The Data and Analytics Strategy adoption is ongoing.	★
<b>7.4.2a</b>	Complete the new suite of Integrated Planning and Reporting (IP&R) documents	Action completed. All of the new Integrated Planning and Reporting documents, being the <i>Community Strategic Plan 2036+</i> , the <i>2022-26 Delivery Program</i> and <i>2022-23 Operational Plan</i> , the <i>2022 Resourcing Strategy</i> and the <i>2022-23 Fees and Charges</i> were exhibited for public exhibition for 28 days concluding on 2 June 2022. The documents have had some minor amendments made to the ones placed on exhibition. The final documents have been adopted by Council on 27 June 2022.	✓
<b>7.5.1a</b>	Review work health and safety management system	A review and update of four policies and procedures have been completed, which are waiting to be endorsed.	★
<b>7.5.2a</b>	Review reward and recognition; invest in leadership development	Action completed. The following key pieces have been delivered in 2021-22 in relation to reward and recognition and leadership development: <ul style="list-style-type: none"> <li>• Council's new recognition program 'Penrith Praise' has been delivered to all employees. This consists of a 'thank you' program, across eight recognition categories and is supported via thank you cards and digital badges. The program also enables People Leaders/Managers to recognise their people by accessing their existing budgets, and this is detailed further in the new recognition procedure. The Penrith Praise program launch is further supported by a communications plan, intranet page and a Recognition Guide.</li> <li>• Successful delivery of the Igniting Leadership (Coordinator program) across two cohorts of participants.</li> <li>• Successful delivery of the Thriving Leadership (Manager program), including an off-site kickoff event and two off-site full day workshops, across two sub groups of participants.</li> </ul>	✓
<b>7.5.3a</b>	Implement payroll system; implement work health and safety software system	Business cases have been developed and endorsed. Funding options are currently being investigated.	★

**COMPLETED** ✓  
**ON TRACK** ▲  
**OFF TRACK/DELAYED** ✗  
**OFF TRACK/DELAYED - IMPACTED BY COVID-19** ★

# OUTCOME 1

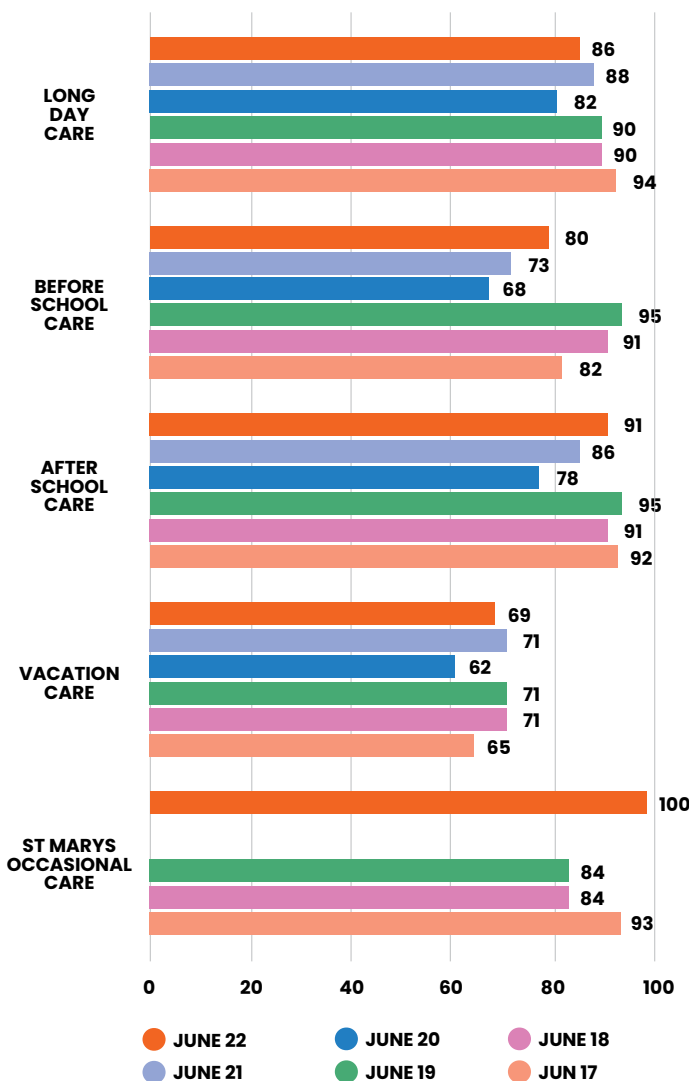
## We can work close to home

### How have we done?

The following indicators help track organisational progress against key strategies around education and access to employment, both of which increase access to local jobs.

#### Utilisation of Council provided childcare centres

This indicator tracks whether Council's childcare centres are operating at target utilisation rates, and whether parents wishing to work or study have difficulty finding care for their child.



#### Number of Childcare Centres that meet National Quality Standards

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

**Result:**

# 100%

of Childcare Centres have met or exceeded NQS

#### Number of attendees at Library education programs

This helps Council track whether the programs run in our libraries are popular and meet community needs.

# 3,762

Children attended a total of 294 sessions (12.8 per Session)

# 2,812

Adults attended a total of 89 Sessions (31.6 per session)



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

This strategy is delivered by service activities that focus on projects and initiatives that help promote investment in Penrith to build our economy.

### Highlights for the year:

- Land use audit of employment precincts and stakeholder consultation with local business and industry was completed.
- The Economic Development Implementation Plan and the Rural Economy Study have been developed, and an Agribusiness Economy and Opportunities Study has been delivered.
- Council is actively pursuing both direct leads and investment leads generated through the Western Sydney Investment Attraction Office. Council continued to facilitate investment enquiries received during the year including short-stay accommodation, residential apartments, a hairdresser shop, A-grade office space for a utility provider, a pet food manufacturer, and a battery energy facility.
- Council continued to promote Penrith as the New West to investors through key channels including the New West eNewsletter, website and social channels, as well as targeted promotion in industry publications.
- City Park and Regatta Park are two transformational, strategic land projects which have been progressed to construction phase. Both projects are expected to be completed in 2023.
- Council secured funding as part of the Black Summer funding program to develop a heritage walk for Penrith. The trail was successfully launched in April with the launch of a digital online map.
- Council successfully partnered with Destination NSW and local industry to deliver cooperative marketing activity promoting Penrith as an ideal visitor destination.
- Council continued to actively participate in the Western Parkland Councils Alliance, established to formalise the existing collaboration between Western Sydney City Deal councils.

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

This strategy is delivered by service activities that focus on lifelong learning through our children's services, libraries, and work experience and traineeship programs.

### Highlights for the year:

For a detailed summary of achievements in services for children please refer to Appendix 3 of this document.

- All children's services have continued to remain open during the COVID-19 crisis and we have implemented several actions to support staff and children and provide continuity of care.
- The NSW Government has confirmed and extended funding to assist in the provision of services to our children.
- Building upgrades at three children's centres have been completed.
- Due to the COVID-19 lockdown, the Work Experience Program was placed on hold from July 2021 to November 2021. The Program recommenced in December 2021 for the first 2022 intake (Jan - Jun).
- Council's Traineeship Program continued with the employment of multiple Business Administration and Child Care Trainees, an IT Trainee, Professional Specialist Trainees in Engineering, Building Surveying and Environmental Health, and an Apprentice in Production Nursery.
- National Simultaneous Storytime occurred on Wednesday 25 May at 11am. The story this year, 'Family Tree', was written and illustrated by Josh Pyke, and the leadership team took the opportunity to visit a service and read to many eager listeners. The Mayor and General Manager also read the story in a pre-recorded session with the Library team which was streamed during the day across services. The event provides an opportunity to highlight the message that Paint Penrith REaD aims to spread in the community - a book can be enjoyed anywhere, anytime.
- The Libraries face-to-face programming recommenced in April for both children's and adults' services, with visitor numbers steadily increasing.

## CHALLENGES

- COVID-19 and influenza illnesses have impacted on engagement, visitation, events and local businesses.
- New West marketing campaigns are on hold while the New West Marketing Strategy is refreshed.
- COVID-19 continues to put pressure on staffing levels in Children's Services.

# OUTCOME 2

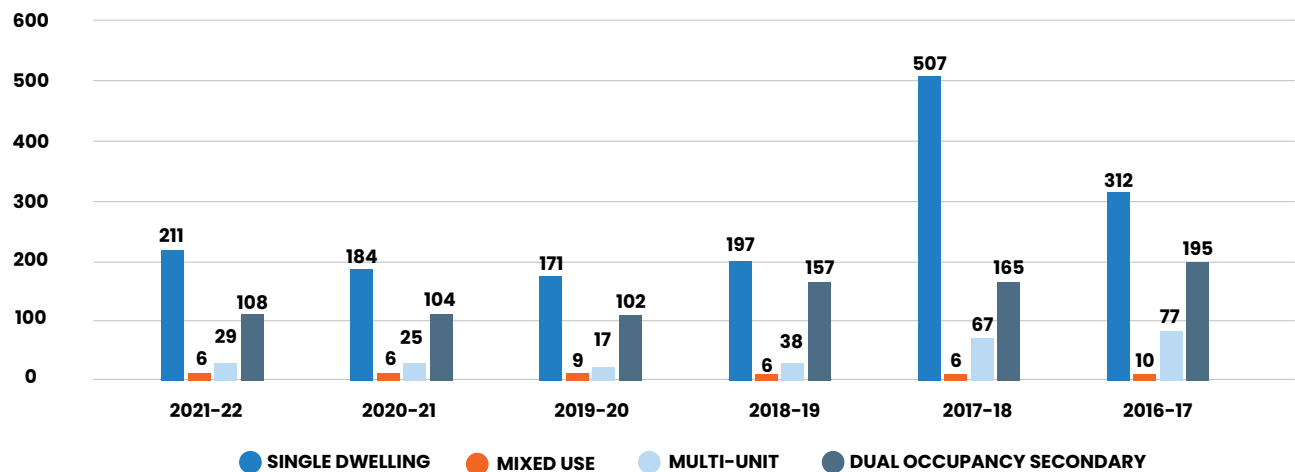
## We plan for our future growth

### How have we done?

The following indicators help track organisational progress against key strategies around planning and development in the city.

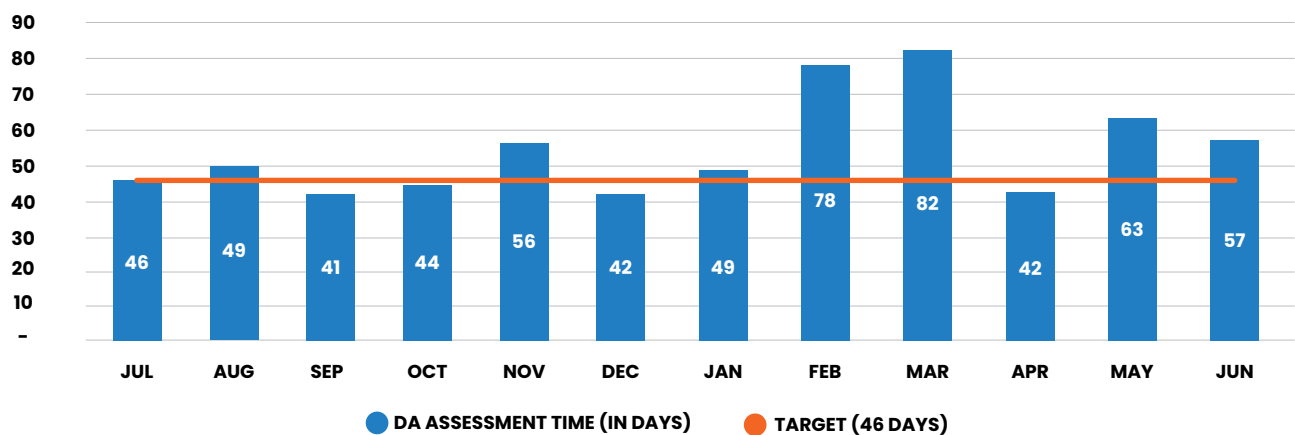
#### Number of Residential Development Applications:

This indicator tracks both the nature and extent of residential growth and will help us track demand for different styles of housing and anticipate potential impacts on services and facilities. This indicator will allow us to see trends in development as we continue to track it over time.



#### Average Monthly DA Assessment Time:

This indicator tracks the average monthly processing time of minor Development Applications (DA) by Council.

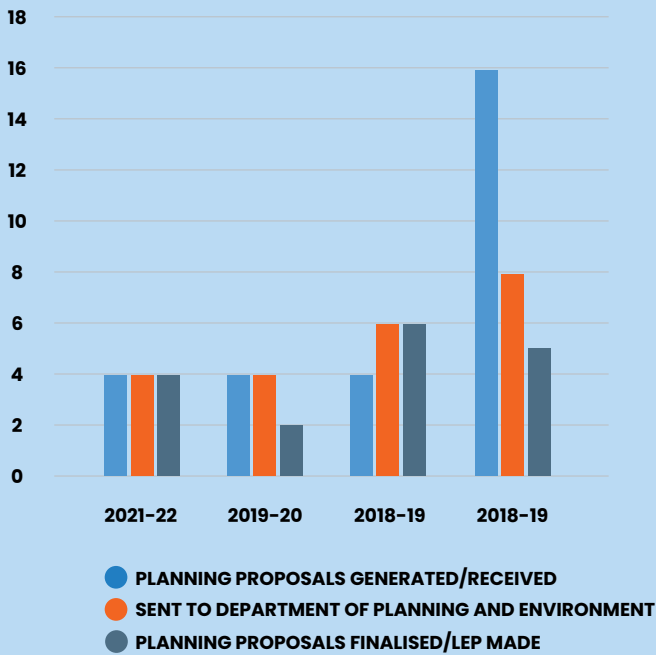


Yearly Average: 56 Days



## Number of Planning Proposals

By capturing details around planning proposals submitted, approved and made, we can track the demand for development within the city which does not comply with existing planning controls. It is inevitable that some changes to controls will need to be made, and some of these can indicate innovative development not anticipated when Local Environmental Plans (LEPs) were developed. Too many proposals though, may indicate the controls are out of date and in need of review.



### Planning Proposals generated / received:

- Urban Heat Island Planning Proposal
- Affordable Rental Housing Contributions Planning Proposal
- Mamre Road West Planning Proposal
- 1-4 Old Bathurst Road (170 Russell St Emu Plains)

### Sent to Department of Planning:

- 61 Henry Street Penrith for Gateway
- 221-227 & 289-317 Luddenham Road, Orchard Hills for Gateway
- Urban Heat Island Planning Proposal for Gateway and Making
- Affordable Rental Housing Contributions Planning Proposal

### Planning Proposals finalised / LEP made:

- Winter Sporting Facility
- 57 Henry Street, Penrith
- Reclassification - Reynolds Road and The Driftway, Londonderry
- Urban Heat Island Planning Proposal



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

This strategy is delivered by service activities that focus on our development assessment processes and making fair decisions around safety and quality.

### Highlights for the year:

- The second review of the Local Environmental Plan (LEP) has commenced, along with stage 2 of a comprehensive review of the Development Control Plan (DCP).
  - Council provided engineering input into the future planning of Glenmore Park Stage 3 and Orchard Hills North. The Orchard Hills North DCP, Contributions Plan and Letter of Offer was reported to Council on 27 June 2022 for a decision.
  - Council continues to provide engineering advice for the strategic planning of major release areas, major Planning Proposals and Development Applications. We provided engineering input to the Department of Planning in the formulation of Precinct Plans and Development Control Plans for the Aerotropolis and Mamre Road Precincts.
  - Throughout 2021–22, 960 development applications and modification applications were lodged with 1061 applications determined (including withdrawals). When compared to the previous financial year, this equates to a 4% increase in lodgements.
  - Council committed to and achieved the State Governments Public Spaces Legacy Program improvements for faster development assessment during the period.
  - The service has reviewed and responded to 101 state significant developments, telecommunication and infrastructure works proposals which represents a significant 25% increase in work volume when compared to the last financial year.
  - 57 land title dealing applications, 37 liquor license applications and 16 responses to internal requests for technical advice on planning proposals, policy developments and Council managed construction initiatives were completed.
  - Council continued to input into policy development at the state and local level to ensure that the objectives of policy changes and the resulting controls created are reasonable, achievable and can be implemented in the progression of orderly development within the Local Government Area.
- A proposal was prepared to introduce a new provision in Penrith Local Environment Plan 2010 to ensure that the mitigation of the urban heat island effect is a major consideration for new developments. This Planning Proposal was exhibited from 7 February 2022 to 7 March 2022 and the results of the public exhibition were reported to Council at the Policy Review Committee Meeting on 9 May 2022 and was endorsed by Council at the Ordinary Meeting on 30 May 2022.
  - A Gateway Determination was received 24 May 2022 for the Planning Proposal for 221–227 & 289–317 Luddenham Road, Orchard Hills.
  - The Affordable Housing Contribution Scheme Planning Proposal was reported to the Local Planning Panel on 22 June 2022.
  - Council continues to be a strong advocate for refinement and simplification of the development assessment process through effective policy input and system improvements. This includes being at the forefront of pilot programs for NSW Planning Portal Updates and consultation with the Audit Office of NSW on the success and challenges of the Portal implementation program, implementation of Version 1 of the Application Programming Interface with the Portal and ongoing refinement to standard conditions of consent to simplify and standardise requirements for the management of development and construction activities.
  - Council continues to provide engineering advice for the strategic planning of major release areas, major planning proposals and development applications.
  - Council continues to be a strong advocate for refinement and simplification of the development assessment process through effective policy input and system improvements. This includes being at the forefront of pilot programs for NSW Planning Portal Updates and consultation with the Audit Office of NSW on the success and challenges of the Portal implementation program, implementation of Version 1 of the Application Programming Interface with the Portal and ongoing refinement to standard conditions of consent to simplify and standardise requirements for the management of development and construction activities.

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

This strategy is delivered by service activities that focus on ensuring our planning controls reflect the expectations of government and are well understood by our customers.

### Highlights for the year:

- Council made submissions to State Government policies that affect our communities. These included Amendments to SEPP (Western Sydney Aerotropolis) 2020, Draft Western Sydney Aerotropolis Development Control Plan Phase 2, Luddenham Village Discussion Paper, Penrith Lakes SEPP Amendment.

- Council has obtained annual funding from the NSW Premier & Cabinet (Heritage NSW) for the next two financial years, granting \$5,500 per annum for Local Government Small Heritage Grants and \$6,000 per annum for Local Government Heritage Advisors. These grants are invaluable in assisting Council with funding our ongoing heritage support.
- Council actioned approximately 200 heritage related enquiries, ran approximately 70 meetings with internal and external customers relating to heritage matters, and continued to coordinate and manage the functions of the Heritage Advisory Committee.
- 150 development and infrastructure proposals were considered by Council's heritage advisor, providing expert advice for the consideration of development proposals relating to or adjacent to heritage listed properties.
- Council continues to respond to state planning policies as they emerge, contributing through formal submissions and participating in information sessions.
- 28 development proposals were the subject of review at Council's Urban Design Review Panel which reflects a notable reduction in the number items considered during the previous financial review period. This is partially due to a reduction in residential flat building and mixed use development proposals advancing.
- 89 proposals were considered through Council's pre-lodgement meetings which was almost exactly the same volume when compared to the previous financial year.

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

This strategy is delivered by service activities that focus on ensuring infrastructure grows with our City, and that developers and other levels of government make a fair contribution.

### Highlights for the year:

- Council continued to work the Places of Penrith, a strategic planning framework that sets out a vision for the City. Several studies and strategies have been developed around employment, housing, rural lands and our green corridors. These strategies will also provide strategic directions to leverage opportunities such as the construction of the Sydney Metro Western Sydney Airport rail line.
- A St Marys Collaboration Group has been established comprising the Greater Sydney Commission, Council and representatives from State Agencies including DPIE, Transport for NSW, Sydney Metro, Land and Housing Corporation and Landcom.
- Council continues to advocate for an evacuation solution for Penrith as part of the Hawkesbury-Nepean Valley that addresses the current flood and

safety risks to communities living in the catchment and to facilitate responsible development. The Castlereagh Connection has been identified by Infrastructure Australia as a high priority initiative. Due to the critical need for better flood evacuation in the region, further investigation by Government is needed through the commitment to a business case. Prior to the Federal Election, the now Labor government committed to funding of \$50M for a business case for Castlereagh Connection. Council continues to advocate to Government to ensure the business case commences and that further funding for the construction of the project is committed.

- We have been working on the review of our contributions planning framework and have established a project plan to deliver on recommended actions from the review. The following actions from the project plan have been completed:
  - Preparation of s7.11 Template
  - Preparation of s7.12 plan for Penrith LGA
  - Preparation of a Voluntary Planning Agreement Policy and updated Works in Kind Policy
  - Community facilities review
  - 7.11 Plan for the Mamre Road Precinct
- The following actions from the project plan are currently being undertaken:
  - Review and update of WELL Precinct Contributions Plan
  - Preparation of s7.12 Plan for Western Sydney Aerotropolis
  - Preparation of a Citywide 7.11 Plan for local and district open space and community facilities
  - VPA tracking software for the tracking and calculation of development contributions and planning agreements

## CHALLENGES

- Major developments that are nearing approval or have been approved by the Department of Planning are placing significant pressure on engineering resources.
- Changes to state planning controls and policy progression, and accelerated release area planning continues to present major challenges.
- The NSW State Government has been delayed in their delivery of the Greater Penrith to Eastern Creek Growth Area project.

# OUTCOME 3

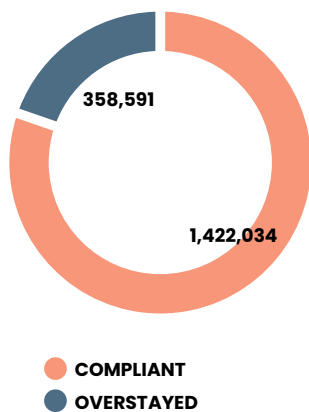
## We can get around our city

### How have we done?

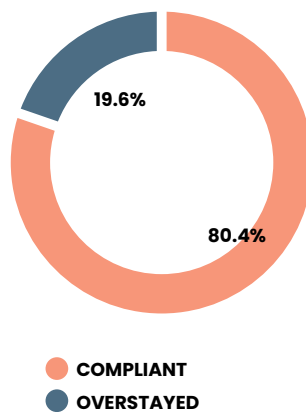
The following indicators help track organisational progress against key strategies around planning and development in the city.

#### Parking:

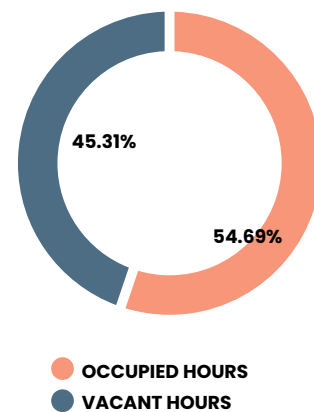
Number of cars overstayed vs compliant



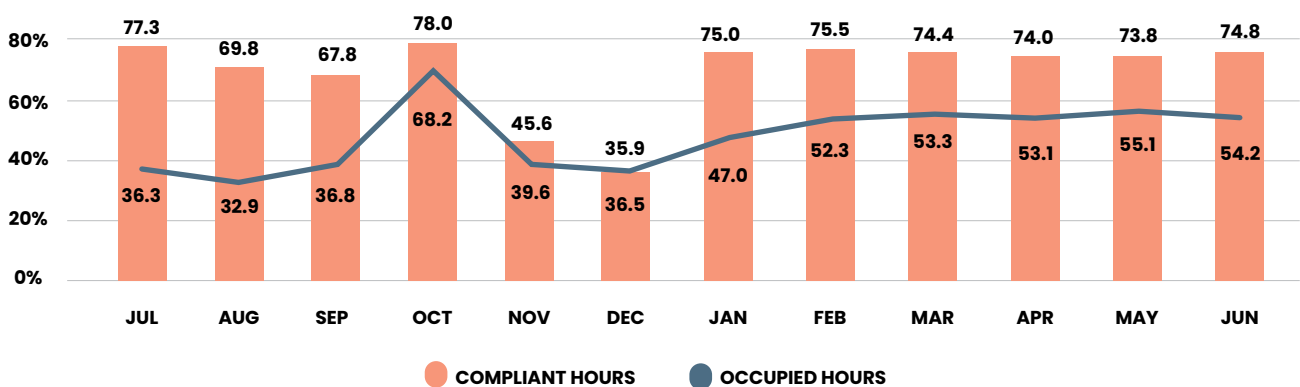
Percentage of cars overstaying in peak times



Average capacity



Occupancy and compliance by month (%)





### Footpath:

**3,275sqm**

of footpath replaced

**10km**

of footpath added

*Note: Figures do not include developer constructed footpath*



### Bus Shelters:

Number of bus shelters constructed:

**0**

*Due to delay in fabricating and galvanising the bus shelters due to the impact from COVID-19 restrictions on the industry.*



### Road Network:

Number of complaints received regarding defects on Council's Roads (potholes):

**1,839**

Percentage of these complaints resolved within 5 days:

**70%**

**141,239sqm**

of roads resurfaced or reconstructed

**17,934sqm**

of roads resurfaced or reconstructed under the Roads to Recovery Program

## STRATEGY 3.1 WORK WITH PARTNERS TO IMPROVE PUBLIC TRANSPORT

This strategy is delivered by service activities that focus on public transport, particularly bus shelters and bus routes.

### Highlights for the year:

- Installed tactile ground surface indicators on concrete slabs at 54 bus stop boarding locations, meeting Disability Discrimination Act (1992) compliance.
- Continue to participate with Transport for NSW (TfNSW) in the development of the Penrith rapid bus corridor, bus shelter infrastructure design and the Park & Ride facility at the proposed bus stop locations.
- Concrete slabs have been constructed to install Bus Shelters at the following locations:
  - Wrench St, Cambridge Park
  - Roper Rd, Colyton
  - Saddington St, St Marys
  - Blackwell St, St Clair
- Council continues to provide feedback and evaluate the options for the future use of Station Street as an integral part of the bus interchange for St Marys.

## STRATEGY 3.2 PROVIDE A SAFE AND EFFICIENT ROAD AND PATHWAY NETWORK

This strategy is delivered by service activities that focus on maintaining roads and pathways, and ensuring new assets are safe and fit for purpose.

### Highlights for the year:

*For details of locations of 2021-22 works on our roads and footpaths please refer to Appendix 4 of this report.*

- Design projects funded through WSIP round 3 for Jamison Road and Coreen Avenue are completed and funding applications for construction works have been submitted.
- The \$127 million Dunheved Road upgrade is progressing with community consultation completed and design almost completed.
- Caddens Road upgrade which was funded through Western Sydney Infrastructure Plan Round 3 was completed four months ahead of schedule.
- Council continued to inspect, certify and deliver major civil assets from developer constructed infrastructure as part of the roll out of major release areas across the LGA.
- Consultation for the delivery of an off-road cycleway to connect Penrith to Glenbrook is complete and the project now under construction.

- Council continues to participate with Department of Planning and Environment, Industry and Environment and TfNSW on the road infrastructure planning for the Mamre Road Precinct Structure Plan. Council Officers advised on the road infrastructure planning to support the development of warehousing, freight, logistics and industrial in response to long-term projected employment development growth in Sydney.
- Council Officers continue to advocate for the delivery of the future Southern Link Road and Aldington Road, Kemps Creek.
- Council made a detailed submission to the Review of Environmental Factors (REF) for Mamre Road Upgrade Stage 1 between the M4 Motorway, St Clair and Erskine Park Road, Erskine Park.
- Council continued to deliver school road safety initiatives. These included increasing community awareness of the NSW Government's Centre for Road Safety, increasing family and community awareness of child restraint laws by distributing TfNSW child restraint information, working with school communities to address speed, parking, crossings and general road safety around schools, and working with families and school communities to promote safer drop off and parking, pedestrian and driving behaviours around schools.
- Variable Message Signs (VMS) with radar are placed weekly at locations across the LGA as part of Council's road safety program. These signs are used as community education devices to proactively increase driver awareness of local speed limits and to remind motorists to 'Slow Down' should they be exceeding the speed limit.
- Council held a "Helping learner drivers be safe drivers" workshop on 15 September. The feedback from the 23 participants was very positive.
- The Local Traffic Committee has considered 80 formal reports this financial year. The results of these investigations seek to improve road safety and traffic efficiency.

## Recycled Glass In Road Resurfacing

Council is breaking new ground with a commitment to use recycled glass in all future road works. Following a successful trial in Stafford Street, Penrith, where end-of-life glass collected from a local supplier was crushed down and used in the road's asphalt mix, Council will continue to use recycled glass for future road resurfacing works. Council's review of the trial revealed incorporating glass in the bitumen delivered a win for the circular economy and a more durable road surface.

Penrith Mayor Tricia Hitchen said Council is proud to be leading the way in a move that will not only streamline road works in the Penrith Local Government Area but also lay the foundations for a more sustainable circular economy for our City. "Council is always looking for opportunities to improve our services and following the recent flood events which wreaked havoc on Penrith's roads, we have been eager to implement preventative measures and long-term solutions," Cr Hitchen said. "Through our commitment to the circular economy by using recycled glass in future road works, we are providing more robust roads for the safety of our residents and visitors, while contributing to the circular economy at a local level," she said.

### Council used recycled glass in the asphalt mix in the following streets as part of the Road Resheeting/Reconstruction program:

LOCATION	WORK	TONNES OF RECYCLED GLASS	NUMBER OF AVERAGE SIZED BOTTLES
Copeland Street, Kingswood	Program: Roads to Recovery 5,200 sqm road reconstruction	62.5	281,200
Jamison Road, South Penrith	Program: Road Resealing / Resheeting 5,500 sqm road reconstruction	105	472,500
Ninth Avenue, Llandilo	Program: Road Reconstruction 6,800 sqm road reconstruction	90.9	409,100

Council is also looking to trial a new product, recycled coffee cups in the asphalt mix.

It is planned to trial the recycled coffee cups in the asphalt mix (PAK-PAVE) in the following streets as part of the 2022/23 Road Resheeting/Reconstruction program:

- Jamison Rd, South Penrith between Penrose Cr and Evan St
- Swallow Dr, Erskine Park between Taurus St and Pegasus St

All these trials have been done in partnership between our current contractor State Asphalt Services Pty Ltd and Penrith City Council.



## STRATEGY 3.3 PROVIDE PARKING TO MEET THE NEEDS OF THE CITY

This strategy is delivered by service activities that focus on understanding the parking needs of our community and ensuring parking is used fairly.

### Highlights for the year:

- Council continues to collect valuable information around car parking turnover, utilisation, occupancy and compliance, using real time data captured by 1,683 electronic parking sensors installed across six Council Car Parks and busy CBD thoroughfares. This data is used by Council's Traffic Engineers and Parking Rangers and supports the implementation of parking strategy and performance indicators.
- In July 2021, Rangers suspended all timed parking within the LGA to support residents and businesses impacted by the second COVID-19 lockdown. Parking offences that constituted an actual or potential safety risk to other road users or pedestrians were still reported. In October 2021, coinciding with the return of on campus schooling, Parking Rangers resumed school zone enforcement. In November 2021, Parking Rangers began visible operations in the Penrith CBD; however, have been only issuing formal cautions for timed on street or car park offences.
- An additional 104 car parking spaces were provided at Woodriff Street, Penrith.
- Council continues to provide technical advice for various Development Applications and associated parking requirements, including major Council led projects.
- Council continued to maintain Council carparks across the City.

## STRATEGY 3.4 IMPROVE PASSENGER AND FREIGHT TRANSPORT CONNECTIONS IN THE REGION

This strategy is delivered by service activities that focus on transport infrastructure that connects Penrith to other parts of Sydney and beyond.

### Highlights for the year:

- Council made detailed submissions to TfNSW on the following key transport projects:
  - the Review of Environmental Factors (REF) for the New Richmond Bridge and traffic improvements – Stage 1 The Driftway.
  - the Review of Environmental Factors (REF) for Mulgoa Road Upgrade Stage 2, 5A and 5B (between Glenmore Parkway to Jeanette Street, Blaikie Road to Jamison Road and Jamison Road to Union Road)
- Council continues to participate with Transport for NSW on their work in preparing the planning for the Southern Link Road Network (SLRN) for access to the WSEA, between Mamre Road and M7. Council also continued to work with City Deal partners and other key stakeholders to ensure that the benefits of the rail line are maximised.
- A series of studies and strategies are under development as part of the Places of Penrith strategic framework. These strategies will provide strategic directions to leverage opportunities such as the construction of the Sydney Metro Western Sydney Airport rail line.
- The Draft Rural Lands Strategy and Draft Local Housing Strategy were placed on public exhibition in May and will be finalised later in 2022.
- The Corridors and Centres Strategy is underway, including the development of the St Marys Structure Plan which will be placed on public exhibition later in 2022.

## CHALLENGES

- COVID-19 continues to impact industry leading to delays in fabricating and galvanising bus shelters.
- Significant weather conditions in March and April lead to an increase in potholes reported and delays to some road safety, traffic facility and cycleway projects.
- Securing funding for local road improvements.
- Seeking appropriate classification of existing and future arterial roads.





# OUTCOME 4

## We have safe, vibrant places

### How have we done?

The following indicators track organisational progress against key strategies around community facilities, people feeling safe when they're out and about across the City, and how we're working to improve our key public areas.

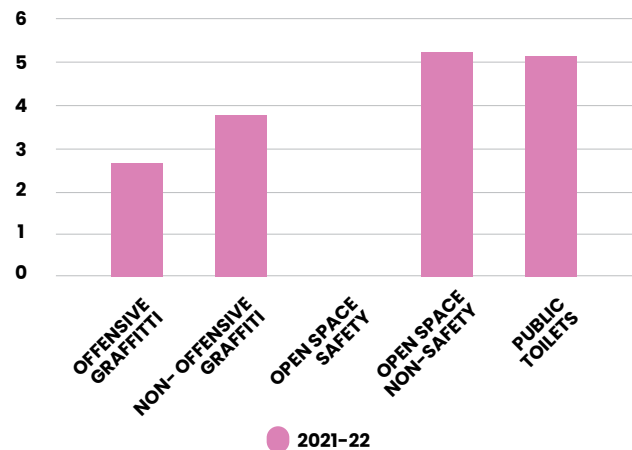
#### Average utilisation rate of community facilities

Over the last 12 months, Council's community facilities hosted just under 8,500 events with 92% of those being regular bookings by community groups.

Restrictions occurred during the first half of the year due to COVID-19. Community Facilities reopened at the end of October 2021 for regular hire, and the start of December 2021 for private function hire. Demand for use of community facilities was high with almost 20% of function hire occurring in the first month of reopening.

Overall utilisation remained low due to the impacts of COVID-19 with almost 6,500 events cancelled throughout the year. Other facilities were offline due to Building Asset Renewal projects which also impacted overall utilisation.

Average time to respond to requests related to public amenity (number of days)



No Open Space Safety complaints or requests were received during the year.



## Progress on key revitalisation projects

### Regatta Park

The Regatta Park project has engaged both the landscape and road construction tenders and is progressing despite extensive wet weather and flooding events impacting the site. Large scale play pieces have been installed and the pavilion which will include water play and a café with events space has commenced construction. The neighbouring Police Cottage Café project is nearing completion and a Development Application has been approved for the heritage interpretation of the local heritage item which is the Union Inn ruins at the corner of the new Great Western Highway / River Road intersection. The new roadway, including a roundabout is progressing along with multiple services relocations. The existing roadway will be reconfigured once the new roadway and intersection is opened. The project is currently forecast for completion by late 2023.



### Tench Reserve

The NSW Department of Planning and Environment (DPE) Parks 4 People program is running the project to upgrade sections of Tench Reserve including the old boat ramp area, the main play park space and other areas along the length of Tench Reserve. Council has been included as a stakeholder in this project but does not have responsibility for the delivery of this project. DPE completed its design work in 2021 and commenced construction procurement processes leading to the award of a tender. Works commenced with a ground-breaking event on 7 April 2022. Works have been progressing with impacts from the recent flood events and barring further weather events, the project is expected to complete early in 2023.



### City Park

City Park commenced late 2021 with on site demolition and remediation works, along with commencement of the required utilities services relocations. The project has secured 22,000 bricks from an 1890s heritage house demolished some time ago in Penrith and these will be reused, along with the distinctive bricks recovered from the Funeral Parlour that was on the corner and the other buildings on the site. The construction tender for the park itself was awarded in July 2022 after the withdrawal of the originally awarded tender due to pricing irregularities. The project is currently forecast for completion by late 2023.



## Great River Walk

### Safety Upgrade Project

The popular Great River Walk has recently received a welcome addition of 30 new pedestrian light poles as the first stage of the Great River Walk Safety Upgrade Project. The project responds to community demand for more safe and active night-time use of the popular walking and cycling route along the section of shared parkland footpath linking Tench Reserve and Nepean Avenue, Penrith.

The project has been funded by a \$1 million grant under the Federal Government's Community Development Grants Program and delivers upon actions identified by Nepean River Precinct Pedestrian Lighting Strategy developed by Council in 2018.

Stage 2 of the project will see additional pedestrian light poles installed along the Tench Avenue shared pathway heading towards the East Bank Quarter, further supporting the local night-time economy and enhancing night-time safety along the bridge-to-bridge walking loop.

The project complements other significant upgrade works underway to revitalise Tench Reserve through the NSW Department of Planning and Environment's Parks for People Program.

## STRATEGY 4.1 MAKE OUR PUBLIC PLACES SAFE AND ATTRACTIVE

This strategy is delivered by service activities that focus on the amenity of our public places and buildings.

### Highlights for the year:

- The three operational and two heritage cemeteries under Council's care and control continue to be maintained and enhanced, and have received some additions in the form of new concrete beams adding 80 new burial sites, 50 new ashes sites within five granite family ashes gardens, 400 new plantings and a new undercover shelter which will enable future burial services to be conducted undercover.
- Through the Community Safety Plan 2018–22, several positive outcomes have been delivered including completion of 35 grant-funded CCTV cameras in St Marys, Werrington and Kingswood, and progression of lighting upgrades along a section of the Great River Walk. Work commenced on Penrith's Community Safety Plan 2023–2027 with an Expression of Interest (EOI) progressed for the engagement of a consultant to develop a new plan in line with key deliverables.
- Council supported the delivery of the Nepean Blue Mountains Domestic & Family Violence Forum for 2022 which focused on early intervention, consent and respectful relationships. Domestic and family violence resource cards were also revised and translated into community languages to provide discreet access to services and support.
- Risk assessments and data collection were completed on thousands of trees across the city.
- Council continued to monitor illegal dumping activities across the city in partnership with the Regional Illegal Dumping (RID) squad. Rangers have assisted with the development of draft protocols to greatly improve the detection, classification, investigation and removal of illegally dumped waste.

CASE STUDY



## Maintaining Water Logged Sporting Fields

The Penrith LGA has experienced unprecedented rainfall particularly throughout the Spring / Summer peak growing season (December 2021 – February 2022), where we received 387mm of rain across the Council area.

This amount of rainfall presented significant challenges to Council's City Presentation Public Spaces Maintenance teams to undertake programmed scheduled maintenance to all public and recreational sites across the city.

It became apparent that it would be impossible for Council's current fleet of mowers to maintain the public and recreational sites across the city without causing extensive surface damage and / or becoming bogged.

Council engaged a specialised contractor with a mower designed to mow turf under such conditions and without causing extensive damage to our recreation surfaces.

This resulted in Council being able to regain turf growth control and also assisted in the resumption of regular operational services.

### Some of the locations that were significantly impacted included:

- Eileen Cammack Reserve, South Penrith
- Kevin Dwyer Park, Colyton
- Potter Field, Colyton
- Peter Kearns Memorial Oval, St Clair
- Rance Oval, Werrington
- Ridge Park, Oxley Park
- Patterson Oval, Cambridge Park
- Greygums Oval, Cranebrook
- Andrews Rd Baseball Complex, Penrith
- Monfarville Park, Baseball, St Marys
- Cook park, St Marys
- Surveyors Creek Softball, Glenmore Park
- Jamison Park, South Penrith
- Blue Hills Oval, Glenmore Park
- Gow Park, Mulgoa



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

This strategy is delivered by service activities that focus on supporting businesses in our town centres.

### Highlights for the year:

- Council continued to work with stakeholders in our centres, particularly the centre corporations and local businesses on the delivery of renewal and activation projects within our City Centres.
- Council continued to deliver the Penrith Night Time Economy Strategy recommendations from the St Marys Town Centre Audit and Study to enhance the experience of the centres at night for residents and visitors.
- Council has continued to work closely with the Penrith CBD Corporation and St Marys Town Centre Corporation in the delivery of targeted placemaking and activation projects that promote visitation to Penrith and St Marys, including:
  - Lunchtime Tunes program of local live music at Coachmans Park in St Marys and Triangle Park
  - a number of activations run by the Town Centre Corporations to celebrate Easter
  - installation of the tree misting elements and an LED screen in Coachman's Park
- Council undertook a series of seven events during May as part of the NSW Department of Planning and Environment's Festival of Place – Open Streets Program, which attracted 18,000 people over four events to Coachman's Park and Kokoda Place Car Park, St Marys and 6,000 people over three events to the Masters Place Car Park and Woodriff Street, Penrith.



### Streets as

### Shared Spaces

Penrith City Council delivered the Streets as Shared Spaces program as part of the NSW Department of Planning and Environment's funded program. Streets as Shared Spaces provided opportunities for councils to pilot innovative temporary interventions and pop-ups to test ideas and build the case for permanent changes.

Council delivered improvements to Wainwright Park and Kingswood Neighbourhood Centre to adapt streets to support healthier, safer and more resilient communities.

The project involved the installation of minor works throughout May to September 2022, involving high-quality temporary placemaking interventions that improve connection and support creativity. Works included:

- New seating and cool spaces for refuge
- A community kitchen
- Public art and placemaking elements
- Parklet out the front of the neighbourhood centre on Bringelly Road
- New planting and greening of the space

The project continues from the Live, Work, Play Grid work adding vibrancy and amenity to the public spaces in Kingswood. Streets as Shared Spaces builds on local character and attractiveness.

Through the program, a series of small-scale community activations was launched called 'Meet me in the Park' which invites Kingswood residents and visitors to utilise the new works on the last Saturday of each month from June to September 2022. 'Meet me in the Park' provided the community a safe place to connect, reflect and create through activations including a pop-up kitchen, art activities, Aboriginal garden workshop and an outdoor movie evening.

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

This strategy is delivered by service activities that focus on working with local communities to understand what's needed to address local issues.

### Highlights for the year:

- COVID-19 continued to present significant challenges for the management of community, sports and recreation facilities during this reporting period. In July 2021, 40 community facilities were closed and community sport was suspended. This led to multiple booking cancellations and processing of refunds. Council reopened 40 community facilities for regular user groups in October 2021 and resumed function hire in December 2021. Community sport recommenced in November 2021.
- Council updated COVID-19 Safety Plans and COVID-safe Operational Plans as required for all community facilities, including updating COVID-safe signage at all community facilities.
- During a challenging six months for the wider community, Council worked with local services to connect vulnerable residents (particularly those in NSW Government identified "areas of concern") to support services. Five of the 12 "areas of concern" were Neighbourhood Renewal communities and existing contacts and networks in these areas made relief efforts faster on the ground. The Support Services Directory was updated fortnightly and made available via Council's COVID-19 web page and email distribution to local services. Neighbourhood Renewal officers liaised with public schools to identify and support food drives for school families affected by distance restrictions. In response to the stricter constraints of "areas of concern", officers developed and operated an emergency food pick-up service in partnership with FoodBank, WestCare, Community Junction, Ripples St Marys and volunteers from Turbans4Australia. In November, residents nominated isolated neighbours for support packs which were delivered by Neighbourhood Renewal and Children's Services officers from the re-purposed Mobile Playvan.
- COVID-19 restrictions halted the monthly delivery of Village Cafés in Kingswood, North St Marys and Llandilo during the first part of the year. In September, a monthly Village Café e-newsletter was developed to provide ongoing connection between the program and local residents, continuing to provide access to relevant information, inviting contributions and profiling different staff from the program's key partners. When restrictions lifted, the program recommenced with regular sessions delivered in North St Marys, Kingswood and Llandilo, accompanied by the Village Cafe Arts Resilience project at the Kingswood and North St Marys locations.
- A key highlight for Village Café was the rollout of 60 Flu vaccinations provided for free at Village Café sessions in Kingswood, North St Marys and Llandilo. This valuable program was delivered in partnership with Nepean Blue Mountains Local Health District to support better health outcomes for vulnerable and at-risk residents in each neighbourhood.
- In September, Council received NSW Government funding to deliver COVID-19 relief responses in identified "areas of concern". Part of Council's quick response was to commission public art to support public health messaging and celebrate the community's perseverance and social connectedness. Cranebrook artist, Paul Zoeller, delivered vibrant and meaningful murals in two key locations: Ripples on Charles Hackett Drive, St Marys and Judges car park on Union Lane, Penrith.
- Council continued working closely with communities and local partners to scope and inform suitable approaches to engagement projects.
- Continued active participation in local networks, such as the Cranebrook Neighbourhood Advisory Board, and liaison with local community services including Nepean Community & Neighbourhood Services.
- Completion of the Penrith Mayoral Challenge at Spence Park, Penrith. The Penrith Mayoral Challenge results in a new playspace being designed and installed in collaboration with school students. Typically, the Challenge includes in-person workshops for primary school students led by Neighbourhood Renewal and Landscape Designer officers. Progress has begun on the Penrith Mayoral Challenge at Wilson Park, Llandilo.
- Completion of a new outdoor gym at Chapman Gardens, Kingswood.

## CHALLENGES

- Significant weather events including rain and flooding presented challenges to regular maintenance of all cemeteries and safety concerns for visitors resulting in the postponement of some burial services.
- The prolonged rain periods have also impacted on some capital works projects, as well as sportsgrounds access and maintenance due to wet ground conditions.
- Adverse weather conditions lead to the cancellation of two Summer Nights events programmed in Triangle Park, Penrith, during February.
- Significant weather events impacted heavily on community sport, requiring relocation of sports clubs to other sportgrounds.
- Multiple booking cancellations and processing of refunds due to COVID-19 for community facilities bookings.
- All aspects of capital works and standard in-person community programming were delayed or challenged by the ongoing impacts of COVID-19, extreme weather conditions and redeployment of staff to flood recovery efforts.

# OUTCOME 5

## We care for our environment

### How have we done?

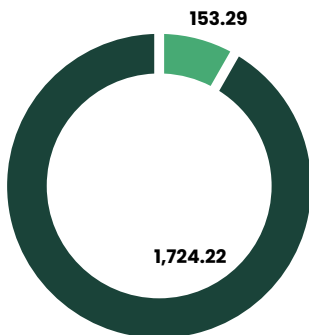
The following indicators help track organisational progress against key strategies around protecting the environment and using resources wisely.

#### Corporate waste generation and diversion from landfill:

In 2021-22, Council generated 3,863.61 tonnes of waste with the majority of this made up of recyclable material including paper, cardboard, concrete, asphalt, soil and mulched vegetation. Only 1,884.13 tonnes was sent to landfill resulting in a diversion rate of 62.5%.

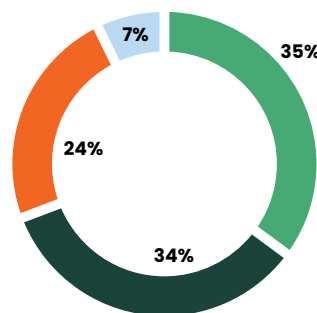
#### Hectares of land under active management:

A total of 1,877.51 hectares (hA) of land is under active management. This can be broken down into two major categories of Operational Land and Community Land.



● OPERATIONAL  
● COMMUNITY

#### A further breakdown of Community Land is:



● COMMUNITY GENERAL  
● PARKS  
● SPORTSGROUNDS  
● NATURAL AREAS

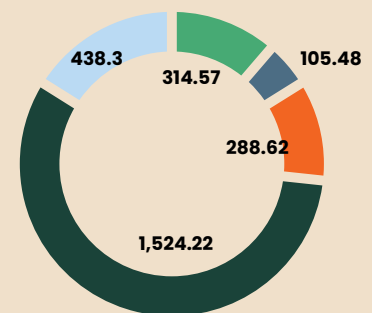
*Note: Data based on Council's Public Land Register which can be found on Council's website*

For details of the below indicators please refer to Appendix 7 of this report:

- % of Council's electricity supplied from low carbon sources
- % reduction in Council's greenhouse gas emissions
- Council's use of potable water

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

# 2,671.19



● STREET LITTER  
● PARKS  
● BULK LITTER  
● STREET SWEEPING  
● GROSS POLLUTANT TRAP\*

*\*Gross Pollutant trap data collected from January 2022*



## STRATEGY 5.1 PROTECT THE ENVIRONMENT OF OUR CITY

This strategy is delivered by service activities that focus on the amenity of our public places and buildings.

### Highlights for the year:

- Council continued to maintain 76 sites within the LGA, restoring and maintaining 135 hectares of Council's natural areas. Bush Regeneration Programs, undertaken by Council staff and community volunteers, continue to deliver enhanced bushland areas. Council's annual funding to the Hawkesbury River County Council allows effective weed management practices to be delivered within natural areas across the LGA in accordance with the Bio Security Act.
- 11,248 native trees, shrubs and ground covers planted across the entire bushland program for 2021-22.
- Hosted an Amazon event in partnership with Greening Australia where Amazon staff planted 600 plants at Millen Street Reserve in Kingswood in June. Planting is a great way to increase habitat for our wildlife and cool the community. This work continues the great work Council and the community have undertaken over previous years, to protect and preserve the environment.
- Continued our annual Trees for Mum event on Mother's Day in Glenmore Park in 2022, which booked out. It was our 15th year celebrating Council's beloved event, where we had the pleasure of meeting 230 participants and seeing 225 native plants, that were grown by Council's very own nursery, planted in honour of our special mums, grandmothers and mother figures.
- Our 'Create a Frog Hotel' event in February 2022 also booked out with 30 frog enthusiasts joining us at Schoolhouse Creek in Regentville. Participants made hotels out of materials found around the house such as jars, round containers, and various diameter PVC pipe used as vertical landing spots for frogs. Rocks were used to anchor the pipe and as a heat source, a solar light was installed and native Violets (*Viola hederacea*) were provided by our Council Nursery to provide extra habitat. Once people finished building their hotels, they weeded and removed 10 large bags of weeds! By weeding the creek, they helped to improve the habitat of Schoolhouse Creek's frogs.
- Drainage improvement works in Russell Street, Emu Heights, The Crescent, Penrith, Mt Vernon Road, Mt Vernon, Preston Street, Jamisontown and Vincent Avenue, Mulgoa have been completed as part of the Drainage Construction Program.
- We removed 382 tonnes of waste from stormwater Gross Pollutant Traps (GPTs).

- Council continued to deliver its Recreational Water Monitoring Program. Recreational water monitoring focuses primarily on weekly enterococci testing with monthly physical and chemical parameters being undertaken at four key sites along the Nepean River: Tench Reserve, Jamisontown; Regatta Park, Emu Plains; the Rowing Club (Nepean River Weir); and Devlin Road, Castlereagh. Initial results continue to indicate that water quality at these sites is generally good except immediately after rain.
- Environmental and public health complaints continue to be investigated with around 447 complaints investigated by the Council's Environmental Health Team. These include complaints in relation to air, noise and water pollution as well as other miscellaneous environmental health related matters.
- During the year, Council received 1,214 complaints related to unauthorised activities requiring investigation.
- Council continued to host the operations of the Western Sydney RID Squad on behalf of the other member councils. Over the last year the RID Squad conducted 2,490 investigations - a decrease of 28.3% when compared to the previous financial year. During this period, there were 78 Penalty Infringement Notices issued with a monetary value of \$95,600.00. In total, there were 116 Regulatory Actions undertaken by the squad.
- Council helped Local Government NSW (LGNSW) to develop an asbestos e-learning package. Council staff presented at LGNSW Asbestos workshops and the National Asbestos Conference.
- Council won the LGNSW Award - Roadside Environmental Management Award (Divisional C and Overall) and received a Highly Commended in LGNSW Awards - Asbestos Management.
- 307 asbestos matters were managed:
  - 197 asbestos incidents
  - 5 environmental investigations
  - 62 Asbestos Management Plans and Hazardous Materials Reports
  - 43 Asbestos Summaries
  - 95% of asbestos incidents were responded to within 4 hours and 100% responded to within 24 hours
- Coordination of a \$95 000 EPA grant to assist with the dumping of asbestos in key hot spot areas.



## Sydney Zoo Partnership

Penrith Council's Bushland team has been working with the Western Sydney Zoo in supplying the zoo with weeds to feed their animals.

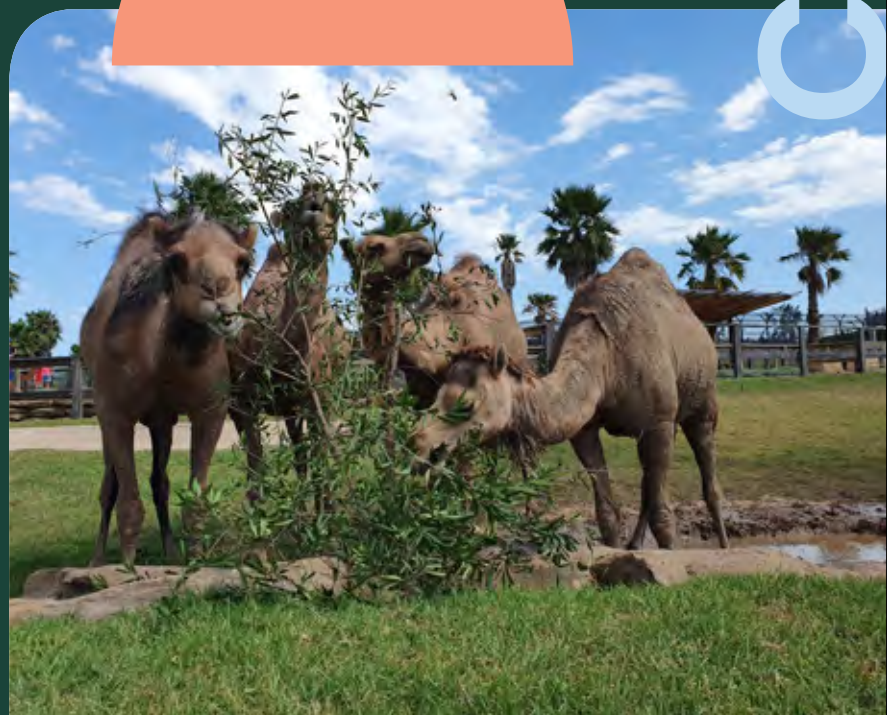
Council and Sydney Zoo have created an exciting and innovative project involving the collection of browse materials from both native plant and weeds species to feed animals including elephants, giraffes, camels, zebras and red pandas. Weeds such as African Olive, Willow, Chinese Celtis and Bamboo are some of the target species that the zoo is after as well as native species like Acacias and Casuarinas.

Council is utilising the zoo's involvement in some of our existing projects – targeting Willow species for example. Normally a Willow Tree would be treated and left to stand as a dead skeleton and not provide optimum aesthetics or it would be taken to land fill as it cannot be chipped and used as it vegetatively regrows. So, instead, Council bush regeneration staff have been chain sawing the tree down and the zoo has taken the material to feed their animals. Another scenario is Council's federal government funded project along River Road. Over the past two years, contractors have been chipping tons of material and leaving it on site to decompose, instead the contractors are now leaving selected species for the zoo to collect for the animals, providing a sustainable outcome initiative.

The zoo does not waste any of the material collected for the animals. Foliage is given to animals like the zebra, giraffe and camel, to enjoy. and once they have consumed all the foliage leaving a bare trunk and branches, it is then handed over to the elephants who enjoy rustling with and eventually devouring the entire trunk. The zoo staff collect material from the Penrith LGA 2-3 times a week with the assistance of Council's bushland management staff and contractors.

The zoo has followed correct procedures and gained permissions from Hawkesbury River County Council (HRCC) to harvest the African Olive and remove from site as African Olive is a regional priority weed under the Biosecurity Act 2015.

Together with HRCC, Council has also initiated weed pickups from private residents. Following a priority weeds inspection, if a resident is given a weed removal notice, HRCC provides the contact information where the resident can donate their weeds to the animals at the zoo as well – a great all round community initiative.



CASE STUDY



## Fish Habitat Restoration Through Resnagging

The Fish Habitat Restoration project was a dual site project focused on restoring native fish habitat along the Nepean River and increasing benefits to recreational fishing. The resnagging restoration works started in February 2021 and were undertaken at Fowler Reserve, Wallacia and Emu Green Reserve, Emu Heights. Council and local land managers identified issues associated with cleared riverbanks due to historic desnagging. Although desnagging has provided long-term benefits for the agricultural industry, it has also proved devastating by exposing large areas of riverbank which are susceptible to subsiding during flood events and high levels of saturation. This was evidently displayed during the 2021 and 2022 floods the Hawkesbury Nepean experienced.

Desnagging has also resulted in depleted populations of native fish species as the rivers become exposed water bodies with limited refuge, spawning areas and providing limited feeding opportunity and resulting in some native fish species becoming threatened to extinction. River ecosystems rely upon woody debris to make up optimal habitat both in and out of the water, and the practice of desnagging removes these critical elements.

This project saw coarse woody debris such as logs and root balls being reinstated back into the river system, providing important structural components to the river necessary for the growth and restoration of habitat. The material included trees removed from the Northern Road upgrade in collaboration with Transport for NSW. Council received \$80,000 in funding from the DPI's recreational fishing trust to complete the projects.

The introduced woody debris in the river system will influence many aquatic ecological processes by providing essential habitat and complexity for aquatic and terrestrial organisms. The wood surfaces are colonised by algae, fungi and other microbes, providing the foundations of the food web that supports many macroinvertebrates for native fish species and will increase native fish populations in our river system, providing direct aquatic ecosystem benefit by improving species diversity and increasing populations of endemic fish species such as Macquarie Perch (*Macquaria australasica*), listed as “vulnerable” under the Threatened Species Conservation Act (NSW) 1995 and as “endangered” under the Environment Protection and Biodiversity Conservation Act 1999.

The projects were completed in August 2021 and have since survived a battering from various flood events over the past 12 months, proving the importance of resnagging our rivers.

## STRATEGY 5.2 SUPPORT OUR COMMUNITY TO USE RESOURCES WISELY

This strategy is delivered by service activities that focus on using our resources wisely and helping our community to do the same.

### Highlights for the year:

- Council continued to inform the community about ways to live sustainably through the Sustainability eNews. Information on sustainability was also provided to the community through Our Place, the Council newsletter, as well as social media channels. The Empowering Penrith video series continued to be promoted to the community and Council partnered with Endeavour Energy to promote the CoolSaver Program to five suburbs across Penrith. Information is provided to schools through the Penrith and Hawkesbury Environmental Educators Network (PHEEN).
- Communication and engagement programs have been undertaken to initiate circular economy thinking and provide practical tools for the community to reduce, reuse and sort waste so it goes to the right place.
- Through the domestic waste service, Council collected some 42,710 tonnes of Food Organics and Garden Organics (FOGO), 16,435 tonnes of recyclables and 35,353 tonnes of residual garbage from 80,695 households. After contamination removal, a 59% diversion of resources from landfill was achieved.
- Council is offering individualised commercial service options to businesses in the LGA, including the 3-bin Food Organics, Garden Organics (FOGO) service and recycling bins. A commercial waste management web page was created, outlining the service options, benefits to the business and means of applying.
- 25 businesses on Council's commercial waste service have had their red-lid bin size decreased and a recycling or organics waste service added, leading to greater waste diversion to landfill and resources recovered.
- 425 letters have been delivered to businesses in Penrith and St Marys CBD outlining requirements to responsibly dispose of commercial waste via a commercial waste service rather than street litter bins. The letters included the offer of Council's services to develop a waste management plan for the business.
- Indoor waste separation bins were supplied to all Council childcare centres to improve source separation.
- Council continued to update signage on public place bins to educate households and businesses on correct disposal of waste and the resource recovery opportunities that exist in disposing of waste through a domestic or commercial waste service.

- Council staff worked with sporting clubs and community groups to reduce waste and improve resource recovery in our community facilities.
- The EPA awarded a grant to supply Council run childcare centres with 26 Vegepod garden beds, 1,050L FOGO compost, 7,650L potting mix, 1,060L purlite, and 975 seedlings for summer and winter vegetables for children to plant and understand the FOGO circular economy and the benefits of sorting organic waste correctly.
- Council's continued partnership with Recyclesmart provided residents with a collection service from their doorstep to recycle items that shouldn't go in household bins. This reporting period 3,988kgs has been diverted from landfill made up of soft plastics 61%, textiles 19%, e-waste 8% and other 10%.

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

This strategy is delivered by service activities that focus on supporting emergency services, managing risks from natural disasters and helping build a city more resilient to the impacts of climate change.

### Highlights for the year:

- Council established a Floodplain Risk Management Committee.
- Nine Flood Studies and five Flood Risk Management Plans were completed and adopted, and available on Council's website.
- Council continued to provide flood advice to residents, developers, consultants and insurance companies. We are continuing to update our information through the preparation of flood studies and risk management plans. Flood Advice has been provided in the form of 400 Flood Certificates and 28 Flood Models.
- Major flood reviews of large-scale developments this period include Warragamba Dam Raising, Aerotropolis and the Hawkesbury Nepean Flood Study.
- Council provided support to emergency services and Resilience NSW during the flood recovery period through the Hawkesbury Nepean Valley Local Recovery Committee which is overseeing the activities of the sub-committees within the affected Local Government Areas.
- Council continues work on the resilience platform and vulnerability mapping with further data being gathered and incorporated into the portal.
- Grant funding has been received to develop canopy cover targets for suburbs across Penrith to increase greening and cooling.

- The energy efficiency lighting upgrade for the Civic Centre ground floor was completed, and opportunities for further lighting upgrades investigated, including for Judges Car park and a third LED street lighting upgrade project to start in 2022. The Buildings Policy was adopted in line with leading industry practice.
- The Resilient Penrith Action Plan is being implemented to build our resilience to a changing climate, with Cooling the City Projects underway and completed. Council continues to participate in partnership projects to respond to and address climate impacts on our community. For more details on achievements under the Resilient Penrith Action Plan please refer to appendix 7 of this report

## CHALLENGES

- Significant requests from SES and customers regarding localised flooding related issues due to severe weather conditions in March and April.
- The scale of asbestos contamination experienced in our City.
- Extreme rainfall has resulted in high levels of weed growth. The number of natural areas and expectations to manage these natural areas continues to be a challenge for the bushland management team.
- As a result of the March flooding event there was an increase in flood related enquiries from residents and owners, which have been responded to through existing limited resources.
- Development activity and State Agency initiatives have placed significant pressure on limited available resources.



## Cooling the City

Council has continued to deliver a comprehensive program of actions to create a cooler and more liveable City for our residents. These actions include education, planning and strategic work, tree planting and shade creation, and key city shaping projects. They have been delivered in line with actions identified in our Cooling the City Strategy (2015) and Resilient Penrith Action Plan (2021).

### Education

Each year, Council delivers a program to educate residents on the benefits of trees and other forms of greencover, and how to stay cool during the summer months. This work also showcases the positive work that is being undertaken in this space by Council to make our City cooler.

In November 2021, Council launched the 'Resilience and Urban Heat in Western Sydney' video package ([youtube.com/user/PenrithCityCouncil](https://youtube.com/user/PenrithCityCouncil)). The videos are specifically designed for engaging audiences on social media and were embedded within posts. The video series includes five videos which explore resilience, using data to reduce heat strategically, making your home cooler, the value of trees, and the urban heat island effect.

Additionally, Council has continued to deliver its regular summer communications campaign. This showcases the Cooling the City work, actions residents can undertake at home, and health-based tips for staying safe during heat waves.

### Planning and Strategy

The challenge of urban heat is a long-term issue. Council has been active in this space to ensure a holistic approach to reducing heat is achieved, through both shorter-term practical actions and the development of strategic actions and plans with a longer-term perspective.

In May 2022, Council endorsed the Urban Heat Planning Controls Package. This package includes an amendment to the Penrith Local Environmental Plan (LEP) (2010) and an urban heat chapter as an amendment to the Penrith Development Control Plan (DCP) (2014). The LEP amendment was gazetted on 22 July 2022, bringing the Urban Heat Planning Controls Package into effect. This package will encourage outcomes such as cooling with landscaping, using cool colours and materials, cooling through building design, and optimising mechanical heating and cooling.

In addition to the package above, Council also developed the Cooling the City Planning for Heat Issues Paper. The Issues Paper advocates for improvements to be integrated into the State planning system to ensure that all new developments across Western Sydney are designed to be adaptive to urban heat. In preparing the Issues Paper, the project team engaged with 147 community and stakeholder representatives including town planners, architects, property developers, scientists, and sustainability experts to determine two key issues and five recommended actions. The Issues Paper has since formed the basis of an advocacy initiative to raise awareness of the practical opportunities for improvement.

Additionally, Council adopted its Green Grid Strategy in October 2021. The Penrith Green Grid Strategy is part of a strategic framework being developed by Council to provide direction for future growth in Penrith. The Strategy puts forward a plan to support the creation of cool and green neighbourhoods and active transport by connecting schools, public transport, and town centres to green infrastructure such as green spaces, parks, waterways, and bushland. The Penrith Green Grid Strategy also identifies and addresses challenges which are unique to Penrith, including how to increase canopy to reduce heat and retrofit solutions to older suburban areas, as well as those undergoing urban renewal.



## Tree planting

Alongside the high-level strategy work, Council is working hard to deliver practical on the ground initiatives around increasing tree canopy and shade cover across the City.

Council's Bushland Management team has been actively delivering tree planting in bushland areas and open space reserves across the City, as well as delivering the highly popular 'Trees for Mum' and 'Trees for Dad' community tree planting events on Mother's Day and Father's Day respectively. During this financial year, 11,248 native plants (6,514 trees 432 shrubs, and 4,302 native herbs and grasses) have been planted. In June, the Bushcare team partnered with Amazon to begin planting a planned 10,600 native trees, shrubs and grasses in the Penrith area.

Work is underway to deliver shade for playgrounds across the City in a project spanning over three years, with completion due in 2022. As part of this project, a total of 90 playspaces were identified for improved shade facilities, including the planting of shade trees and shade sails.

Council has also been delivering suburban shade initiatives thanks to funding assistance from the NSW Government's Greening our City program. This has seen a mix of native and non-native species grown by Council's nursery and planted along nature strips and urban parks in Erskine Park and St Clair, with more suburbs to come in the new financial year. Around 5,000 semi-mature trees will be planted in total.

To improve our capacity for future tree planting work, Council has been working to improve facilities at our nursery. This will enable propagation of our own seed stock, growing tubestock for community giveaways, and growing semi-mature trees for urban tree planting projects.

## City Shaping projects

Council is also working to deliver key city shaping projects, which will significantly improve the provision of open space and community facilities while helping to alleviate City centre temperatures in summer.

The City Park project is located in the heart of the CBD and will deliver around 7,000sqm of greenspace. Construction started in late 2023, with completion expected in late 2023.

Additionally, the Soper Place project is transforming Soper Place car park into a unique destination that blends work, leisure, and play, while delivering extra parking for Penrith. The delivery of ground preparation works for essential infrastructure was completed in November 2021, and Council is looking forward to delivering this project for the community.



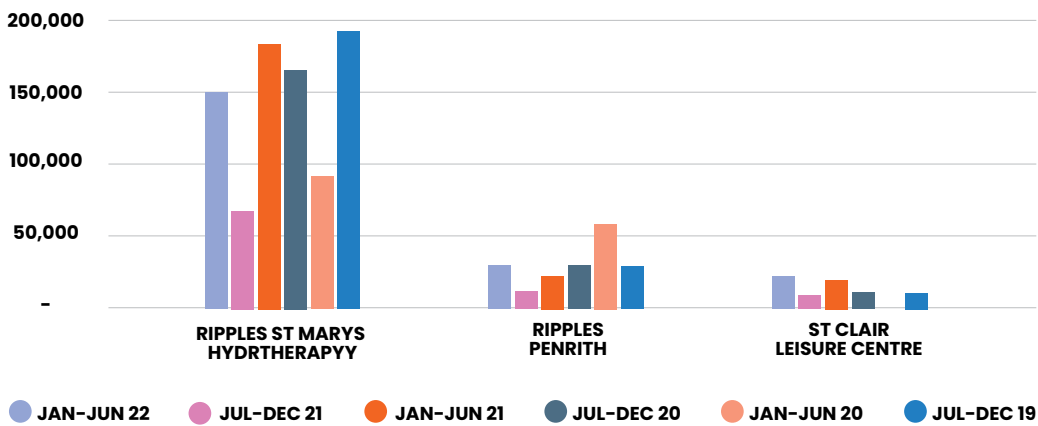
# OUTCOME 6

## We are healthy and share strong community spirit

### How have we done?

The following indicators help track organisational progress against key strategies around community health and access to community services and programs.

#### Number of visitors to Council's leisure facilities:



St Clair Leisure Centre was closed for refurbishment from 29 September 2019 – 12 October 2020.





## Number of local club sporting members that use Council facilities as a % of the population aged between 5 and 50:

Winter Season  
(1 March 2021 to  
31 August 2021):

21%

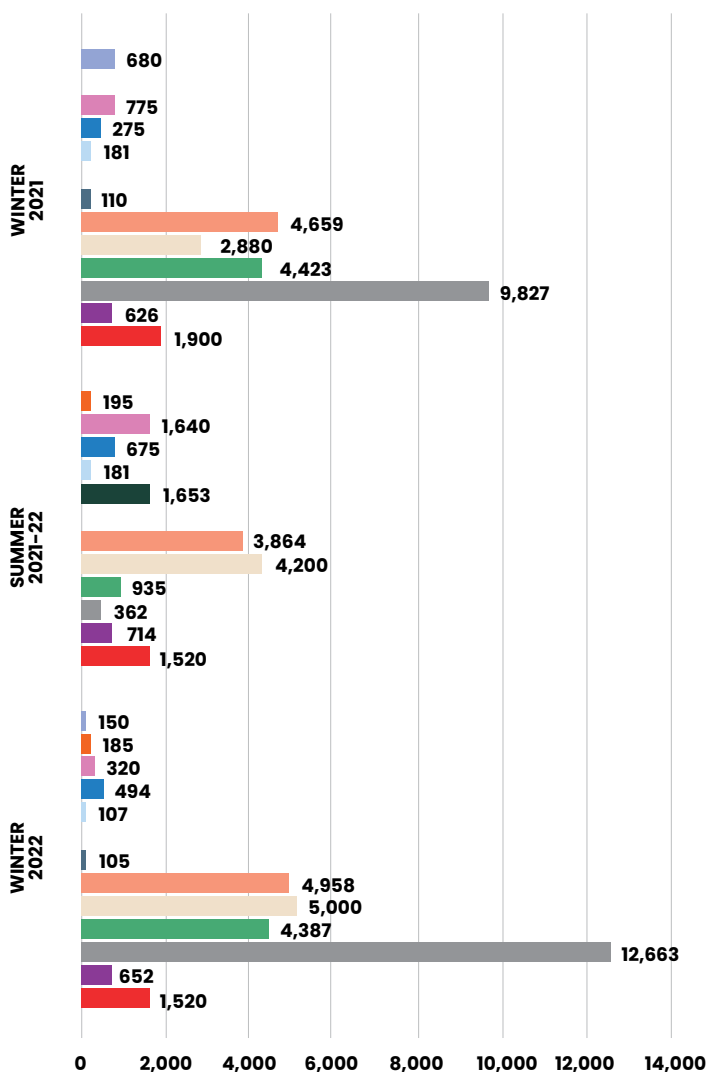
Summer Season  
(1 September 2021  
to 28 February 2022):

13%

Winter Season  
(1 March 2022  
– 30 June 2022):

24%

\*Penrith City official estimated resident population aged 5-50 is 124,877 (2016 Census)



- AFL
- ARCHERY
- ATHLETICS
- BASEBALL
- BMX
- CRICKET
- GRIDIRON
- NETBALL
- OZTAG
- RUGBY LEAGUE
- SOCCER
- SOFTBALL
- TOUCH

Membership of local sporting clubs is not within Council's control, but it does provide an indication of potential utilisation rates of Council sporting facilities. This helps us track growth in particular sports or particular clubs and to anticipate where facility upgrades may be required.

Data based on information provided to Council from sporting clubs



## Use of Council's Libraries:

Number of active library memberships at the end of June 2022:

46,922

Number of new members during 2021-22:

5,265

Number of visitors to Council libraries during 2021-22:

163,904

Number of items that have been borrowed during 2021-22:

327,511

(The loans number includes 127,426 online loans (eLoans) such as eBooks, eAudiobooks and eMagazines)

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

This strategy is delivered by service activities that focus on maintaining and delivering the infrastructure that supports people to be active and connect with others in their community, including our parks and libraries.

### Highlights for the year:

*Please refer to appendix 6 of this report for information on compliance matters*

- A new Western Sydney Health Alliance Strategic Priority Action Plan has been developed by Council identifying how Council contributes to improving Western Sydney health outcomes, focus areas include Access to Health and Wellbeing Services, Liveability, and Connections and Healthy Lifestyles.
- The Health Action Plan collaboration enabled parties to amplify community and health messaging more effectively through the pandemic. Projects such as Village Cafe have been valuable collaborations, providing valuable support to vulnerable community members.
- Council continues to be an active participant in the Western Sydney City Deal, Western Sydney Health Alliance Steering Committee and working groups. Council is involved with the Access to Health and Wellbeing Services working group and the Healthy Lifestyles working group.
- Penrith Library operations were affected by COVID-19 restrictions from the beginning of this financial year. From July to September 2021, Penrith Library Services were operating remotely, mainly online, due to a statewide lockdown. Home Library, and Click & Collect services resumed from Penrith Library from October 2021. With further easing of COVID-19 restrictions, Penrith and St Marys library branches opened to the public from 1 November with reduced hours. Following the Public Health Order and Council's Risk Assessment procedures, all three library branches – Penrith, St Marys and St Clair were open with normal operating hours from 1 December 2021.
- From July to March, 189 live online programs were delivered for children, parents, and adults. In total 1,710 children and 1,580 adults enjoyed a variety of programs which included writing workshops, art and craft workshops, author talks, magic shows, book clubs, chess, Dungeons and Dragons, meal planning, decluttering, tai chi, yoga and meditation sessions. Face to face library programs resumed in April with a capped capacity to keep the community and staff safe from COVID-19. The programs offered included author talks, writing workshops, movie mornings, knitters club, Lego workshops, art classes, virtual reality workshops, HSC lectures, bilingual story time sessions as well as our regular ongoing program of Baby Time, Story Time, after school activities and school holiday workshops. One Story Time session remained online to continue supporting and serving remote communities, customers in isolation and our international customers.
- The Library ran the Lockdown Writing Memoir Competition and received 34 entries in four age categories. The programs team ran a series of creative writing workshops to coincide with the writing competition and support entrants, including a Memoir Writing Workshop. The best outcome from this is that we now have a collection of stories and poems documenting the COVID-19 lockdown moment in our local history which the Library hopes to publish and keep in the collection.
- The Library ran a library membership campaign, the Get Connected program, from November to December to attract new members and bring people back to the Library. In total, 405 new members joined Library Services during the campaign and visits increased.
- Pride Month celebrations ran throughout June and included activities in Council Libraries such as Rainbow Story Time, author talks and writing workshops.
- Four pop-up library visits were organised to reach out and connect with the Penrith community. These sessions connected the library with 345 community members and saw 53 new members join the library.
- The Library continued to use social media, the library app, online catalogue, website and Eventbrite to promote, communicate, manage bookings and stay connected with the community.
- Council's Toy Library review and restructure resulted in borrowing no longer being restricted to two 2-hour weekly sessions at each branch. Changes to the way the toys are housed enabled the collection to be made available to customers to borrow at all branches at any time during Library opening hours. This change has been incredibly well received by our customers.
- An electric vehicle was purchased for the Home Library Service and outreach promotions. There is a designated parking spot in the Civic Centre basement for the vehicle to be safely parked and charged. The electrical work was carried out in the reserved parking slot in preparation for installation of an electric vehicle charging station. The charging station was installed and tested and is in action.
- Council continued to engage with the community, plan for and facilitate the delivery of community sport and recreation facilities across the city. We continued to implement the projects identified within the Sport and Recreation Strategy. Refer to Appendix 4 for a list of projects completed during the year and works planned for 2022-23.

- Council continued to upgrade playspaces across the city with new shade sails and trees.
- 12 successful grant applications were awarded from the NSW Government's Community Building Partnership, ClubGrants Infrastructure Fund, and Everyone Can Play programs. These projects received a total of \$936,860. The grant funded projects are in the adopted Sports and Recreation, Play and Open Spaces Strategy and will ensure the provision of quality playspaces, and sport and recreation infrastructure that improves the liveability of the City and promotes healthy and active lifestyles.
- Four successful grant applications were awarded from the NSW Government's grant programs. A total of \$6,500,000 as contributions to the development of Gipps Street Recreation Precinct through the Multi-Sport Community Facility Fund (MSCFF), Greater Cities Sport Facility Fund and Open Spaces Pilot Places to Play. A further \$1,425,000 was awarded towards The Kingsway's Sporting Complex Amenity Redevelopment, Werrington under the MSCFF. Delivery of the Gipps Street Recreation Precinct has continued to progress with the intention that this transformative project will be available for community use by the end of 2023.
- Construction of a fenced dog park at Wedmore Road, Emu Heights, has been completed, with positive feedback having been received from users of the park. Design work has commenced on the delivery of the upgraded off leash dog area in Boronia Park, North St Marys.
- Council's Animal Services team continued to promote responsible pet ownership and engage with the community at every opportunity. Due to COVID-19 restrictions conventional education opportunities were limited and as a result, new innovative campaigns were developed. including Operation Tag, Wag & Bag. Specialist Animal Rangers continue proactive operations at high profile walking tracks, dedicated dog parks and other open spaces where dog owners tend to congregate.
- As a result of the COVID-19 lockdown, and in line with Public Health Order requirements, proactive swimming pool inspections were placed on hold. Officers focused on responding to complaints relating to noncompliant or unsafe swimming pool barriers which are considered high risk, and swimming pool Compliance Certificate applications so that property sales and rentals could progress. The Swimming Pool team also led a communications media launch, including banners across the LGA and media releases about Council's low tolerance campaign to swimming pool gates being propped open.



## Jamison Park Synthetic Fields

Penrith's new synthetic fields at Jamison Park can be used year-round. It has the potential to double the weekly capacity of the former natural turf fields with improved durability and drainage, supporting our City's growing population and expected future growth in sports club member numbers.

With an estimated 35,000 participants using sportsgrounds across the City each week, and over two million visitors to these facilities annually, Council is committed to providing high quality playing surfaces to support community sports club training and competitions, school programs and local, regional and state events.

Council is investing in better irrigation, ground reconstruction including use of recycled organics, and floodlight improvements including use of LED lights to ensure field capacities can meet usage demand.

Council opened Jamison Park's synthetic fields in December 2021. The \$4 million project was funded by the NSW Government through the Greater Sydney Sports Facility Fund in association with Penrith City Council and the Nepean Football Association. The completion of Jamison Park's synthetic fields will ensure that Council continues to meet sport participation demand as our community grows and ensure that all sports have access to a quality playing surface that can be used all year round.

This project was identified as a priority through Council's Sport & Recreation Strategy which is a 15-year road map for the future provision of sport, play, recreation and open space across our City. The strategy supports our vision to create one of the state's most liveable cities.

The 22,000sqm synthetic surface accommodates two FIFA standard rectangular football fields which can be adapted into eight small-sided fields, a cricket pitch and an AFL oval. A new pathway and smart technology LED floodlights were also installed as part of the upgrade.

Further improvements will be delivered to Jamison Park in the form of spectator seating and landscaping to complement the facility.



## STRATEGY 6.2 HELP BUILD RESILIENT, INCLUSIVE COMMUNITIES

This strategy is delivered by service activities that focus on building a stronger community, supporting vulnerable groups and promoting inclusion, both through our own actions and supporting others.

### Highlights for the year:

- Council provided social and cultural advice relating to open space upgrades and developments, large commercial developments, boarding houses, and childcare centres. Two snapshots were published to inform service planning by Council and community service organisations; the Penrith Disability Snapshot, and on the social and economic impacts of COVID-19.
- Council completed a City-wide Community and Cultural needs study and this information is being used to inform the drafting of a Community and Cultural Facilities Strategy that considers the timely provision of quality fit for purpose infrastructure to meet our growing population and their changing needs and preferences.
- Lockdowns and ongoing restrictions impacted the delivery of events and placemaking programs. The online music program Thursday Night Live returned to connect residents and businesses during lockdown. In November, when the Public Health Order restrictions eased, in-person programs were resumed safely. City centre activation programs in Penrith and St Marys encouraged people to support local businesses and complimented the work of the CBD Corporations. Three significant activation programs with partners were delivered after restrictions had eased:
  - Penrith Producers – featured Ricky Nimmo and band, and partnered with local food and beverage businesses who all reported strong trade. The event engaged families and young adults.
  - Open Streets Penrith and St Marys Lights Up – The Open Streets Program was part of The Festival of Place Program (Department of Planning and Environment) and was delivered in partnership with the respective town centre corporations. There were 6,000 attendees at the three Penrith events which increased High Street trade by 40%. The four St Marys events attracted 18,000 people and was a proof of concept for nighttime success.
  - Streets as Shared Spaces Kingswood in Wainwright Park – Streets as Shared Spaces Kingswood is funded by NSW Department of Planning and Environment and builds on previous activations in the park. The program pilots new ideas that will support healthier, safer and more resilient communities. A Kitchen Container has been installed next to the Kingswood Neighbourhood Centre and community operators will be selected to utilise it through an expression of interest process. A temporary street parklet has also been installed and will inform the park redesign which will see the removal of fences to open the Neighbourhood Centre into the park.
- Council provided a range of immediate initiatives in response to the ongoing impacts of COVID-19 on the community and local community organisations. This included providing \$127,000 to 21 community organisations to help meet the needs of vulnerable residents. In addition, the then Mayor Karen McKeown OAM, had weekly meetings with local multicultural and multi-faith leaders, and local services to identify any key issues or concerns experienced by vulnerable community members. Meetings were also held with local emergency food relief organisations. In response to key issues raised by community services providers, Council delivered a digital skills building workshop for the local community, facilitated interagency meetings and delivered a workshop on family and domestic violence early intervention.
- Significant outputs have been achieved to support community service organisations working across our City in a particularly challenging time, including interagency meetings held across the Youth, Homelessness, Targeted Early Intervention and Generalist community services sector. Capacity building training sessions were held on topics including Domestic and Family Violence, Social Impact Measurement, Grant Writing and Digital Skills with over 80 participants across all sessions.
- Due to COVID-19 restrictions Council was unable to deliver its full program of community events. A number of small-scale events were delivered, including the Skirts Summer Stalls event at Wainwright Park in December and three Summer Nights events in Triangle Park during December. Council officers also continued to work with a significant number of external event providers to provide logistical support and sponsorship for events to take place in 2022.
- Two Honoured Citizens receptions and the 150 Years of Council and Local Celebration Awards gala dinner were postponed due to the COVID-19 lockdown. The winners of the inaugural Local Celebration Awards were announced in July 2021 and celebrated with a Mayoral Minute at the July Ordinary Meeting of Council as well as an extensive social media campaign across the second half of 2021. Two further events were cancelled during the lockdown – the Primary School Leaders reception, with certificates being mailed to the schools to present on Council's behalf, and the 150 years Historical Speaker Series. The 150 Years Historical Speaker Series was re-purposed as a video series on Council's website and YouTube channel which made it available to a wider audience. The series will serve as a lasting legacy to the people of Penrith.

- Rather than cancel Citizenship Ceremonies during lockdown, Council worked with the Department of Home Affairs to switch to an online format – making us one of the first Council's in NSW to deliver online Citizenship Ceremonies. In the second half of 2021, Council welcomed 545 new citizens through online citizenship ceremonies.
- In November 2021, Penrith City Council's Civic and Organisational Events team supported the delivery of the Key to the City of Penrith to the Penrith Panthers 2021 NRL Premiership Winning Team. This is the first time that a Key to the City of Penrith has been awarded in nearly 20 years, and only the fourth time in Penrith City Council's history. The other recipients were Dame Joan Sutherland and Richard Bonyngne in 2000, and Isamu Okamura (former Chairman of Fujieda International Friendship Society) in 2002. The Key was presented by 2021 Mayor Karen McKeown OAM to recognise the Penrith Panthers' premiership win and their outstanding achievement across the entire 2021 season.
- Council was able to resume civic events during the second half of the year, including the Primary and Secondary School Leaders Receptions, the 2022 Panthers Netball Season Launch, the opening and dedication of the Teresa James Reserve, and the dedication of memorial plaques for Matthew Morris, Gary Rumble, and Craig Ross, as well as a number of organisational events including the annual Long-serving Staff Lunch and the first of a series of Thank You events hosted by the Mayor of Penrith, Cr Tricia Hitchen, and Penrith City Council General Manager, Warwick Winn, to acknowledge the extraordinary efforts of Council staff during this unprecedented time of COVID-19 and flooding events.



## Village Café

After a brief pause due to COVID-19, Council's award-winning Village Café program returned to normal face-to-face programming in 2022, supporting vulnerable residents to grow their community connections and support their wellbeing.

The program is currently delivered in three locations, North St Marys, Kingswood and Llandilo, on a rotational monthly basis, providing a safe space to share a cup of coffee, engage in creativity, link with local services and enjoy conversation.

The collaborative project model brings together all three levels of government, residents and local services to identify locally emerging needs and build community cohesion and wellbeing.

*"Before I started coming to Village Café, I seriously considered ending my own life. I was very alone. Coming to the café has been the best thing that's ever happened to me. I know people in my community now and look forward to coming every month. It gives me a reason to get out of bed."*

**Widowed man living in Kingswood**

Evidence shows that social isolation and loneliness are growing issues with negative consequences for communities. Many vulnerable residents across the City are at risk of social isolation due to factors such as living alone, experiencing mental or chronic health issues, limited access or ongoing disadvantage. The COVID-19 pandemic has further exacerbated existing vulnerabilities across the City.

*"We used to be scared we'd be locked away in a nursing home. We never wanted any help but things started to get tougher for us. The staff at Village Café helped us connect to MyAgedCare services which have helped us stay in our home and get some of the help we need. We are forever grateful."*

**Older couple living in North St Marys**

Ongoing evaluation with service partners and residents highlights how Village Café has supported residents to form new neighbourhood connections, reduce isolation and access key information.

Village Café continues to play an important role in helping the community to recover from the impacts of the pandemic and the social isolation many people have experienced, with the stories shared by participants reflecting its impact.



## STRATEGY 6.3 ENHANCE THE CULTURAL VITALITY OF THE CITY

This strategy is delivered by service activities that focus on creating opportunities to learn about different cultures and supporting culture and creativity in our City.

### Highlights for the year:

- Council continued to find new ways for residents to learn about different cultures while COVID-19 travel restrictions disrupted traditional engagement opportunities. We facilitated an online student exchange via Zoom and a student video exchange to acknowledge Council's long-standing partnership with Gangseo-gu in South Korea. We also acknowledged 60 years of Australian-Korean diplomatic relations.
- The Skirts Summer Stalls creative artist market event, held in Wainwright Park on 5 December 2021, was attended by over 220 people and supported 12 local makers with stalls, live music and free art making activities. This project was a collaboration with the Museum of Contemporary Art and promoted activation of the park, community connection and support for the local creative community.
- Council held a tourism and events industry function in December, an opportunity for local tourism and events operators to network with Council and Destination NSW representatives. The event attracted 35 operators and, following on from the event, four extra partners expressed interest in participating in a Destination NSW joint marketing opportunity.
- A Christmas video exchange was run between an elementary school in Hakusan and Regentville Primary School and St Pauls Grammar in Penrith. A Zoom exchange around the topic of volunteering in the community was also held between a high school in Fujieda and Penola Catholic College/Caroline Chisholm Catholic College in Penrith. Both of these initiatives were greatly enjoyed by the students and teachers in both countries and provided a useful way for the respective cities to learn more about culture and school routines.
- The Celebrating our Connections with Japan exhibition collaboration with the Museum of Fire was opened on Friday 3 June. Council attended along with representatives from Fire and Rescue NSW, and the Japan Local Government Centre (CLAIR). The new exhibition highlights Penrith City Council's enduring relationships with Fujieda and Hakusan in Japan through the lens of firefighting history. It includes a Japanese manual hand pump donated to Penrith City Council by Hakusan in 1990, and a 1976 Toyota Pumper donated by Fujieda also in 1990.
- Council's International Partnerships review was presented to Councillors at briefing on 6 June 2022.
- Penrith's International Partners will be celebrated in commemorative drainage pit lids that will form part of the new City Park. These highly visible elements will acknowledge the importance of these partnerships.

## CHALLENGES

- COVID-19 has caused disruption for health services and Council plans, though services have still been delivered and the collaborations are on track.
- Council's Temporary Event and Mobile Food Safety program has been affected by the COVID-19 pandemic with multiple events being cancelled.
- Council did not undertake inspections of regulated systems in Aged Care Facilities or Hospitals due to the COVID-19 pandemic, instead completing a desktop audit for these systems.
- All proposed Food Handler Education Seminars were postponed due to the COVID-19 Pandemic.
- Swimming Pool Compliance Officers were often faced with residents refusing them entry to their properties, regardless of the safety measures Officers put in place to carry out their inspections in a COVID-safe manner.
- Disinformation given to consumers regarding portable pools and swim-spas continues to be an issue. In many cases consumers are told that no approval or fencing is required at all. Compliance Officers have contacted several of these suppliers to discuss the requirements and provide them updated and correct information.
- The development of the Cultural Strategy and Action Plan has been delayed, largely due to the impacts of COVID-19 on effective community and stakeholder engagement. The draft Cultural Strategy and Action Plan is expected to be on public exhibition later in 2022.
- The impacts of COVID-19 and floods have left many community services and the community fatigued. This, and the transition to mostly online delivery, has made engagement challenging during this past year.
- Council was unable to deliver its full program of events for the community due to the ongoing COVID-19 pandemic and health advice restricting events as well as adverse wet weather events.
- Council scheduled two Summer Nights activations in Triangle Park, Penrith during February 2022 which were cancelled due to adverse weather conditions. A community event to celebrate 60 Years of Ripples Penrith was planned in April 2022 but cancelled due to adverse weather.



## The Festival of Place Open Streets

The Festival of Place Open Streets project served as a COVID-19 recovery measure, as part of the NSW Department of Planning and Environment funding partnership program for Greater Sydney councils impacted by strict stay-at-home orders in 2020. The pandemic has had a wide range of impacts on our city, community, and local economy. Penrith has shown leadership, resilience, and innovation in responding quickly and responding to the needs of our local community.

Through a place-based “recovery through discovery” series, Penrith City Centre (Open Streets Penrith) and St Marys Town Centre (St Marys Lights Up) closed the streets to vehicles and was transformed to an ambient festival atmosphere for the community and visitors to enjoy an inclusive, relaxed and celebratory event. The seven events which took place throughout the month of May attracted up to 24,000 attendees.

Open Streets Penrith saw three consecutive Friday events in May from 6pm to 10pm for a street style party program of drinks, food, DJs, and world-class comedy acts, closing Woodriff Street between High Street and Union Lane. Council partnered with restaurants in High Street to promote the discovery of the City Centre encouraging attendees to grab a takeaway from participating restaurants and to dine alfresco at the long table in Woodriff Street and Masters Place.

St Marys Lights Up saw Kokoda carpark in West Lane come to life through four consecutive Saturday events in May from 3pm to 9pm. The space was transformed into a dining area between two clusters of food trucks, pop-up green space, an outdoor bar, roving performers and headline performers. St Marys Lights Ups supported the pedestrian connection between Kokoda Carpark and Coachmans Park to Queen Street in St Marys.

An increase of visitation and dwell time was seen during Open Streets Penrith and St Marys Lights Up with participating restaurants opening for longer hours during the event period, that do not usually operate in the evening. The feedback from the community was overwhelmingly positive, with the community seeking for more outdoor evening events to happen regularly in the city centre and town centre.



CASE STUDY

# OUTCOME 7

## We have confidence in our Council

### How have we done?

The following indicators help track organisational progress against key strategies around our financial performance, community engagement, governance processes and staff wellbeing.



### Total number of Councillor decisions made in meetings closed to the public:

# 24

This measures the transparency of decisions made by the elected Council. Some decisions will need to be made in a confidential environment, but the majority should be in a forum where members of the public can be present. A total of 24 decisions were made in the confidential Committee of the Whole from 1 July 2021 to 30 June 2022. Governance staff actively test the legitimacy of items being sent to Committee of the Whole.

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

# 18%

#### JULY 2021 – JUNE 2022

Total number of claims received during the reporting period	241
Claims which were allocated payments for third party damages during the reporting period	44
Number of claims received and closed during the reporting period	199
Number of open claims as at 30 June 2022	42

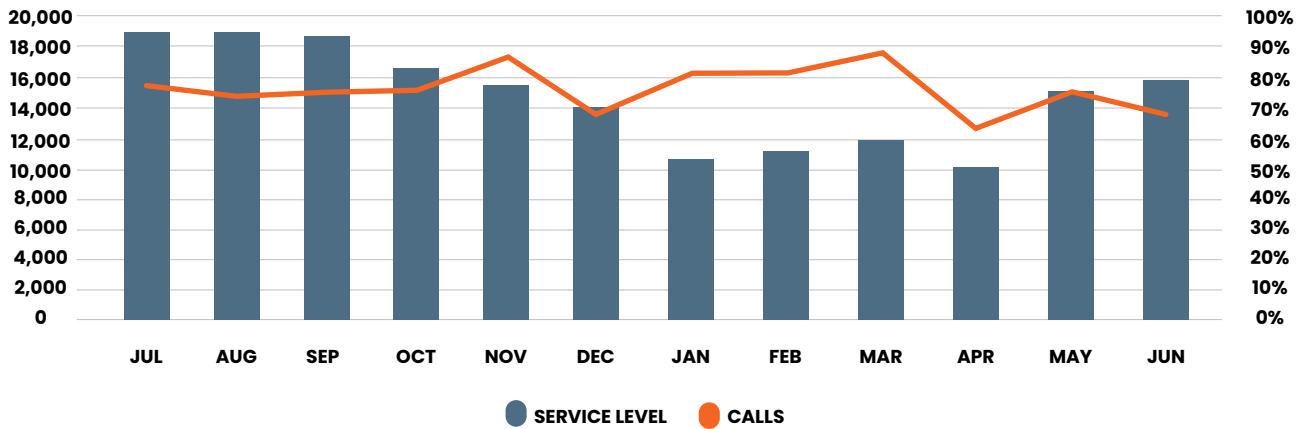
**Service level of calls received by Council:**

**Number of calls received:**

**179,303**

**Average % of calls answered within 2 minutes (target 80%):**

**73.6%**



During the 2021-22 financial year, Council received 179,303 calls to in-scope queues. The phone calls received were in relation to Children’s Services, City Presentation, Development Services, Rates, Waste and other general enquiries. Our waste calls were the largest contributor at 39.9% of all inbound calls.

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

This strategy is delivered by service activities that focus on managing our governance, risk and legal responsibilities, ethical behaviour and delivering a quality customer experience.

**Highlights for the year:**

Refer to appendix 2 of this document for details on Council’s Internal Audit, Risk Management and Legal Services functions during the year.

- 6,667 planning certificates were reviewed and issued, with 99% of certificates issued within 2-3 business days.
- Council staff conducted the required number of Council meetings in an open and transparent manner in accordance with legislation. Hybrid Council meetings now function efficiently and run smoothly.
- All formal and informal applications under the Government Information (Public Access) Act 2009 (GIPA) were processed within the statutory time frame. For more details refer to Appendix 2 of this report.
- Compliance with the Risk Management Strategy and Plan has been achieved through the timely completion of the Mid-year Operational Risk Review and the Strategic Risk Review.

- The Customer Relationship Management Project is progressing, streamlining the experience of customers in their online and phone interactions with Council.
- The Customer Experience team was able to provide face to face, phone service and support over email and social media to our community over this reporting period. Of 179,303 calls, we recorded 90% receipting accuracy and 73.59% calls answered within 2 minutes. Cross skilling has enabled a broader range of staff to work across all channels allowing adaptable rostering of staff between channels.

**STRATEGY 7.2 MANAGE OUR MONEY AND OUR ASSETS TO BE SUSTAINABLE, NOW AND INTO THE FUTURE**

This strategy is delivered by service activities that focus on financial sustainability, appropriate use of our property portfolio and management of our assets and resources.

**Highlights for the year:**

- All statutory reporting obligations were met on time and to standard. Council continued to monitor budgets each month and report to Council on a quarterly basis.

- Following Councillor briefings in March and April 2022, the Draft 2022-23 Budget was prepared and placed on public exhibition for 28 days as per statutory requirements. The final 2022-23 Budget was adopted on 27 June 2022 within statutory deadline and placed on Council's website.
- Detailed information on Council's 10-year Long Term Financial Plan has been provided within the new Resourcing Strategy 2022-32.
- The Louise Petchell Learning for Sustainability Scholarship Program for Council staff applications opened in November 2021. At the end of March 2022, successful applicants went to Adelaide to see leading examples of sustainability, liveability and smart cities. Participants shared their experience and learnings with their teams and other colleagues.
- Smart irrigation systems are being used for nominated Council sites to allow council to use water more efficiently, and recycled water is being used at four playing fields to reduce potable water use. Smart loggers have been installed at nominated locations across the City to provide timely information any issues and on water consumption, leaks and resolve issues to increase water efficiency. Water and energy data is analysed on a quarterly basis to identify where possible efficiencies can be made.
- Council's circular economy projects are in place, including the use of Food Organics Garden Organics (FOGO) on Council's open space and gardens, and in the childcare centres for vegepods.
- We continued the Streetlighting LED upgrade project across Penrith to increase energy efficiency.
- Council obtained an accreditation to operate under the National Heavy Vehicle Accreditation Scheme Maintenance Management module.
- Council continued work on several projects that align to Council's Community Plan objectives to achieve forecast financial returns and diversify and grow Council's property portfolio. These projects will revitalise our City, diversify local job opportunities, attract investment to our City and locate businesses close to home.
- Council won the Project Management Office (PMO) Award from The Australian Institute of Project Management Awards 2021.
- The Emu Plains Employment Precinct subdivision Development Application was lodged in April 2022.

## STRATEGY 7.3 DELIVER OUR SERVICES TO PROVIDE BEST VALUE FOR MONEY

This strategy is delivered by service activities that focus on business performance, reporting using information and communications technology, to help deliver services to the community.

### Highlights for the year:

- Council's Business Improvement Team continues to undertake business improvement projects, including a review of the utilities, resource allocation and certain customer applications. A series of workshops was held across the organisation to improve communication and collaboration between departments. The team ran 16 workshops and engaged with all staff, identifying improvements to be implemented in the coming year.
- All Integrated Planning and Reporting (IP&R) reporting requirements have been met.
- Council's ICT Team continues to deliver strong technology outcomes for Penrith City Council aligned to the 2020-2024 ICT Strategy – Technology for Tomorrow's Penrith. The pace of technology change and adoption of use by both our employees and our customers means that expectations of Council's provision of technology is growing. Some of the initiatives implemented were:
  - the implementation of Multi Factor Authentication
  - the completion of the Services Mobility Project
  - Windows Virtual Desktop deployment to improve the remote working experience with more scalable and robust technology
  - Case Management Release 1 and 2
  - new Contact Centre telephony, NiceCXOne
  - ePlanning Integration
  - Hybrid Audio Visual
  - Open Data Portal
  - 3D Modelling Terradata
- Council continued working to improve the quality and use of spatial information through internal collaboration and training.

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

This strategy is delivered by service activities that focus on keeping our community informed, and ensuring we operate efficiently and within our capacity to deliver community needs.

### Highlights for the year:

- Council's communications continue to be a "source of truth" within the community providing essential community messaging across a variety of platforms such as print and digital.
- Our Place magazine continues to reflect on the topical issues of the day and Council's digital platforms convey a breadth of information that appeals to a diverse audience.
- Council's new Have Your Say platform, the HiVE, has enhanced our ability to engage with the community through a range of new tools and functionality, as we consulted with the community on a range of important projects to revitalise our city.
- A two-day workshop was held with the incoming Councillors and Council's Leadership Team to unpack community engagement and confirm strategic outcomes for the new Community Strategic Plan and identify Councillor priorities for the term.
- The new suite of Integrated Planning and Reporting documents were placed on public exhibition and adopted by Council at the 27 June 2022 meeting, being the:
  - Penrith 2036+ Community Strategic Plan
  - Delivery Program 2022-26, including the Operational Plan 2022-23
  - Resourcing Strategy 2022-32
  - Fees and Charges 2022-23
- Council made a number of motions for submission to the local government conference. Submissions were also made to the Minister for Local Government to advocate for changes to election arrangements to better cater for Penrith residents in light of COVID-19.

## STRATEGY 7.5 INVEST IN OUR PEOPLE

This strategy is delivered by service activities that focus on developing the capability of our staff, ensuring a safe workplace and embedding our values of Respect, Accountability and Innovation across our organisation.

### Highlights for the year:

- Successful delivery of Igniting Leadership (coordinator program) across two cohorts of participants.
- Successful delivery of Thriving Leadership (manager program), including an offsite kick-off event and two offsite full day workshops, across two subgroups of participants.
- Successful delivery of the Gartner COVID-19 research session for managers and coordinators.
- Completion of Council's Workforce Plan 2022-2026 within the Resourcing Strategy 2022-2032.
- A custom Capability Framework has been developed and piloted in Children's Services.

## CHALLENGES

- Staffing shortages due to illness and lockdowns have limited the number of staff available in a number of our services, including our Customer Contact Centre.
- Continuing impacts of COVID-19 including funding capacity, plant supply and shipment schedules as well as delivery and support processes.
- The impacts of COVID-19, remote working and resource availability in the last 12 months have put pressure on some ICT projects within the rolling program of works.
- Significant rainfall and flooding events put pressure on communication platforms as Council staff worked to pass on large amounts of information to our community.
- Significant increase in lost time injuries due to COVID-19 workers compensation claims and the presumptive legislation for Children's Services and libraries.





# Our People

At Penrith City Council, we're passionate about our people and consider our employees to be our biggest asset. To deliver the extensive range of services that we do, we need to invest in our employees and ensure we have a capable and committed workforce.

By providing a supportive work environment, offering rewarding opportunities and career development and supporting a healthy work/life balance, we ensure we are an Employer of Choice.

We have a total of 1,449 employees in full-time, part-time, permanent, temporary and casual positions, with some employees having multiple employments across Council.

Through proactive workforce planning, we are working towards ensuring we have the right people with the right skills and experience in order to deliver our objectives.

A small snapshot of our large, diverse workforce includes Engineers, Planners, Labourers, Mechanics, Early Childhood Educators, Enforcement Officers, Administrators, Accountants, Librarians and HR Professionals.



# Our Leadership Team



## Warwick Winn General Manager

(August 2018 – present)

### Responsibilities:

Day to day policy and strategic management, and management of operations such as financial, assets, human resources, communications, governance, in line with current Council plans. Board member for Penrith Performing and Visual Arts.

### Qualifications:

- Advanced Diploma of Management (PLS Performance Group)
- Master of Environmental and Local Government Law (Macquarie University)
- Post Graduate Diploma of Town and Country Planning (Leeds Metropolitan University)
- Advanced Diploma of Environment and Development (Open University, England)
- Bachelor of Arts majoring in Organisational Psychology (University of Canterbury, New Zealand)
- Certificate in Governance and Risk Management
- Certificate in Values Based Leadership (University of Cape Town)

*Image left to right: Andrew Moore, Stephen Britten, Kylie Powell, Warwick Winn, Brian Steffen, Sandy Davies and Andrew Jackson*



## Stephen Britten Chief Governance Officer

(December 2008 – present)

### Responsibilities:

Governance and Legal Services. This area primarily works with internal customers and looks after meeting practice, code of conduct, risk management, internal audit, legal services and records management.

### Qualifications:

- Bachelor of Science (Macquarie University)
- Bachelor of Law (University of Sydney)
- Master of Business Administration (Southern Cross University and University of New England)
- Solicitor of the Supreme Court of New South Wales

## Andrew Moore Director – Corporate Services

(June 2016 – present)

### Responsibilities:

The Corporate Services Directorate includes Business Transformation, Communications, Financial Services, Information and Communications Technology, and Property Development. This Directorate looks after business improvement, corporate communications and organisational events, Council corporate planning and reporting, financial planning, budgeting, and property management and investment.

### Qualifications:

- Master of Professional Accounting (University of Western Sydney)
- Bachelor of Commerce (University of Western Sydney)
- Certified Practising Accountant

## Brian Steffen Director – City Services

(March 2016 – present)

### Responsibilities:

The City Services Directorate includes Asset Management, Community Facilities and Recreation, Design and Projects, Waste and Resource Recovery, City Presentation, and Penrith Aquatic and Leisure Centres (Ripples). This Directorate looks after the use and management of Council's assets, including planning, acquisition, construction, renewal, maintenance and disposal, along with our waste and recycling operations.

### Qualifications:

- Master of Management (Macquarie University)
- Certificate IV in Carbon Management (Carbon Training International)

## Kylie Powell Director – City Futures

(February 2017 – present)

### Responsibilities:

The City Futures Directorate includes City Strategy, City Planning, City Activation, Community and Place, and City Economy and Marketing. This Directorate is focussed on helping create local jobs, creating great public spaces and planning for the growth of the City.

### Qualifications:

- Bachelor of Arts majoring in Welfare Studies (University of Western Sydney)
- Master of Urban and Regional Planning (University of Sydney)

## Sandy Davies Director – Community and People

(June 2016 – present)

### Responsibilities:

The Community and People Directorate includes Children's Services, People and Culture, Customer Experience and Library Services. This Directorate looks after our customer experience, human resources and safety, libraries and child care centres.

### Qualifications:

- Master of Commerce (University of Western Sydney)
- Master of Management (Macquarie University)
- Strategic Leadership (Melbourne Business School)

## Andrew Jackson Director – Development and Regulatory Services

(July 2021 – present)

### Responsibilities:

The Development and Regulatory Services Directorate includes Development Services, Engineering Services and Environmental Health and Compliance. This Directorate looks after the regulation of development across the City, including approvals and compliance, along with our Rangers. Qualifications:

- Bachelor of Agricultural Economics (University of Sydney)

**GENERAL MANAGER  
CLAUSE 217 (1) (B)  
WARWICK WINN**

**OUR REMUNERATION OF OUR SENIOR STAFF**

(i) Total value of the salary component of the package	432,344
(ii) Total amount of any bonus payments, performance payments or other payments made to them that do not form part of the salary components of their packages	-
(iii) Total amount payable by the council by way of the employer's contribution or salary sacrifice to any superannuation scheme to which any of them may be a contributor	26,428.00
(iv) Total value of any non-cash benefits for which any of them may elect under the package	-
(v) Total amount payable by the council by way of fringe benefits tax for any such non-cash benefits	3,511.00
<b>TOTAL INCLUDING NON-CASH BENEFITS &amp; FBT PAYABLE</b>	<b>462,283.00</b>

*Note: The General Manager is the only employee on a Senior Staff Contract*

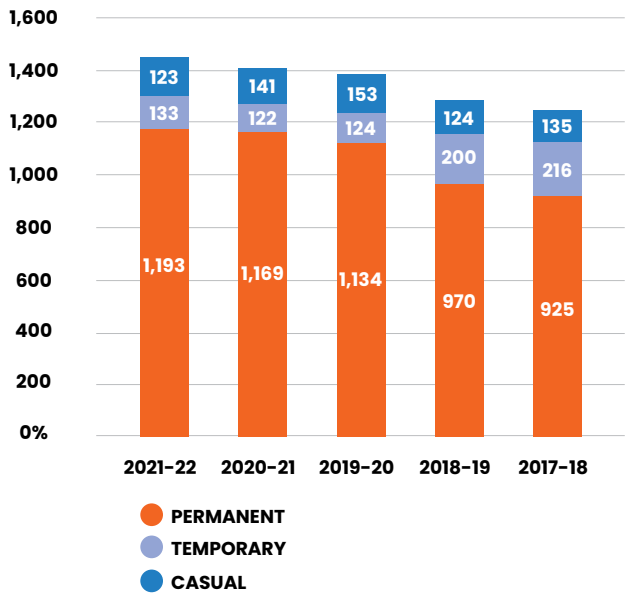


## OUR ENTITIES

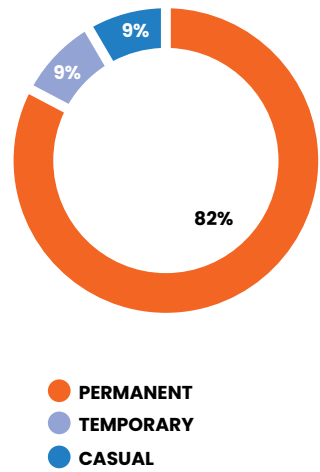
Council also supports two trading entities – Penrith Performing and Visual Arts, and Penrith Whitewater Stadium. The workforce data in this report excludes the workforce of Council's entities.

# Our Employees

## Our Employees Headcount



Our Workforce as a Percentage at 30 June 2022



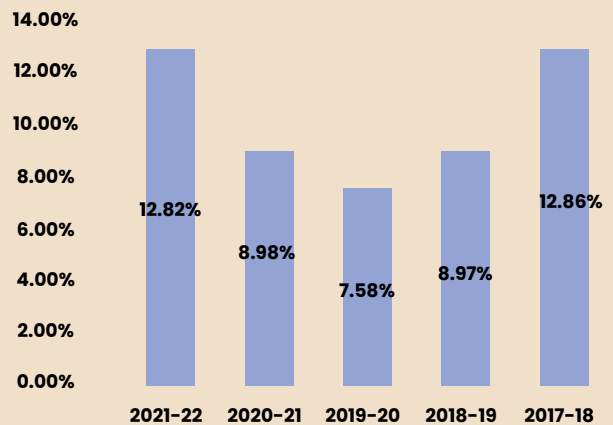
## ANNUAL REPORTING OF LABOUR STATISTICS

In accordance with Section 217 of the Local Government (General) Regulation 2021, the following information is provided on the number of persons who performed paid work for Council on Wednesday 25 May 2022:

- the number of persons directly employed by the council
  - on a permanent full-time basis: **957**
  - on a permanent part-time basis: **228**
  - on a casual basis: **70**
  - under a fixed-term contract: **130**
- the number of persons employed by the council who are "senior staff" for the purposes of the Local Government Act 1993: **1**
- the number of persons engaged by the council, under a contract or other arrangement with the person's employer, that is wholly or principally for the labour of the person: **4**
- the number of persons supplied to the council, under a contract or other arrangement with the person's employer, as an apprentice or trainee: **0**

## OUR EMPLOYEE TURNOVER

Over the past year, Council saw an employee turnover of 12.82%. Tracking turnover is a good measure of employee satisfaction and is crucial to helping Council retain skilled and experienced employees. Coming out of the pandemic, our turnover rate was expected to grow based on industry research.





## STAFF CELEBRATING 20 YEARS OF SERVICE

Council recognised and celebrated 14 staff who have achieved 20 years of service at Council. Representing many teams across Council, these deserving staff were honoured for their outstanding work and enjoyed lunch with Mayor Tricia Hitchen and members of Council’s Leadership Team.

## OUR EQUAL EMPLOYMENT (EEO) STATEMENT

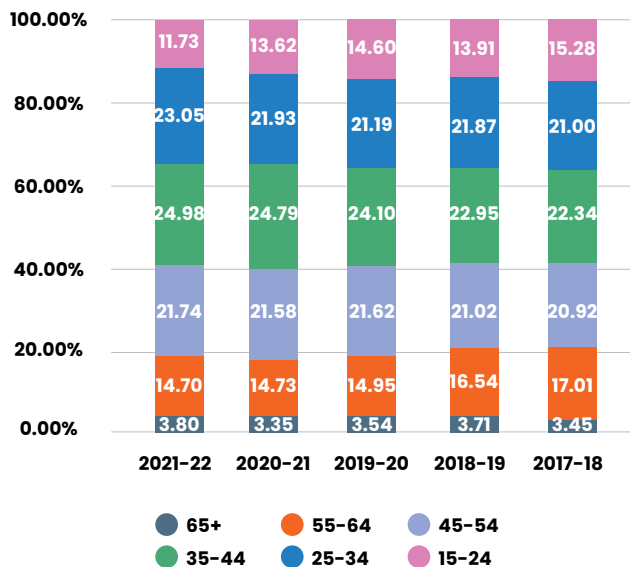
We are committed to developing a workplace culture that displays fair practices and behaviours, and improved employment access and participation for Equal Employment Opportunity groups across Council.

We strive to develop and implement workplace programs that promote an inclusive workplace culture. Some key outcomes include;

- Encouraging staff to complete EEO surveys upon commencement with Council
- Incorporate EEO strategies into Council’s strategic plans
- Promote EEO, anti-discrimination and diversity principles through policy, staff induction and training for managers and staff on bullying and harassment
- Build disability awareness across the organisation for managers and recruiters through training and/or workshops
- Provide access to targeted employment opportunities (traineeships for persons with a disability and Aboriginal or Torres Strait Islander people)
- Ensure HR policies are non-discriminatory
- Council’s policies relating to flexible work practices are communicated and accessible by all staff
- Ensure employees have individual learning and development plans through the annual MyPlan performance review process.

## OUR AGE PROFILE

Council consistently maintains a steady age profile. Our successful traineeship program continues to attract the younger demographic, while options such as phased-in retirement and workplace flexibility supports people at different life stages.

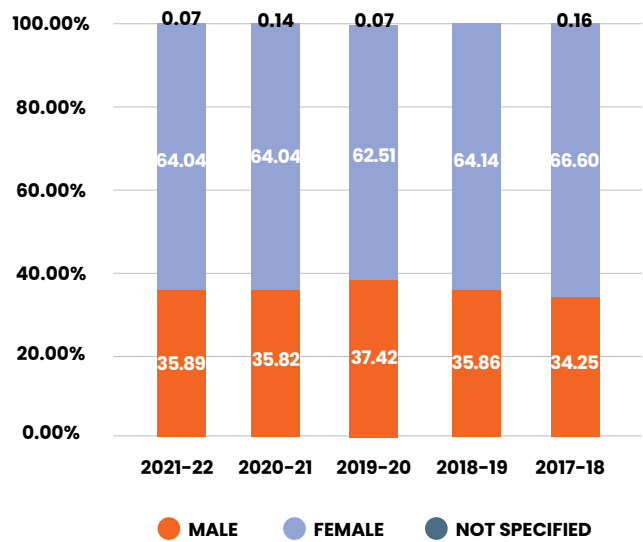


## OUR GENDER PROFILE

Council has a commitment to gender equity. We hold a bronze award and silver accreditation in the 50:50 Vision, which are both independently overseen by the Australian Local Government Women's Association (ALGWA).

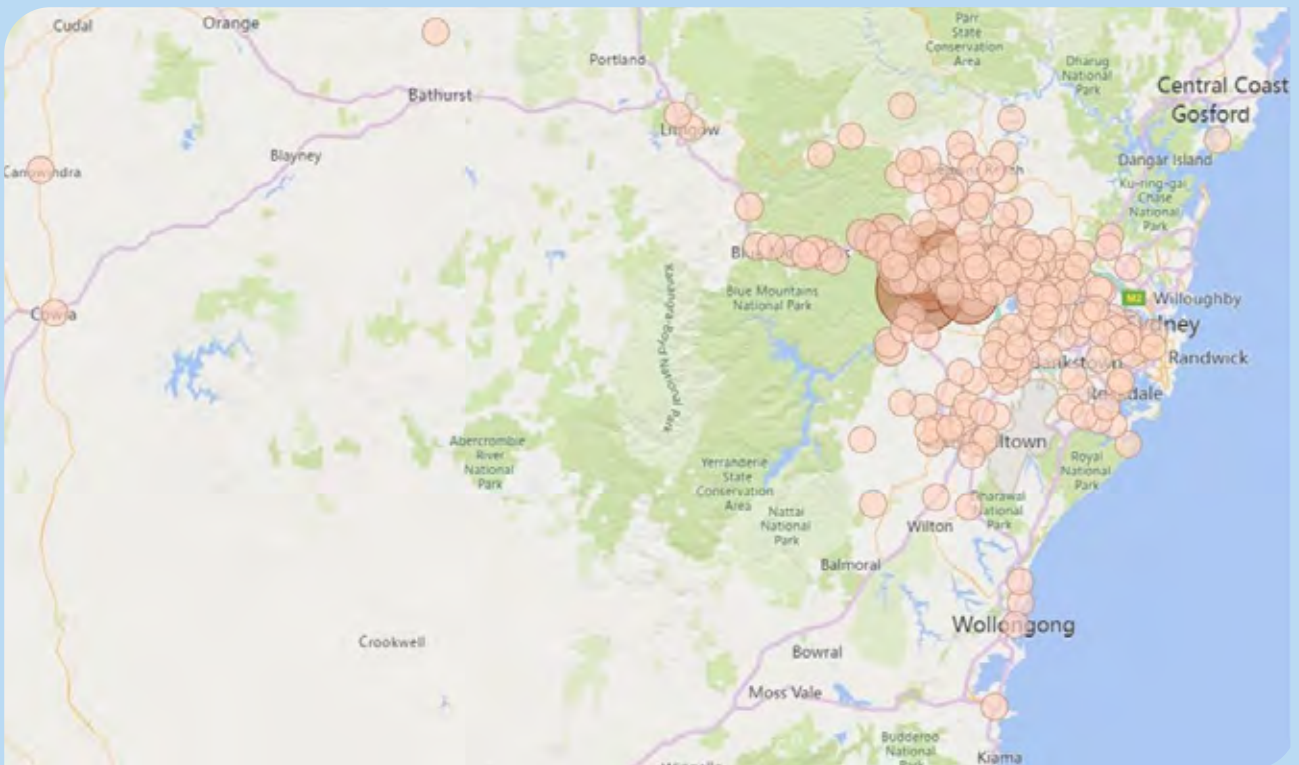
Council delivers initiatives such as parental leave events, supporting employees to apply for salary progression, various breastfeeding rooms across the organisation and International Women's Day events.

Council's gender profile as at 30 June 2022 for permanent, temporary and casual employees is approximately 64% female, 36% male and 0.7% not specified.



## Our Employee's Places of Residence

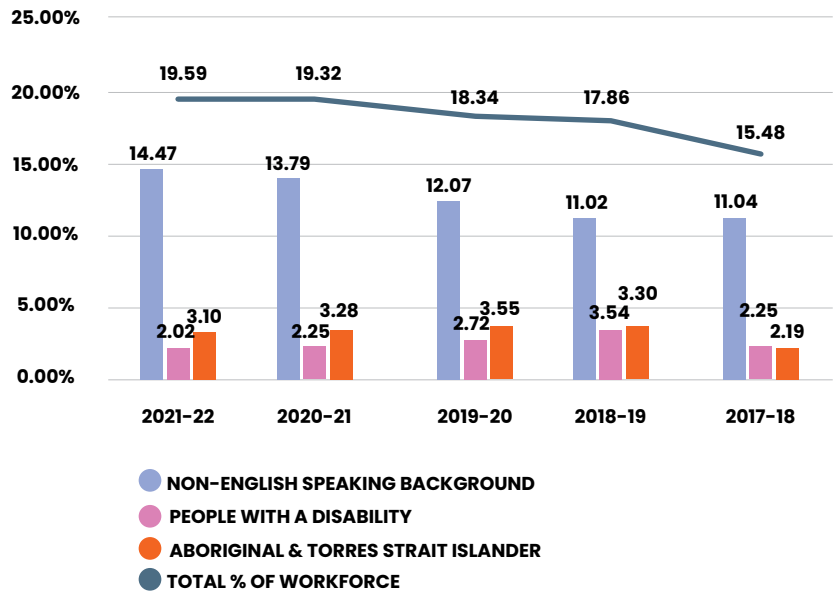
54% of employees live within the Penrith Local Government Area. We also continue to attract employees from a wide geographical area. Our Finding Balance philosophy will continue to be a competitive advantage for Council and highlights the importance to continue to imbed this into our culture so we can continue to be an Employer of Choice.



## OUR DIVERSITY

Council is committed to attracting and retaining a diverse workforce by ensuring all employees are provided equal access to opportunities including training, development and progression. We actively work to provide a workplace free of discrimination, through our values, education and training programs.

Staff are encouraged to complete an Equal Employment Opportunity form when they commence with Council, while also having the option to remain anonymous. This data is reflective of those who completed the form.



# Our Recruitment

It is critical that we seek and engage highly experienced and motivated employees so we can continue to successfully deliver outcomes to our customers and community.

In 2021–22, Council undertook 378 recruitment campaigns, including external and internal rounds, and received 9160 applications in total.

The average time to recruit was 55.15 days, with new employees commencing with Council via our online onboarding system which allows employees to understand a range of benefits, policies and procedures at Council, and supports their learning and introduction to the business during their first months of employment. This has been especially crucial during the COVID-19 pandemic where some new starters commenced with Council remotely.

## Induction Program

All new employees participate in an online onboarding program when they commence employment with Council. The onboarding induction involves reviewing key policies and procedures, learning about entitlements and benefits of working for Council and how to access key information such as payslips and documentation. Council has a comprehensive program that starts before the employee commences work and continues through to probationary reviews.

The induction program workflow is as follows:

- Employee Induction eLearning
- Code of Conduct eLearning
- WHS Awareness eLearning
- Emergency Procedures eLearning
- COVIDSAFE Workplace Acknowledgement
- Workplace Surveillance Policy
- Identification Photo
- Share the News!
- Employee's Workstation
- ICT Access Form
- Identification Photo / Access Card
- Induction Plan
- Arrange Leaseback Vehicle
- First Day Welcome
- Introduce the Team
- Workplace Tour
- Organise A Welcome Coffee
- Documents for Personnel Records
- Department Welcome
- Key Stakeholder Calls/Meetings
- Hours of Work
- Uniform
- Distribute Tools of the Trade
- Branding Material
- Employee Self Service
- First Week Debrief
- Safety Documents
- Social Media and Communication Devices Policy
- Manual Tasks in the Workplace eLearning
- Workstation Ergonomics eLearning
- Information Management eLearning
- InfoStore eLearning
- One-on-One Meetings
- MyPlan
- Child Safe Organisation Awareness eLearning
- Discrimination and EEO eLearning
- Bullying and Harassment eLearning
- Customer Service eLearning
- Disability Awareness eLearning
- Fraud and Corruption Awareness eLearning
- Cyber Security Awareness eLearning
- Finding Balance and Coping with Change eLearning
- First Probationary Review
- Privacy and Personal Information Protection eLearning
- Diversity eLearning
- Sustainability eLearning
- Second Probationary Review
- New Hire Survey

# Our Learning and Development

At Penrith, it is important that we continue to support and invest in our employees to develop their skills and knowledge. We provide a range of opportunities including face-to-face learning, eLearning modules, education assistance and support to attend external training, continuing professional development and conferences.

Council has expanded the e-Learning offered to staff by developing e-Learning modules in collaboration with subject matter experts. Some recent e-Learning modules include Child Safe Organisation Awareness, Cyber Safety, COVID Workplace Acknowledgement along with meditation, finding balance and wellbeing modules.

Council delivers an in-house Igniting Leadership Program that is focused on the development and enhancement of leadership capabilities across the core areas of self-leadership, strengthening teams and striving for strategic success. The program has been extremely successful and will continue to be rolled out across the organisation.

Council recently delivered a Thriving Leadership development program designed for Department Managers. The program has been facilitated by industry experts and is focused on the core areas of leading with your strengths, psychological safety and culture conversations.

Council also invests in its leadership development and future pipeline of leaders by sending participants to external leadership programs and events including the Springboard Women's Development Program and the Australian Local Government Women's Association (ALGWA) Conference.



## Managing Our Performance

### Through 'MyPlan'

The annual MyPlan process is a key way to assess the contributions an employee makes to the team and to Council. It is a method to assist our leaders to manage an employee's everyday performance and assists an employee in setting goals to work towards in their role. This employee led process encourages open conversations between employees and their people leaders.



## OUR EDUCATIONAL ASSISTANCE PROGRAM

Council has invested in 105 employees through the Professional Development – Education Assistance program. This program provides financial assistance and leave options to employees undertaking further study. During 2021-22, Council supported employees through Masters Degrees, Undergraduate Degrees, Diplomas, Certificates and the CPA Program. Our employees study across a number of vocations including Early Childhood Teaching, Business Administration, Work Health & Safety, Information Technology, Marketing, Urban Management & Planning, Town Planning, Information Studies, Civil Engineering, Recordkeeping, and Applied Policy.

Council invested over \$127,000 in Education Assistance, along with hundreds of study leave days during the 2021-22 period.

## OUR TRAINEESHIP PROGRAM

Our annual Traineeship Program has been running since 2000, with 29 trainees employed with Council as at 30 June 2022. This program provides opportunities for people to work full time while studying in a relevant field and is utilised by people wanting to start their careers, re-enter the workforce or change their career. Traineeships are offered across multiple disciplines including Business Administration, Information and Communication Technology, and Early Childhood Education and Care.

## OUR WORK HEALTH AND SAFETY

Safe workplaces for our employees, contractors and visitors continues to be our priority. Whilst COVID-19 has been a focus over this period, our Work Health and Safety team have also undertaken projects to ensure Council is setting a baseline for our safety practices and the wellbeing of staff.

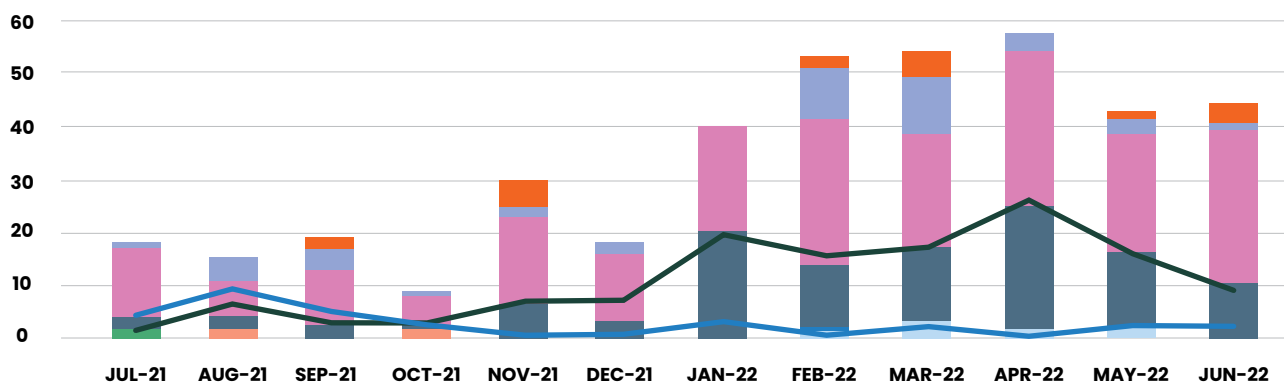
In early 2022, a review of our workers compensation arrangements was undertaken to ensure Council are providing the best service for our injured workers, which resulted in a change of provider to StateCover Mutual. StateCover Mutual are a Local Government focused insurer and understand local council business and staff comprehensively.

During 2021-22 a thorough review of the specification across all roles across Council was completed, resulting in a thorough and updated understanding of the physical and psychological specifications of each job.

As part of our Safety Strategy development, in late 2021, several workshops were undertaken to understand the current status of the safety culture from the eyes of our staff. We will continue to progress this through management to develop our safety strategy and ensure that safety is at the forefront of everything we do.

During 2021-22, Council lodged 561 incidents, with 150 of these being related to COVID-19. Council's safety team, along with the Work Health and Safety Committee undertaking 44 compliance training sessions and completing 36 risk assessments for COVID-safe measures across Council.

### Work Health & Safety Performance



KEY	JUL-21	AUG-21	SEP-21	OCT-21	NOV-21	DEC-21	JAN-22	FEB-22	MAR-22	APR-22	MAY-22	JUN-22
● Equipment/Property Damage	0	0	2	0	5	0	0	2	5	0	1	4
● Medically Treatable	1	4	4	1	2	2	0	10	11	3	3	1
● First Aid Treatable	13	7	10	6	17	13	20	28	22	29	23	30
● Lost Time Injury (LTI)	2	4	3	2	4	2	20	14	17	25	16	10
● Near-Miss	2	0	0	0	2	1	0	0	0	1	0	0
● W/Comp No LTI	0	1	0	1	2	2	0	2	0	1	1	0
● Hazards	0	0	0	0	0	0	0	1	3	1	1	0
● 2020-21 W/Comp Claims	5	8	5	2	1	1	3	0	2	0	2	2
● 2021-22 W/Comp Claims	2	6	3	3	6	6	20	16	18	26	17	10

## OUR WELLBEING INITIATIVES

We have a Flexible Working Arrangements Policy and Procedure and a Finding Balance philosophy to better support and encourage flexibility for our people both now and into the future. The policy provides options and ways of work available to our people while still ensuring a high level of service to our community.

Each year Council undertakes a number of health and wellbeing initiatives for employees and their family members. In 2021–22, Council provided the Flu Shot to 290 employees or family members in on-site clinics, and an additional 33 employees sought reimbursement through Council after being vaccinated through their local medical practice.

Council also provided employees time away from the workplace to receive their COVID-19 vaccinations.

Now, more than ever, we understand the importance of looking after our people's wellbeing and mental health. Our People and Culture team and Council's trained Mental Health First Aiders have provided staff with resources and information to guide our people on how to embrace working from home, leading a remote team, staying productive and practicing self-care.

Council provides employees with access to free and confidential counselling services through our Employee Assistance Provider. This service can be accessed for any employee or their family. Approximately 335 sessions were provided over the 2021–22 period.

## CHILD SAFE ORGANISATION

Children and young people are an important part of our society and it is essential that they are safe while taking part in community life, accessing our facilities and in the care of our services. Council has a zero tolerance towards child abuse, and is committed to protecting the physical, emotional, cultural and social wellbeing of all children and young people.

As a result of the Royal Commission into Institutional Responses to Child Sexual Abuse, the Royal Commission recommended that all organisations that have any contact with children must be compliant with 10 National Child Safe Standards. Council has been working towards embedding these Standards.

We are committed to creating conditions that reduce the likelihood of children being harmed, creating conditions that increase the likelihood of Penrith City Council employees identifying and reporting harm and responding to disclosures and allegations of abuse and suspicions of harm in a timely and appropriate manner.

We have developed an extensive action plan and have drafted a Policy and Procedure, along with e-Learning content so all staff are aware of their responsibilities and the process in relation to keeping children safe within our organisation.









# Appendices

# Appendix 1

## Our Council

### Our Council Meetings

Council is committed to ensuring all Council meetings are conducted in accordance with legislative requirements and that our community has the chance to participate in the decision-making process. Council generally holds one Ordinary Council meeting a month and one Policy Review Committee meeting every second month, usually on a Monday night at the Penrith Civic Centre. These meetings are held in an open environment, with our Code of Meeting Practice guiding how meetings are conducted. To facilitate access to Council meetings for Councillors and members of the community, Ordinary Council and Policy Review Committee meetings are live audio broadcast, with Councillors able to attend meetings remotely if required. Our website outlines what is required of members of the public who wish to address a meeting. Council meetings are recorded and webcast and provided on the website after each meeting.

Policy Review Committee Meetings allow Councillors to discuss and review policy issues and ask questions of Council officers in a more informal environment. All recommendations made by the Policy Review Committee are presented to the next Ordinary Meeting for formal adoption. At times, Council needs to deal with highly sensitive issues and may decide to work in confidence, which means that members of the community are excluded from the discussion and decision making. This is called the Committee of the Whole. Every effort is made to minimise the number of confidential reports brought before Council.

In 2021-22 Council held 11 Ordinary Meetings and 5 Policy Review Committee Meetings, with 13 members of the public addressing Council on various issues and items of business.



## COUNCILLOR ATTENDANCE AT MEETINGS: JULY 2021 – DECEMBER 2021

COUNCILLORS	ORDINARY MEETINGS		POLICY REVIEW COMMITTEE MEETINGS	
	NUMBER	ATTENDED	NUMBER	ATTENDED
Cr Jim Aitken OAM	5	5	3	3
Cr Bernard Bratusa	5	5	3	2 ●
Cr Todd Carney	5	5	3	3
Cr Brian Cartwright	5	5	3	2 ●
Cr Robin Cook	5	5	3	3
Cr Marcus Cornish	5	5	3	2 ●
Cr Kevin Crameri OAM	5	5	3	3
Cr Greg Davies	5	5	3	2 ●
Cr Mark Davies	5	5	3	2 ●
Cr Aaron Duke	5	4 ●	3	0 ●●●
Cr Ross Fowler OAM	5	5	3	3
Cr Tricia Hitchen	5	5	3	3
Cr Karen McKeown OAM	5	5	3	3
Cr Kath Presdee	5	5	3	3
Cr John Thain	5	5	3	3

## COUNCILLOR ATTENDANCE AT MEETINGS: JANUARY 2022 – JUNE 2022

COUNCILLORS	ORDINARY MEETINGS		POLICY REVIEW COMMITTEE MEETINGS	
	NUMBER	ATTENDED	NUMBER	ATTENDED
Cr Jim Aitken OAM	6	4 ●●	2	1 ●
Cr Mark Davies	6	4 ●	2	1 ●
Cr Karen McKeown OAM	6	6	2	1 ●
Cr Sue Day	6	6	2	2
Cr Mark Rusev	6	6	2	2
Cr Bernard Bratusa	6	6	2	2
Cr Todd Carney	6	6	2	2
Cr Robin Cook	6	6	2	2
Cr Tricia Hitchen	6	4 ●	2	2
Cr Marlene Shipley	6	6	2	2
Cr Glenn Gardiner	6	6	2	2
Cr Kevin Crameri OAM	6	6	2	2
Cr Ross Fowler OAM	6	6	2	2
Cr John Thain	6	6	2	2
Cr Jonathan Pullen	6	4 ●	2	2

● APOLOGY

## OUR COUNCILLOR FEES AND CHARGES

COUNCILLOR FEES	\$
<b>Councillor Fees</b>	
Mayor Allowance	63,764
Deputy Mayor Allowance	15,960
Councillor Fees	445,649
Overseas Visits	-
<b>Expenses and Facilities</b>	
<b>Office Equipment</b>	145
<b>Usage Charges</b>	
Mobile Phone Calls and Data Usage	20,444
Reimbursement to Councillors for mobile phone (not Council Owned)	1,350
Reimbursement to Councillors for internet services (not provided by Council)	825
Conferences and Seminars	30,888
Training and Skill Development	16,036
Interstate Visits	-
Expenses for Spouse or Partner	584
Child Care Expenses	-
Other Councillor Costs	18,534
<b>TOTAL</b>	<b>614,179</b>





## OUR COUNCILLORS' PROFESSIONAL DEVELOPMENT

Councillors underwent a comprehensive Councillor Induction Session immediately following the Local Government Elections and have also undertaken further training since then on Diversity Training with ongoing development sessions being planned throughout the term. Several other Councillors have also completed supplementary development activities during this period. The following table provides a breakdown of training undertaken:

COUNCILLOR	STATUS	DATE
<b>Clr Bernard Bratusa</b>		
Councillor Induction	Completed	29 January 2022
Councillor Induction (including ICAC Info Session)	Completed	31 January 2022
Councillor Planning Induction Session	Completed	14 February 2022
Diversity Training	Completed	23 May 2022
<b>Clr Glenn Gardiner</b>		
Councillor Induction	Completed	29 January 2022
Councillor Induction (including ICAC Info Session)	Completed	31 January 2022
Councillor Planning Induction Session	Completed	14 February 2022
Diversity Training	Completed	23 May 2022
<b>Clr Jim Aitken OAM</b>		
Councillor Induction (including ICAC Info Session)	Completed	31 January 2022
Councillor Planning Induction Session	Completed	14 February 2022
Diversity Training	Completed	23 May 2022
<b>Clr John Thain</b>		
Councillor Induction	Completed	29 January 2022
Councillor Induction (including ICAC Info Session)	Completed	31 January 2022
Mayoral Induction Forum	Completed	9 February 2022
Councillor Planning Induction Session	Completed	14 February 2022
Diversity Training	Completed	23 May 2022
<b>Clr Jonathan Pullen</b>		
Councillor Induction	Completed	29 January 2022
Councillor Induction (including ICAC Info Session)	Completed	31 January 2022
Councillor Planning Induction Session	Completed	14 February 2022
Diversity Training	Completed	23 May 2022
<b>Clr Karen McKeown OAM</b>		
Councillor Induction	Completed	29 January 2022
Councillor Induction (including ICAC Info Session)	Completed	31 January 2022
Auditing Culture: What, Why How? Online CPE Certificate	Completed	6 February 2022
Councillor Planning Induction Session	Completed	14 February 2022
Social Media for Councillors	Completed	28 March 2022
Diversity Training	Completed	23 May 2022
Boardroom Mastery - Statement of Attendance	Completed	1 June 2022

COUNCILLOR	STATUS	DATE
<b>Clr Kevin Crameri OAM</b>		
Councillor Induction	Completed	29 January 2022
Councillor Induction (including ICAC Info Session)	Completed	31 January 2022
Councillor Planning Induction Session	Completed	14 February 2022
Diversity Training	Completed	23 May 2022
<b>Clr Mark Davies</b>		
No training undertaken		
<b>Clr Mark Rusev</b>		
Councillor Induction	Completed	29 January 2022
Councillor Induction (including ICAC Info Session)	Completed	31 January 2022
Councillor Planning Induction Session	Completed	14 February 2022
<b>Clr Marlene Shipley</b>		
Councillor Induction	Completed	29 January 2022
Councillor Induction (including ICAC Info Session)	Completed	31 January 2022
Hit the Ground Webinar - Roles and Responsibilities	Completed	5 February 2022
Councillor Planning Induction Session	Completed	14 February 2022
Diversity Training	Completed	23 May 2022
<b>Clr Robin Cook</b>		
Councillor Induction	Completed	29 January 2022
Councillor Induction (including ICAC Info Session)	Completed	31 January 2022
Hit the Ground Webinar - Roles and Responsibilities	Completed	5 February 2022
Councillor Planning Induction Session	Completed	14 February 2022
Diversity Training	Completed	23 May 2022
One, Two, Tree: Urban forest asset systems	Completed	9 June 2022
<b>Clr Ross Fowler OAM</b>		
Councillor Induction	Completed	29 January 2022
Councillor Induction (including ICAC Info Session)	Completed	31 January 2022
Councillor Planning Induction Session	Completed	14 February 2022
Diversity Training	Completed	23 May 2022
<b>Clr Sue Day</b>		
Councillor Induction	Completed	29 January 2022
Councillor Induction (including ICAC Info Session)	Completed	31 January 2022
Councillor Planning Induction Session	Completed	14 February 2022
Planning 101 for Councillors	Completed	11 May 2022
Diversity Training	Completed	23 May 2022

COUNCILLOR	STATUS	DATE
<b>Clr Todd Carney</b>		
Councillor Induction	Completed	29 January 2022
Councillor Induction (including ICAC Info Session)	Completed	31 January 2022
Councillor Planning Induction Session	Completed	14 February 2022
Diversity Training	Completed	23 May 2022
<b>Clr Tricia Hitchen</b>		
Councillor Induction (including ICAC Info Session)	Completed	31 January 2022
Councillor Planning Induction Session	Completed	14 February 2022
Mayoral Ivl Training	Completed	9 March 2022
Diversity Training	Completed	23 May 2022

## COUNCIL ELECTION REPORT

This report has been prepared in accordance with the Council's obligations under Section 393A of the Local Government (General) Regulation 2005 which requires the General Manager to Report on the Election.

### Response to Clause 393A Requirements

Time Spent on the election by the general manager as a proportion of the general manager's remuneration

The General Manager, as in previous elections, was available to provide oversight to the Office of General Manager staff who were responsible for facilitating election arrangements with the Council's Election provider, the Australian Election Company. The General Manager however was not directly required to spend any time on the management of the election.

### Time spent on the election by council staff as a proportion of council staff remuneration

Staff, as in previous elections, provided support services to Council's contractor, the Australian Election Company. This support however was less than previous elections as more tasks were left to the contractor to deliver. Any support provided was by the Governance Coordinator primarily, in addition to the Governance Manager and Chief Governance Officer. Most of this work is consistent with support that has been provided to the NSW Electoral Commission in the past. It is noted however that the Governance Coordinator worked closely in the lead up to the election with the Returning Officer, as a part of the partially outsourced model which was considered integral in achieving cost savings and a timely result. The estimated cost of the time staff spent on the election is \$10,000.

### Total remuneration of council staff employed for the purpose of the election

No Council staff were employed specifically for the purpose of the election. Staff that provided support for the election did so within their existing duties and responsibilities.

### Total remuneration, recruitment, and training costs of election officials

Council's contractor employed election officials, including polling officials, temporary assistance, and the Returning Officer. The total contract cost paid by Council to the contractor was \$1,127,041.60.

### The cost of running any candidate information seminars

The Council's contractor, through the Returning Officer, provided a candidate information seminar prior to the election; this cost was included in the contract cost council paid to the Australian Election Company.

### The cost of hiring venues and equipment for the election, including council venues and equipment and any associated costs

The cost of hiring most venues and equipment, including the Returning Officer's office, was included as a part of the contract cost paid to the Council's contractor. This cost totalled \$615,279. Other associated costs that were expended by Council are provided in the table below:

ACTIVITY	COST (\$)
Additional Printing	787.74
Additional Advertising	8,836
Council owned polling places and returning office	6,926

## **The costs of any technological support, including the development of any counting software**

The cost of technological support including count software was \$106,400.

## **The cost of preparing a written report under this clause**

The report was prepared by the Governance Coordinator and overseen by the Governance Manager. The estimated cost of preparing this report is \$200.00.

## **Any electoral services provided to electors**

Council had a comprehensive page of information on its website which provided all relevant details of the Council election. These included details of the accessible buildings which were provided for elections, the pre-poll locations, candidate information, a location-based map integrated with maps to show your closest polling place amongst other general information.

In addition to this, Council advertised heavily on social media and its website to generate awareness of the election and pre voting options available for residents. Council also, in collaborating with the contractor, established two additional pre-poll centres on top of the normal two, as a risk mitigation measure to the pandemic and to provide more access to our community.

## **Any electoral services provided to candidates**

The Council's website was also available for candidates and provided significant resources and information. The Council's returning office was open for some time prior to the election to allow candidates suitable and timely access to the Returning Officer as required. In addition to this, a count website was provided for candidates and members of the public to keep track of data as it was input. A candidate information session was also run prior to the election at Council.

## **Operational details of the election and an overall evaluation of the conduct of the election, including feedback from stakeholders**

Council staff believe the election was run efficiently, professionally and to an extremely high standard. Council is also confident that a significant cost saving was able to be achieved, however that is difficult to quantify. In addition to this, service to the community remained high.

The election count was completed by Saturday, 18 December 2021 with the result declared on Monday, 20 December 2021.

## **Scanning and Counting Centre used by the AEC**

On balance, as it did in 2012, 2016 and 2018, the scanning software and processes used to scan ballot papers, was effective, efficient and in accordance with all required regulations.

## **Awareness of the Election**

A common theme that has been maintained through recent times in respect of elections is community angst about the lack of awareness of local government elections.

It is pleasing that this year, less feedback was received with respect to awareness of the election. A number of factors may have contributed to this, however Council's efforts in promoting this through all avenues available, specifically social media, appears to have been successful.

## **Polling Places**

Council Officers in conjunction with the Returning Officer kept in place most of the existing polling places that had been successful in the 2016 Election. While there were some minor queuing issues at a small number of polling places, caused by measures put in place to ensure social distancing, it is considered that the polling places again were very effective.

## Pre-poll Voting

For the 2016 Council election, pre-poll voting was available at Penrith and St Marys at the following locations:

- Penrith City Council Library Theatrette
- St Marys Memorial Hall

In 2021, Council made available two additional polling places to deal with the ongoing pandemic and to provide more choice for our community. This resulted in the following four pre-poll centres being available:

- Penrith City Council Library Theatrette
- St Marys Memorial Hall
- Jordan Springs Community Hub
- Glenmore Park Youth Centre

The following table compares the pre-poll votes taken in 2016 compared to 2021:

	2016 ELECTION	2021 ELECTION
<b>Penrith</b>	12,607	10,870
<b>St Marys</b>	5,274	9,389
<b>Jordan Springs</b>	Not used	5,956
<b>Glenmore Park</b>	Not used	6,176
<b>TOTAL</b>	<b>17,881</b>	<b>32,391</b>

The above table continues the trend from previous elections, with electors taking advantage of pre-poll voting and supports the Council's decision to double the number of centres available prior to the election.



## The number of electors entitled to vote at the election and the number of electors who voted, specifying the number of electors who voted personally or by post

EAST WARD				
DETAILS	2008 ELECTION	2012 ELECTION	2016 ELECTION	2021 ELECTION
Number on Roll	39,115	41,530	45,076*	46,740*
Number who Voted	33,829	34,745	34,902	33,169
% of Voter Turnout	86.48%	83.66%	77.43%	70.9%

SOUTHWARD				
DETAILS	2008 ELECTION	2012 ELECTION	2016 ELECTION	2021 ELECTION
Number on Roll	38,936	40,954	44,821*	47,269*
Number who Voted	33,892	35,167	36,408	35,222
% of Voter Turnout	87.04%	85.87%	81.23%	74.5%

NORTH WARD				
DETAILS	2008 ELECTION	2012 ELECTION	2016 ELECTION	2021 ELECTION
Number on Roll	36,768	38,731	43,995*	50,504*
Number who Voted	32,081	32,808	35,879	36,805
% of Voter Turnout	87.25%	84.71%	81.55%	72.8%

\*These numbers taken from the OLG elector numbers website

### The total number of postal votes received was:

POSTAL VOTE DETAILS	NO. OF VOTES
East Ward	2,018
South Ward	2,855
North Ward	2,426
<b>TOTAL</b>	<b>7,299</b>

The number of electors increased across all three wards, however voter turnout was down noticeably, while complaints about awareness of the election were not as prevalent this year. It is likely that the ongoing pandemic situation resulted in many residents choosing not to vote in person or at all.

Additionally, despite Council promoting postal vote and pre-poll as an option, it is likely that the inability to provide our residents with an option to electronically vote heavily contributed to the lower than usual turnout figure. This is extremely disappointing as Council has made multiple representations to the Minister to allow the electronic voting system of the contractor to be used. This system is audited and proven, however legislation changes need to occur. Council also requested that iVote be provided on a licence basis so that our residents could also access it to make their votes but this was also denied.

Having provisions for councils to choose how to best run their election are welcome, but to do so in an environment where an electoral services provider, and in turn a community, are prohibited from being able to be provided with electronic voting options when others can, is a disappointing outcome. The biggest piece of feedback Council heard from residents at this election was their unhappiness about not being able to access electronic voting.

## OUR COMMITTEES AND ORGANISATIONS

Council has delegated functions to committees/organisations in accordance with Section 377 of the Local Government Act 1993 and is authorised to exercise those delegated functions under Section 355 of the Local Government Act 1993 or by way of a Licence Agreement in the case of other entities. The committees/entities are as follows:

#	COMMITTEE NAME	TYPE	STATUS	MEMBERSHIP
1.	<b>Jamison Park Netball Complex Management Committee</b>	Section 355 Committee	Functional	Community
2.	<b>Penrith Schools Boatshed Management Committee</b>	Section 355 Committee	Functional	User Group Representatives
3.	<b>Ray Morphett Pavilion Management Committee</b>	Section 355 Committee	Functional	User Group Representatives
4.	<b>Penrith Seniors Centre Management Committee</b>	Section 355 Committee	Functional	User Group Representatives
5.	<b>Andromeda Community Centre Management Committee</b>	Section 355 Committee	Functional	Community
6.	<b>Nepean Community and Neighbourhood Services (under licence agreement)</b>	Community Development Organisation	Functional	Community
7.	<b>Community Junction</b>	Community Development Organisation	Functional	Community
8.	<b>Arms Australia Inn Management Committee</b>	Section 355 Committee	Functional	Community, Staff
9.	<b>Penrith International Friendship Committee</b>	Section 355 Committee	Functional	Community
10.	<b>Western Sydney Regional Illegal Dumping Squad – Management Committee</b>	Section 355 Committee	Functional	Staff, EPA, other Councils
11.	<b>Access Committee (Advisory)</b>	Section 355 Committee	Functional	Councillors, Community
12.	<b>Heritage Advisory Committee (Advisory)</b>	Section 355 Committee	Functional	Councillors
13.	<b>Policy Review Committee</b>	Standing Council Committee	Functional	All Councillors
14.	<b>Audit, Risk &amp; Improvement Committee (This committee has no authority granted to it)</b>	Advisory	Functional	The Mayor, Councillors External Independent Members
15.	<b>Penrith Valley Community Safety Partnership (This committee has no authority granted to it)</b>	Advisory	Functional	Community, Councilors
16.	<b>Resilience Committee (This committee has no authority granted to it)</b>	Advisory	Functional	Councillors, Community, Professional Members
17.	<b>Floodplain Risk Management Committee</b>	Section 355 Committee	Functional	Councillors, Staff, Community, Representative from OEH, SES, asset holders and industry bodies and adjacent Councils
18.	<b>Property Development Advisory Panel</b>	Section 355 Committee	Functional	External Independent Members

Council has also established several consultative forums and advisory committees, task forces and working parties to advise it on specific issues, usually involving representatives of the community, Councillors and Council staff.

During 2021-22 Council also had delegates or directors elected/appointed to the Boards and/or the Committees of the following organisations:

- Australian Local Government Women's Association
- Penrith Aquatic and Leisure Limited
- The Penrith Performing and Visual Arts Limited
- The Penrith Whitewater Stadium Ltd.
- Penrith CBD Corporation Limited
- St Marys Town Centre Ltd
- Hawkesbury River County Council
- Sydney West Planning Panel
- CivicRisk Mutual
- Western Sydney Academy of Sport Advisory Board
- National Growth Areas Alliance
- Western Sydney Regional Committee for Illegal Dumping
- Local Government NSW
- Active Super
- Council Ambassador to Lachlan Shire Council
- Penrith Valley Regional Sports Centre Ltd
- Penrith Valley Sports Foundation
- Council also had representation on the following co-operative:
- The Penrith City Children's Services Co-operative Ltd.

## EXTERNAL BODIES EXERCISING COUNCIL FUNCTIONS

The Hawkesbury River County Council exercises delegated functions on behalf of Council to control noxious weeds on public land and waterways in Penrith City.

## OUR PARTNERSHIPS, COOPERATIVES AND JOINT VENTURES

Council is a member of CivicRisk Mutual Ltd which is a joint initiative established by councils to give cost effective civil liability protection insurance. Council also contributes towards a Regional Illegal Dumping (RID) Squad initiative along with several other Western Sydney councils.

Council is also a member of the Western Parkland Councils. This consists of eight Councils who have committed to working collaboratively for our region through the formation of a partnership.

## COMPANIES IN WHICH COUNCIL HELD A CONTROLLING INTEREST

Companies in which Council held a controlling interest during 2021-22 were:

- Penrith Aquatic and Leisure Ltd
- Penrith Performing and Visual Arts Ltd
- Penrith Whitewater Stadium Ltd





# Appendix 2

## Our Corporate Governance

### Our Code Of Conduct

Council's Code of Conduct, adopted in 2020 and available on our website, sets the standard for ethics in behaviour and decision-making for Councillors, Council staff and members of Council committees. This helps to ensure that all Council representatives conduct themselves in a way that enhances public confidence in local government.

We actively promote the Code of Conduct to Councillors and staff, providing regular training so they understand and adhere to the ethical standards relevant to their role. Ongoing training through onboarding and e-learning programs continues to be provided to staff and Councillors.

### Our Risk Management

Council's Enterprise Risk Management Framework (ERMF) has been operating since 2017. Each year it is further embedded and refined throughout the organisation. This is reflected in the results of an independent assessment of the ERMF undertaken during 2021-22, which rated Council's ERMF as "Proficient", noting *"Penrith City Council has a comprehensive Risk Management Framework in place which appears to be effectively utilised by staff. Regular reports on the status of strategic and operational risks are provided to the Executive Team and the Audit Risk and Improvement Committee."*

At 30 June 2022, Council had a total of 551 recorded operational risks, with 539 of these (98%) mitigated to within Risk Appetite and Tolerance. Action plans are in place to treat the 12 risks (2%) outside of Risk Appetite and Tolerance.

#### Some of the highlights from 2021-22:

- Gained assurance over Council's contract management lifecycle and procurement compliance through deep dives. There is an effective control framework that is being enhanced across the organisation.
- Council's response to the COVID-19 pandemic was fundamentally effective. An independent review established that there were no significant disruptions to critical services (outside public health order prohibitions) and no major shortages of supplies or disruptions to the supply chain. Council was prepared, maintained strong communications, and adapted well.
- Effective oversight of Fraud and Corruption framework with adequate controls in place



## Our Internal Audit

Council embarked on a new four-year Strategic Internal Audit Program on 1 July 2021, following a comprehensive risk-based development process; the first year of the plan delivered 10 internal audits and 100 recommendations for improvement. Open recommendations made under the previous four-year program continued to be tracked during the year and, at 30 June 2022, 516 out of 552 accepted recommendations were implemented (93%).

Some of the highlights from 2021-22:

- Significant insights and recommendations were provided to senior management and the ARIC through the audits undertaken on:
  - Penrith Performing Visual Arts (PPVA)
  - Penrith Whitewater Stadium
  - Financial processing functions
  - Financial reporting and budgetary control
  - Cyber security framework
- Internal Audit function has continued to perform in accordance with the International Professional Practices Framework, and reinforced by an independent review of the Audit function during the term
- Internal audit balanced scorecard for 2021-22 reports that the Audit, Risk and Improvement Committee (ARIC), executive, and customer satisfaction targets were exceeded
- Adoption and implementation of a legislative compliance framework, and concerted effort to undertake ongoing monitoring
- Oversight of Council's sound financial management practices, with continuous monitoring and reporting on Council's operating ratios
- Ongoing reporting of complaints, helping to identify any systemic issues
- Five key take outs prepared by the Chair (adopted by the ARIC) and presented to Council's Ordinary meetings following ARIC meetings.

## Audit, Risk & Improvement Committee (ARIC)

Council's ARIC consists of four independent members (appointed late-2017) and two councillor members (including the Mayor). The ARIC was established in 2007 to promote good corporate governance at Council. Acting as an independent advisory committee, it meets on a quarterly basis and provides assurance to Council to assist with its oversight responsibilities.

**The Independent members are:**

### **Bruce Turner AM**

MAICD, FFIN, FIPA, FFA, FIML, PFIIA, CGAP, CRMA, CISA, CFE, JP

**ARIC Chairperson since November 2017**

Bruce is an active company director, audit committee chair, accomplished author, executive coach and mentor. He was appointed a member of the Order of Australia in the Queen's Birthday Honours 2015 in recognition of significant service to public administration in governance, risk management practices, and the profession of internal auditing.

Bruce's prior board and audit committee roles span 30 diverse public and private sector organisations. He is a past international chair of the Public Sector Committee (for Internal Auditors).

Bruce has over 40 years' practitioner and leadership experience in internal auditing to chief audit executive level spanning all levels of government, with a career traversing energy, financial services, government, manufacturing and transport sectors.

### **John Barbeler**

F CPA, B.COM. (Hons)

**ARIC member since November 2017**

John has held Chief Financial Officer (CFO) and business leadership positions in both the public and private sector and for the Sydney Organising Committee for the Olympic Games (SOCOG). He was the CFO for the Federal Department of Health (2010 – 2015). Prior to that he was CFO/Director of Corporate Services for City of Sydney; General Manager, Finance at SOCOG and held CFO and business enabling executive roles with major global private sector organisations including PepsiCo, CSR and BTR.

John is an independent director and audit committee chair for Landcom, an independent ARIC member for three Councils, a former director for Alzheimer's Australia ACT Ltd, and a former member of the NSW Electoral Commission Audit Committee.

### **Elizabeth Gavey**

B.COM.(Economics), LLB, GAICD

**ARIC Deputy Chairperson, member since November 2017**

Elizabeth joined Penrith City Council's ARIC as an independent member in November 2017. She also serves as Chair on the audit committees for three other Councils, and on the audit committee for the NSW Electoral Commission, the Office of Independent Review Officer, and the Audit Office of NSW. A qualified solicitor, Elizabeth has over 30 years' experience gained in private legal practice, investment banking and the health sector, specialising in banking and commercial law with a focus on risk management and governance. She is also an experienced Company Director in the health sector, with a special interest in supporting people living with chronic health and serious mental health conditions.

### **Darren Greentree**

F CPA, MBA(Exec), AGSM, GAICD, B.Bus.(Acc), JP

**ARIC member since June 2012**

Darren is Chief Financial Officer (CFO) at Western Sydney University (WSU). He joined the University in early 2010 and brings a diverse set of skills and experience to his role, with over 25 years Executive and Senior Management experience within multinational, Australian publicly listed and private organisations.

Darren provides financial expertise and advice in his capacity as WSU CFO. He is a Non-Executive Director and audit committee chair of both WSU Early Learning Limited and Unimutual.

Darren's qualifications include a joint Executive MBA from the University of Sydney and NSW (AGSM), a Bachelors degree in Business (Accounting) and is a Fellow member of CPA Australia.

**Councillor representatives are:**

**Councillor Tricia Hitchen (Mayor)**

**Councillor Ross Fowler OAM**

**Councillor Kath Presdee  
(until December 2021)**

## Our Legal Services Report

As well as using external legal firms, Council's internal Legal and Governance Group, which employs a Chief Governance Officer, Legal Services Manager, Legal Counsel, Legal Officer and a Legal Secretary, provided a range of legal services in 2021-22. The Legal and Governance Group dealt with Council's property transactions, providing legal advice, litigation, conveyancing, subpoenas, and other specific issues for the organisation.

Council paid its external legal firms/consultants/court/process servers/barristers \$1,565,680 in 2021-22. This is compared to \$2,398,269 in 2020-21 and \$1,406,358 in 2019-20. This expenditure was for general advice, preparing for court hearings, defending appeals, barrister's costs, consultant expert costs and acting for Council in court actions.

Council has spent an estimated \$704,834 on the provision of legal services in-house during the financial year. This expenditure included an allocation for staffing costs, rent, maintaining a legal library and the provision of equipment. The Legal and Governance Department also derives income from cost orders in favour of the Council. Council recovered \$951,549 from cost orders by undertaking its own in-house legal services with respect to conveyancing and litigation.

Fines in the amount of \$76,700 have been recovered through prosecutions in the Local Court.

The net external expenditure on external legal services was \$614,131.

## MATTERS IN THE LAND AND ENVIRONMENT COURT OF NSW

CASE	STATUS	COSTS (\$)
Dinzel Construction Systems Pty Limited and Gaonor Pty Limited 919 Mamre Road, Kemps Creek (2019/157051)	Closed	93,775
Settlers Estate Limited and Statewide Planning Pty Limited 22 Major Tomkins Parade Werrington (2020/170844)	Closed	0
Antonio Agostino 312 Third Avenue Llandilo (2021/00307424)	Closed	106,440
Statewide Planning Pty Limited 55 French Street and 22 Major Tomkins Parade Werrington (2022/183322)	Closed	52,508
Toga Developments Pty Limited 634-638 High Street and 87-91 Union Road, Penrith (2021/126870)	Ongoing	397,330
Siwogu Pty Limited 1590-1594 Mulgoa Road Wallacia (2021/59479)	Ongoing	4,480
McDonagh Developments Pty Limited v Penrith City Council 282 Great Western Highway Emu Plains (2021/115358)	Closed	30,680
Jason and Renee Camilleri 43 Kerrs Road, Mount Veron (2021/153685)	Closed	17,909
Liquid Gold 888 Pty Limited 6 Edna Street Kingswood (2020/353820)	Closed	87,461
Deerubbin Local Aboriginal Land Council 41-63 Cranebrook Road Cranebrook (2020/361747)	Closed	17,833
	<b>TOTAL</b>	<b>808,416</b>

## NEW MATTERS IN THE LAND AND ENVIRONMENT COURT

MATTER	STATUS	COSTS INCURRED IN REPORTING PERIOD (\$)
O'Connell Street Caddens Pty Limited v Penrith City Council 46-66 O'Connell Street Caddens (2021/222237)	Ongoing	148,741
888 Investments Pty Limited 26-28 Manning Street Kingswood (2021/332040)	Ongoing	18,574
Chia-Chen Liu 27 Coreen Avenue Penrith (2021/327271)	Closed	18,354
Urban Apartments Pty Ltd 614-632 High Street Penrith (2021/355201)	Ongoing	128,580
Australian Unity Funds Management Limited ARE Australian Unity Healthcare Property Trust v Boston Nepean Pty Ltd & Penrith City Council 28-32 Somerset Street Kingswood (2021/361686)	Ongoing	7,895
Raland Constructions Pty Ltd 1-5 Gordon Street St Marys (2022/65887)	Closed	8,078
Nor'Side Investments Pty Ltd 36-42 Great Western Highway Emu Plains (2022/43465)	Ongoing	21,885
CK Design Pty Ltd 27 and 28 Park Avenue Kingswood (2022/98637)	Ongoing	10,305
BW Cranebrook Pty Ltd ATF BW Cranebrook Trust & Anor 1 Renshaw Street, Cranebrook (2022/167570)	Ongoing	0
Boval Engineering Pty Ltd 13 Coombes Drive Penrith (2022/190588)	Ongoing	0
Universal Property Group Pty Ltd 16 Chapman Avenue Werrington (2022/169109)	Ongoing	0
Marian Musial 87 Bennett Road Londonderry (Class 4) (2022/148271)	Ongoing	10,392
Marian Musial 87 Bennett Road Londonderry(Class 6) (2022/128431)	Ongoing	10,300
Malosi Group Pty Ltd 6 Seventh Ave Llandilo (2022/123351)	Ongoing	0
David Fitzpatrick 13 Colorado Drive St Clair (2022/128031)	Ongoing	0
	<b>TOTAL</b>	<b>383,104</b>

## MATTERS IN THE NSW COURT OF APPEAL

MATTER	STATUS	COSTS INCURRED IN REPORTING PERIOD
Dincel Construction Systems Pty Limited and Gaonor Pty Limited 919 Mamre Road, Badgerys Creek (2021/36712)	Closed	\$197

## MATTERS IN THE FAIR WORK COMMISSION

MATTER	STATUS	COSTS INCURRED IN REPORTING PERIOD
De-identified employee vs PCC (SO2022/113)	Closed	\$3,809

## MATTERS IN THE SUPREME COURT

MATTER	STATUS	COSTS INCURRED IN REPORTING PERIOD
Phoenix Chase Pakeho (2021/290956)	Ongoing	\$0
Dean Maddock (2022/153376)	Ongoing	\$0

## MATTERS IN THE DISTRICT COURT

MATTER	STATUS	COSTS INCURRED IN REPORTING PERIOD
Anne Maree Trenter and Stephen John Harvey (2022/50633)	Ongoing	\$0
Antoinette Therese McGlone (2021/66189)	Ongoing	\$0
Lee Johnson (2022/40931)	Ongoing	\$0
Leanne Mallard (2022/153376)	Ongoing	\$0
Susan Elaine Liddiard (2021/43445)	Ongoing	\$0
Anthony Horne (2021/53128)	Ongoing	\$0

## MATTERS IN THE DISTRICT COURT

MATTER	STATUS	COSTS INCURRED IN REPORTING PERIOD
Miro Aul (2021/196410)	Closed	No external costs. Internal solicitor.
Adrian Przekora & Ors (2021/37857)	Closed	No external costs. Internal solicitor.
Anmak Holdings Pty Limited (2021/316014)	Closed	\$400 Internal solicitor
Clement Camilleri (2021/1536685)	Closed	No external costs. Internal solicitor.
Tanwar Institute of Professional Studies Pty Ltd (2022/68642)	Closed	No external costs. Internal solicitor.
John Dardaneliotis (2022/143391)	Ongoing	No external costs. Internal solicitor.
Tahany Gabrael (2022/143417)	Ongoing	No external costs. Internal solicitor.
Marian Musial (2021/265882)	Closed	No external costs. Internal solicitor.
Spyros Apokis (2021/326595)	Closed	No external costs. Internal solicitor.
Mikhael Taouk (2022/223)	Closed	\$400
Samurai Sti Pty Limited (2021/135815)	Closed	No external costs. Internal solicitor
Ryan Kelly (2021/59250) (2021/59259) (2021/19614) (2021/59230)	Closed	No external costs. Internal solicitor
Kaidee Pty Limited t/as Chillli Jam Thai Penrith 2021/276319	Closed	No external costs. Internal solicitor
Jason Camilleri (2021/220145)	Closed	No external costs. Internal solicitor

MATTER	STATUS	COSTS INCURRED IN REPORTING PERIOD
Various Parking Matters	There were 27 parking matters prosecuted during the period.	\$0

## MATTERS IN THE NSW CIVIL AND ADMINISTRATIVE TRIBUNAL

MATTER	STATUS	COST
Saleam v Hitchen & Ors 2022/181504	Ongoing	\$0

Details of internal legal expenses can be viewed in our supplementary statutory information.

Costs quoted are the costs incurred on those matters within 2021-22 only.

A summary of Council's legal expenses and monies recovered are provided in the table below.

EXPENSES/RECOVERED MONIES	VALUE
External Legal Expenses	\$1,565,680
Internal Legal Expenses	\$704,834
Costs Orders	\$951,549
Recovered Fines	\$76,700

## OUR OVERSEAS VISITS

There was no overseas travel for 2021-22.

## ACCESS TO OUR INFORMATION

### GIPA Report

Information to be reported in accordance with the Government Information (Public Access) Act 2009 (GIPA) appears below.

Clause 8A: Details of the review carried out by the agency under section 7 (3) of the Act during the reporting year and the details of any information made publicly available by the agency as a result of the review.

REVIEWS CARRIED OUT BY THE AGENCY	INFORMATION MADE PUBLICLY AVAILABLE BY THE AGENCY
Yes	Yes

838 Informal GIPA applications were received and actioned during the reporting year.

Clause 8B: The total number of access applications received by the agency during the reporting year (including withdrawn applications but not including invalid applications).

TOTAL NUMBER OF APPLICATIONS RECEIVED
10

Clause 8C: The total number of access applications received by the agency during the reporting year that the agency refused either wholly or partly, because the application was for the disclosure of information referred to in Schedule 1 to the Act (information for which there is conclusive presumption of overriding public interest against disclosure).

NUMBER OF APPLICATIONS REFUSED	WHOLLY	PARTLY	TOTAL
	-	-	-
% TOTAL	-	-	-

## Schedule 2: Statistical information about access applications to be included in annual report.

**Table A: Number of applications by type of applicant and outcome\***

	ACCESS GRANTED IN FULL	ACCESS GRANTED IN PART	ACCESS REFUSED IN FULL	INFORMATION NOT HELD	INFORMATION ALREADY AVAILABLE	REFUSE TO DEAL WITH APPLICATION	REFUSE TO CONFIRM/DENY WHETHER INFORMATION IS HELD	APPLICATION WITHDRAWN	TOTAL	% OF TOTAL
<b>Media</b>	-	-	-	-	-	-	-	-	-	-
<b>Members of Parliament</b>	-	-	-	-	-	-	-	-	-	-
<b>Private sector business</b>	1	-	-	-	-	-	-	-	1	10%
<b>Not for profit organisations or community groups</b>	-	-	-	-	-	-	-	-	-	-
<b>Members of the public (by legal representative)</b>	4	-	-	1	-	-	-	1	6	60%
<b>Members of the public (other)</b>	3	-	-	-	-	-	-	-	3	30%
<b>TOTAL</b>	8	-	-	1	-	-	-	1	10	
<b>% OF TOTAL</b>	80%	-	-	10%	-	-	-	10%		100%

\* More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

**Table B: Number of applications by type of application and outcome\***

	ACCESS GRANTED IN FULL	ACCESS GRANTED IN PART	ACCESS REFUSED IN FULL	INFORMATION NOT HELD	INFORMATION ALREADY AVAILABLE	REFUSE TO DEAL WITH APPLICATION	REFUSE TO CONFIRM/DENY WHETHER INFORMATION IS HELD	APPLICATION WITHDRAWN	TOTAL	% OF TOTAL
<b>Personal information applications*</b>	2	-	-	-	-	-	-	-	2	20%
<b>Access applications (other than personal information applications)</b>	6	-	-	1	-	-	-	1	8	80%
<b>Access applications that are partly personal information applications and partly other</b>	-	-	-	-	-	-	-	-	-	-
<b>TOTAL</b>	8	-	-	1	-	-	-	1	10	
<b>% OF TOTAL</b>	80%	-	-	10%	-	-	-	10%		100%

\*A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the GIPA Act) about the applicant (the applicant being an individual).



**Table C: Invalid applications**

REASON FOR INVALIDITY	NO. OF APPLICATIONS	% OF TOTAL
Application does not comply with formal requirements (section 41 of the Act)	-	-
Application is for excluded information of the agency (section 43 of the Act)	-	-
Application contravenes restraint order (section 110 of the Act)	-	-
Total number of invalid applications received	-	-
Invalid applications that subsequently became valid applications	-	-

**Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of the GIPA Act.**

	NO. OF TIMES CONSIDERATION USED*	% OF TOTAL
Overriding secrecy laws	-	-
Cabinet information	-	-
Executive Council information	-	-
Contempt	-	-
Legal professional privilege	-	-
Excluded information	-	-
Documents affecting law enforcement and public safety	-	-
Transport safety	-	-
Adoption	-	-
Care and protection of children	-	-
Ministerial code of conduct	-	-
Aboriginal and environmental heritage	-	-
Privilege generally - Sch 1(5A)	-	-
Information provided to High Risk Offenders Assessment Committee	-	-
<b>TOTAL</b>	-	-

*\*More than one public interest consideration may apply in relation to a particular access application and if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.*

**Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of the GIPA Act.**

	NO. OF TIMES CONSIDERATION USED*	% OF TOTAL
Responsible and effective Government	-	-
Law enforcement and security	-	-
Individual rights, judicial processes and natural justice	-	-
Business interests of agencies and other persons	-	-
Environment, culture, economy and general matters	-	-
Secrecy provisions	-	-
Exempt documents under interstate Freedom of Information legislation	-	-
<b>TOTAL</b>	-	-

**Table F: Timeliness.**

	NO. OF APPLICATIONS*	% OF TOTAL
Decided within the statutory timeframe (20 days plus extensions)	10	100%
Decided after 35 days (by agreement with applicant)	-	-
Not decided within time (deemed refusal)	-	-
<b>TOTAL</b>	-	-

**Table G: Number of applications reviewed under Part 5 of the GIPA Act (by type of review and outcome).**

	DECISION VARIED	DECISION UPHELD	TOTAL	% OF TOTAL
Internal review	-	-	-	-
Review by Information Commissioner*	-	-	-	-
Internal review following recommendation under section 93 of the GIPA Act	-	-	-	-
Review of NCAT	1	-	1	100%
<b>TOTAL</b>	1	-	1	
<b>% OF TOTAL</b>	-			

\*The Information Commissioner does not have the authority to vary decisions but can make recommendations to the original decision maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

**Table H: Applications for review under Part 5 of the GIPA Act (by type of applicant).**

	NO. OF APPLICATIONS FOR REVIEW	% OF TOTAL
Applicants by access applicants	-	-
Applications by persons to whom information the subject of access application relates (see section 54 of the GIPA Act)	-	-
<b>TOTAL</b>	-	

**Table I: Applications transferred to other agencies.**

	NO. OF APPLICATIONS TRANSFERRED	% OF TOTAL
Agency-initiated Transfers	-	-
Applicant-initiated Transfers	-	-
<b>TOTAL</b>	-	

## Public Interest Disclosures

Council has an adopted public interest disclosure policy and supporting information available for all staff on the internal staff portal.

Staff are also made aware of the policy through:

- Posters around Council buildings
- Training provided by the Ombudsman
- Training provided by the organisation
- Email messages to all staff
- Links on intranet site
- Statement of commitment from the General Manager
- Training provided to new staff during induction

The following table provides a summary of Public Interest Disclosures (PIDs) for 2021-22.

	MADE BY PUBLIC OFFICIALS PERFORMING THEIR DAY-TO-DAY FUNCTIONS	UNDER A STATUTORY OR OTHER LEGAL OBLIGATION	ALL OTHER PIDS
No. of public officials who made public interest disclosures to your public authority	-	-	-
No. of public interest disclosure received by your public authority	-	-	-
Of public interest disclosures received, how many were primarily about:	-	-	-
Corrupt conduct	-	-	-
Maladministration	-	-	-
Serious and substantial waste	-	-	-
Government information contravention	-	-	-
Local government pecuniary interest contravention	-	-	-
No. of public interest disclosures (received since 1 Jan 2021) that have been finalised in this reporting period	-	1	-

## Privacy Management Plan

Penrith City Council respects the privacy of its residents, ratepayers, employees and the people who use its services, and has adopted a Privacy Management Plan (PMP) which can be located on Council's website.

The purpose of the PMP is to ensure compliance with the Privacy and Personal Information Protection Act 1998 (PPIPA), the Government Information (Public Access) Act 2009 (GIPA Act) and the Health Privacy Principles under the Health Records and Information Privacy Act 2002 (HRIPA).

The PMP is also in place to ensure that the correct privacy practices are in place to ensure the privacy of individuals is respected through the appropriate management and protection of personal and health information held by Council.

# Our Approach to Planning and Prioritisation

## HOW DELIVERY PROGRAM ACTIVITIES ARE PRIORITISED



## OUR PROJECT MANAGEMENT METHODOLOGIES

Council is currently developing a Project Management Office (PMO) framework. The aim of the framework is to establish a consistent and effective project management practice that is fit for purpose for Penrith City Council.

**The principal objectives of the framework are to:**

- Establish a framework for managing projects, programs and portfolios to support a consistent method for project delivery
- Establish the guidelines and criteria for project classification and the definition of project
- Establish regular project, program and portfolio performance reporting
- Support for the annual prioritisation cycle for projects and programs
- Be ready to support the WestInvest projects and programs anticipated for late 2022



# Appendix 3

## Strengthening Our Community

### Supporting Our Community Through COVID-19



#### Drive and Collect Hamper Hub

Commencing in September 2021, Council, in partnership with a range of service providers, established and coordinated a Drive and Collect Hamper Hub at North St Marys Neighbourhood Centre. The Hamper Hub responded to issues arising about food security for residents in Penrith's suburbs of concern during COVID-19 and provided emergency food relief.

Residents could book and collect a free FoodBank hamper containing essential food items from the carpark at North St Marys Neighbourhood Centre. The Hamper Hub was a collaborative effort with local organisation Community Junction taking bookings, FoodBank and Westcare supporting with pre-packed hampers, and staff from Ripples managing the distribution of hampers on site.

#### Good Neighbour Support Service

During October 2021, Council commenced a new Good Neighbour Support Service, funded by a NSW Government COVID-19 Pandemic Support grant. Anyone with concerns for a vulnerable or isolated friend, family member, or neighbour in Penrith City, could make a referral to the Good Neighbour Support service. This service provided care kits directly to households containing essential items such as masks and hand sanitiser, along with key information about how to access support services.

With changes to lockdown arrangements at this time, it was acknowledged that some members of the community were experiencing greater levels of isolation. This service enabled Council staff to check-in with residents and encourage them to seek assistance where appropriate. Food hampers were also provided to those residents who needed emergency food relief. The Good Neighbour Support service ran on Mondays and Tuesdays throughout October.

#### NSW Government COVID-19 Pandemic Support Funding

Council received \$250,000 as part of a NSW Government COVID-19 Pandemic Support Funding grant utilised locally to provide immediate support to vulnerable people impacted by COVID-19 in Penrith City.

Council distributed the funds between Council led initiatives and funding to support the community sector in response to the impacts of COVID-19, including \$120,000 for Council COVID-19 initiatives and \$130,000 for COVID-19 community sector support funding.

The grant was distributed to 22 local community service providers who were able to provide community support services and emergency food relief directly to residents at a critical time of need.

## March 2022 Flood Response

In March 2022, a record level of rain fell across NSW resulting in flooding over many areas along the state's coastline and interior including the Hawkesbury–Nepean Valley. Evacuation warnings and orders were issued for numerous locations across the Hawkesbury–Nepean, with flood impacts surpassing those experienced only 12 months earlier in March 2021. The flood was categorised as a 1 in 20-year event.

Across the Penrith LGA, the suburb of Londonderry experienced the most significant flooding impact, with a number of properties inundated and damaged after being submerged in flood water. Houses, businesses, and other property assets such as sheds and fence lines were also heavily impacted.



### Flood Emergency Response

During the flood emergency, Council worked to support the State Emergency Service (SES) as the lead combat agency. This included advocating through the Local Emergency Management Committee (LEMC) that a local evacuation centre be established, which was set up at Penrith RSL.

Additionally, Council staff proactively assisted with road closures and sandbag distribution during the flood emergency. Over 22,000 sandbags were packed and made available for local residents, with collection points at the Londonderry Neighbourhood Centre carpark and Jamison Park carpark. A Rapid Relief Team from the Plymouth Brethren Christian Church also assisted Council and the SES in delivering sandbags to residents who could not pick them up.

Council worked closely with the SES to update the Emergency Dashboard on Council's website and distribute the Flood Bulletins from the SES on social media.

### Flood Recovery Hub + Clean Ups

Recognising the need for community support after the waters had receded, Council worked in collaboration with Resilience NSW to coordinate a community Recovery Hub at Londonderry Neighbourhood Centre. The Recovery Hub operated over a five-week period in March and April 2022, providing assistance for flood affected residents. A range of government and non-government agencies were on hand to provide a range of services and support for impacted residents. This included financial aid and funding, food hampers and other essential items, mental health support and counselling, assistance with housing and legal matters, and booking waste clean ups.

While a larger scale Recovery Centre was operational in South Windsor, residents in the Penrith area, particularly those in Londonderry, expressed the importance of a localised recovery offering. The Londonderry Recovery Hub had 174 people visit over its five weeks of operations, and a total of 107 people living in the Penrith LGA registered for flood assistance through Service NSW. There were 20 properties that were deemed to be uninhabitable following the flood.

Additionally, a key focus for local residents was the collection of flood waste from their properties. Residents were able to book a waste collection from Council online, over the phone, or in person at the Flood Recovery Hub. These collections were provided free of charge, and do not count towards the regular four free collections offered to local households. Residents were also encouraged to book as many clean ups as required, so they could slowly sort their flood impacted items, noting that some properties included impacted housing, sheds, businesses, and acreage properties.

### Ongoing recovery

The next phase of recovery has a longer-term focus. Key actions will include the development of a Flood Recovery Action Plan including social and economic actions, recruitment of a Recovery Officer, ongoing communications with flood-affected residents, pop-up community resilience building events, and targeted mental health support for flood-affected communities.



## Our Cultural Development and Diversity

### **'Better Together' – Multicultural and multifaith Online Working Group**

During the height of COVID-19 lockdowns in 2021, Council established a new partnership with local multifaith and multicultural leaders named #BetterTogether.

Research undertaken by Council indicated that residents from culturally and linguistically diverse backgrounds were some of the most heavily impacted by the pandemic. #BetterTogether was established in response, hosting a total of nine weekly online meetings led by the Mayor of Penrith, providing an important platform for local leaders to discuss and navigate the changing restrictions and impacts of COVID-19 within their communities.

The partnership served as a valuable mechanism for Council to listen, act and advocate on behalf of Penrith's diverse communities. Council strengthened connections with local leaders and those between key stakeholders and service providers. Advocacy efforts achieved greater provision of vaccination hubs, emergency food relief and targeted messaging in key community languages.

Overwhelmingly, the message was clear – during challenging times, the Penrith community is and always will be, #BetterTogether. This theme was reflected in a video featuring messages of gratitude to residents in community languages, encouraging people to access support when they need it.

### **#WECREATEPENRITH Campaign**

During September and October 2021, Council undertook a campaign called #We Create Penrith. This campaign engaged with residents who were very limited in their movement and activity at the time due to COVID-19 health restrictions, and encouraged them to make art at home during lockdown and share on social media. The campaign was well received and generated over 100 #wecreatepenrith posts with a reach of over 6,000 people.

### **Magnetic Places**

Magnetic Places is a grants program that positions Penrith City as an innovator in community-driven placemaking. In 2021-22, Magnetic Places funded five projects that provided local residents with COVID-safe access to creative activities including singing, self-documentary, mosaics and outdoor installations. Outdoor workshops, online tutorials and at-home activities lead to the creation of a new choir, permanent public art, arts installations and what we understand to be the first documentary of living Penrith artists.

Close to 60 local residents participated in exciting projects that offered them artistic expression, creative skills, and new social connections. The five projects provided employment for 10 artists and were produced by Hugh Burrell with Laura Bestman, Loretta Farrell, Fusion Western Sydney, Gabriel Faatau'uu Satiu, and Abbas Makrab. Over 70% of producers and artists were Western Sydney based.

Magnetic Places outcomes featured in the opening night program of the St Marys Lights Up event series on 7 May 2022 in Coachmans Park and West Lane Car Park. Programming included the St Marys Sings choir live onstage, premiere screening of the Pure Westie artist documentary, and the temporary kinetic wind-light sculpture, Five Elements Orrery. At the same time, the mapped projections of Untitled: Untold Tales by the Unheard were screening onto shop facades further up Queen Street. In addition, five new mosaics were installed onto sandstone blocks in Robin Wiles Park, North St Marys. In total, over 1,500 people from across the community were able to experience and enjoy the community-created outcomes of Magnetic Places placemaking projects.





Celebrating Our

Aboriginal Culture

## Senior Aboriginal Policy Officer

Council is proud to announce the employment of an Aboriginal Senior Policy Officer in October 2021. This is a full time role with responsibility to develop policy and strategies that support the wellbeing of Aboriginal people in Penrith City. The Senior Policy Officer will work with our Aboriginal and Torres Strait Islander (ATSI) community to trial new approaches for building relationships, showing respect and improving opportunities for Aboriginal and Torres Strait Islander people to actively engage in civic decision making. The position will focus on raising awareness, and assist with the development of policy and processes that reflects the diverse nature of our community and the contemporary needs of Aboriginal and Torres Strait Islander residents.



## SUPPORTING OUR PEOPLE WITH A DISABILITY

### Disability Snapshot Lunch

In November 2021, Council officially launched the Penrith Disability Snapshot in partnership with Western Sydney Community Forum.

The Penrith Disability Snapshot provides a diverse picture of disability in Penrith. It was created in consultation with community members, disability service providers and Penrith City Council staff to better understand, serve and plan for the diverse communities in our City.

Council partnered with Western Sydney Community Forum to host a live and free webinar to launch the snapshot.

### Making Penrith More Accessible: A New Disability Inclusion Action Plan 2022-26

Council has been a longstanding advocate for access and inclusion, but there is always more to do. As the City grows and transforms, it is essential that we build a community in which all our people share in that positive future – creating an inclusive and accessible City for everyone.

Between July 2021 and June 2022, Council embarked on the development of a new Disability Inclusion Action Plan (The Plan) for Penrith for 2022 to 2026. The Plan was formally endorsed by Council on 27 June 2022 and seeks to address the barriers people with disability encounter in everyday community life – including physical, attitudinal, communication and social barriers. It outlines our priorities for the next four years to support access and inclusion through direction actions, partnerships and advocacy efforts. We all benefit and are stronger together when we live in a community that values inclusion.

The new Plan includes 15 strategies that directly reflect the themes from community engagement. The 57 subsequent actions are grouped under four focus areas – **Attitudes and Behaviours, Liveable Communities, Meaningful Employment, System and Processes.**

The Plan and Council's first easy read summary are available on Council's website at [penrith.city/DIAP](https://penrith.city/DIAP).

All actions identified in The Plan have been prepared within budgeted commitments over the next four years. Council also contributed an additional \$220,000 towards four 'stretch projects' that will be delivered as part of the first year of implementation in response to identified needs. These are:

- **A Public Awareness Campaign** on the contribution of people with disability to the City and why access is important, assisting to shift attitudes on disability
- **Autism-Friendly Playspace Guides** that support families and communities to visit and make use of some of our great playspaces through supported specific user guides and templates.

- **Boost Meaningful Employment** to showcase the contribution that people with disability can make to an organisation during a period when most businesses are struggling to employ enough staff. It is timely to raise awareness about the benefits to people with disability and employers when they make their workplace physically and culturally fit for employees with disability
- **Undertaking Pedestrian Access and Mobility Plans (PAMP)** to develop a plan for pedestrian facilities that are practical and cater for the needs of different users in Penrith, St Marys, and Kingswood including Nepean Hospital, as well as around the Nepean River.

Council will continue to listen to and involve our community throughout the Plan's implementation. We aim to ensure that lived experience informs the things we do to improve access and inclusion, and we will adjust our work where required to meet new and emerging needs.

## Celebrating Our Seniors

### Penrith Seniors Festival 2022

In honour of this year's Seniors Festival, which was held 25 March – 3 April and themed 'Reconnect', Council hosted a Seniors Comedy Gala and supported local activities as well as producing an Events Directory on Council's website.

#### Penrith Seniors Comedy Gala

Council partnered with 'Comedy for a Cause' who presented a Penrith Seniors Comedy Gala at The Joan Sutherland Performing Arts Centre on Tuesday 29 March 2022. There were 180 senior community members in attendance. Feedback from the event was very positive with those in attendance expressing their excitement at the ability to go out and enjoy some fun entertainment in a post-COVID environment.

#### Penrith Seniors Festival and Event Directory

Several free local activities and events were also held across the City during Seniors Week, delivered by local organisations as well as our Penrith Library and Ripples Leisure Centres in Penrith and St Marys. Council promoted and supported these activities through an Event Directory on Council's Info Hub for Senior's page, which received 147 webpage views throughout the festival's duration. Some of the activities promoted in the directory included online craft and trivia events, yoga and hydrotherapy sessions as well as health checks.

Both the Comedy Gala and Event Directory were promoted widely throughout the community sector, on Council's Info Hub for Senior's webpage, and through social media posts.

The Seniors Festival posts were seen by 26,000 people and engagement on Council's Instagram also performed well above average.



## Supporting Our Women

### 16 Days of Action Against Gender-Based Violence

Everyone should feel safe in their home and community. Fostering gender equality and respect for women and girls is a vital step to ending domestic and family violence, and as a White Ribbon accredited workplace, this is something Penrith City Council advocates for.

From 25 November to 10 December 2021, Council showed its support for an end to gender-based violence through the '16 Days of Action Against Gender-Based Violence' campaign.

The campaign was launched at an online panel hosted by the then Mayor Karen McKeown OAM, with speakers from the Nepean Area Police Area Command and specialist women's services.

Council's Facebook and Instagram pages shared simple and effective actions and conversation starters for each of the 16 days, and the Penrith Civic Centre was lit up in orange to raise awareness of the need for action.

The campaign concluded with "Change the Story" online community training facilitated by Our Watch, reinforcing that as individuals, communities, organisations and governments, we all have a role to play in supporting an end to gender-based violence.



## Supporting Our Young People

### Youth Action Plan

Penrith City is currently home to more than 34,000 people aged between 12–24 years old. This figure represents just over one-third of our local population and is set to increase by 2036.

Young people are a significant and valuable part of our community. They contribute in many ways as active members of schools, community groups, cultural and creative groups, sporting groups, as well as being volunteers and workers. Young people today are our leaders, changemakers, problem solvers and innovators of tomorrow and the key to our City's bright and successful future.

In 2020, Penrith City Council surveyed over 280 young people in Penrith to find out their needs, priorities and ambitions for the future, and developed a plan to ensure they have the support, tools and opportunities they need to reach their full potential.

The [Youth Action Plan \(YAP\)](#) was developed in response – a strategic document which will frame the direction and focus of Council's youth initiatives, services and programs over the next five years.

#### The YAP centres around four key themes:

- Connection:** Young people have opportunities to feel connected to each other and the broader community through participation in social, cultural and environmental projects and activities
- Wellbeing:** Young people have opportunities to be active, safe and make lifestyle choices that support physical and mental well-being.
- Access:** Young people have access to services that are appropriate, affordable and available with well trained staff and the local service sector is well coordinated
- Pathways:** Young people have meaningful pathways to what they need now and for their future

#### Current actions Council is leading under the YAP include:

- Delivery of Youth Week, school holiday programs and other events for young people in partnership with local youth services
- Working with local mental health service providers to support better mental health outcomes for young people in Penrith, including scoping for a Mental Health Roadshow
- Providing up-to-date youth services information on Council's website and a youth services card to assist young people to access the services and support they need
- Facilitating the Penrith Youth Interagency (PYI) to ensure the local youth sector is strong and well-supported to deliver services and programs for young people in our community

- Supporting Penrith Pride Place: a safe and welcoming space for young people who identify as being gender or sexually diverse, where they can connect and access referral services

## Youth Week

Each year, Council partners with the Penrith Youth Interagency (PYI) to host a range of fun and engaging activities that celebrate young people across our City. National Youth Week is an annual event that provides an opportunity to celebrate the contributions of young people.

This year Youth Week ran from 4 April to 14 April 2022. Celebrations were centred on the theme "It's up to You'th" and our own local theme was "Reconnect" – incredibly fitting given the isolation and disconnection experienced by young people during the pandemic. Three community events were held :

- **Werrington Games** – Monday 11 April from 1pm – 4pm at Rance Oval and Basketball Courts, Werrington. Activities included sports games, competitions, BBQ, inflatables, prizes and giveaways.
- **Skate Clair** – Wednesday 13 April from 1pm – 4pm at St Clair Skate Park, Mark Leece Oval, St Clair. Activities included skate competitions, BBQ, prizes and giveaways.
- **Monumental @ Mondo** – Thursday 5 May from 3pm – 7pm in the "Mondo" space located between The Joan and Westfield, Penrith. Activities included inflatables, DJ, free BBQ, prizes and giveaways. This event was rescheduled due to wet weather in April.

Approximately 250 people attended all three events, including young people, parents and families.

At each event, Council staff and youth workers conducted a pulse-check survey to identify how young people were faring post lockdown, what helped during physical isolation and what they would like to prioritise for the next year. The feedback will be used to plan youth service programs for 2022-23.

Of the young people that were surveyed across the three Youth Week events, 71% rated their level of happiness on the day of the event between four and five, with five being 'very happy'. In most cases young people referred to being out and with friends at Youth Week as the reason for scoring high.

Youth Week events are part-funded by NSW Youth Week grants that are matched dollar-for-dollar by Council, with an average budget of around \$10,000 for events each year.

Youth Week is delivered through effective community partnerships represented on the PYI. Partner organisations hosting this year's events included Community Junction, Nepean Multicultural Access, Platform Youth Services, Headspace, Imagine Nations Youth, Westcare Youth Services, Pride Place, the Y, Youth Action, and Flourish Australia.

## Youth 'Pulse Check' Survey

Council officers took the opportunity presented by the 2022 Youth Week program of events to 'check in' with young people and to understand their experiences during the COVID-19 lockdown and isolation periods, through a pulse-check survey.

Council asked young people attending Youth Week events what they found difficult to deal with in the last few years, what helped them get through these difficult times and what they were looking forward to in the near future. The survey also explored what type of creative activities young people would like to see in Penrith City.

Looking forward, the three most important factors identified were:

- **Connections:** 42% of respondents said friends were a priority. Spending more time with friends and family, new relationships and friendships, mending relationships and establishing good relationships.
- **Employment:** 16% of respondents answered that finding a job is a top priority, including a stable job.
- **Education:** 11% indicated that doing well at school and going to school was a priority.
- **Other answers** included looking after their mental health, finding a new home, getting a pet, stability and food.

There was also a desire for more creative and cultural events:

- Over 60% of respondents indicated that they would like to see more music and cultural activities on offer throughout Penrith City.
- Further feedback included more activities after 6pm and in open spaces where they are free to access.



# Supporting Our Children

## Our Children's Services Report

Penrith City Council's Children's Services continued to provide quality education and care for children aged 0–12 years during 2021–22, through managing the following services to meet the needs of local families in the area:

- 18 Long Day Care Centres
- 15 Before and After School Care Services
- 5 Preschool Services
- 6 Vacation Care Services

Council also manages other children's services projects including a Mobile Playvan, Children and Parenting project and the Middle Years Mentoring Program. This diverse range of services and projects have met family and community needs by:

- Providing an all-inclusive fee for working families and a high-quality education program for children aged 0–6 years and 6–12 years in a long day care, before and after school care and preschool environment.
- Providing a mobile playvan service that supports families in areas that don't have established services.
- Facilitating a middle year mentoring project for school aged children to strengthen relationships and promote resilience and inclusion.
- Providing a transition to school program to prepare children for school and high school.
- Providing support to families and children in vulnerable circumstances through the continuation of the Children and Parenting Project.
- The Department of Social Services confirmed that the Children and Parenting Support Program will be extended until June 2023.

Council has also supported the inclusion of children by:

- Providing programs and specialised staff to assist children with additional needs and disability. Council has achieved this by developing curriculum programs that provide coaching and mentoring to services to ensure the implementation of the Early Years Learning and My Time: Our Place curriculum framework.
- Supporting preschool fees for Aboriginal and Torres Strait Islander children through Start Strong funding received by the State Government.
- The outcome from the NSW Department of Education Community Grants Program was also announced in January with all applications successful, and a total of \$253,000 has been received. This program will support services to increase participation and access for children experiencing vulnerability and disadvantage by delivering targeted initiatives and support for Aboriginal children and children from low-income families.

All children's services have continued to remain open during the COVID-19 crisis and we have implemented several actions to support staff and children and provide continuity of care, including:

- Vigorously ensuring unwell children are excluded from centres
- Continuation of temperature checks for children, staff and visitors to centres as well as the roll-out of masks to staff
- Rigorous cleaning of touch point surfaces throughout the day, including daily and weekly cleaning of buses
- Drop-off points for children in the foyer area

The presentation of our Annual Awards took place on Friday 17 December 2021 via Teams. Every service joined remotely and participated in the ceremony whilst adhering to COVID-19 restrictions. The 2021 award winners were:

- **Leader of the Year Award:** Lisa Cozens
- **Educator of the Year Award:** Ashleigh Bush
- **Health and Wellbeing Award:** Varsha Luchun
- **Paint Penrith REaD Award:** Cheryl Bullman
- **Sustainability Educator of the Year Award:** Leanne Harris
- **Cook of the Year Award:** Amanda Piri
- **Families Promise:** Ghazia Rivizi
- **Inclusive Practitioner Award:** Jamie Sharman Law
- **Safety Champion of the Year Award:** Taylor Muscat
- **Families Promise-Family Nomination:** Rebecca Elliott

We have met or exceeded the National Quality Standards for all services that participate in the State Government's assessment and rating process.

Platypus, Jamisontown and Werrington County Children's Centres' building upgrades have been completed. Yoorami Out of School Hours Care Centre upgrade has commenced and Cook Parade Children's Centre building plans have been finalised.

Council finalised its Food Tender for all childcare services with Woolworths Ltd providing the bulk of food supplies and local supplier Valley Meats Ltd providing meat products.

## Our Libraries Services for Children

Penrith City Library managed and delivered a diverse range of engaging programs and activities as well as an expanded toy library service for children and young people aged from 0-16-years. In 2021-22 our dedicated Library Children's Team comprised of four full-time and one part-time staff member. In total 192 sessions were delivered for 3,494 participants across the year with the Library Children's Team responding quickly to adapt live face-to-face programs to live online digital platforms from July 2021 - March 2022 during the state-wide COVID-19 lockdown. From April 2022 programs resumed face-to-face at Penrith and St Marys library branches with attendee numbers capped to comply with NSW Health and Safety guidelines and council safety procedures. Toy library services were suspended during lockdown and resumed on 1 February 2022.

Literacy and learning activities were delivered for preschool, primary and secondary students aged 0-16 years during school terms. Sessions were delivered live online via the 'Zoom' digital platform or face-to-face at Penrith and St Marys library branches.

For children aged 5-12 and 13-16 years, term time programs were facilitated by experienced presenters and hosted by library staff. Thirty-nine term-time sessions were enjoyed by 316 school students across the year. Term workshops for 5-12-year-olds included manga, portrait drawing, puppet craft, creative writing, chess and Lego workshops. Term workshops for 13-16-year-olds included art and creative writing workshops, book club, 'Dungeons and Dragons' and an HSC study series. Of all sessions for 5-16-year-olds, 30 sessions were delivered online for 217 students and nine sessions were delivered face-to-face for 99 students.

0-5-year-old term programs included Baby Time, a free weekly session for 0-2 year-olds with songs, rhymes, and activities to strengthen parents' knowledge of their baby's development. Story Time is a free weekly session for 2-5-year-olds with songs, stories and craft. Bilingual Story Time is a new, free program launched in 2022 following a COVID-19 interruption to the initial launch. Bilingual sessions are presented once per term in both Mandarin-English and Tagalog-English.

Overall, 0-5-year-old term programs attracted 1,911 participants in 86 online sessions over the year and 800 participants attended 41 face-to-face sessions from April to June 2022. Participant numbers for face-to-face sessions were capped due to social distance and room size capacity limits with maximum space for 15 families at Penrith and seven families at St Marys libraries per session.

Consequently, Baby Time was attended by a total of 584 people in 51 sessions, representing 299 participants online (33 sessions) and 285 participants face-to-face (18 sessions). Story Time was attended by 2,127 people in 76 sessions; 1,612 participants online (53 sessions) and 515 participants face-to-face (23 sessions) and included a Rainbow Story Time session for 18 people to celebrate Pride Month in June 2022. Bilingual Story Time attracted 21 people in two face-to-face sessions.

Children's Outreach Visits and Library Tours were interrupted in 2021-22 due to COVID-19 disruptions. The library welcomed childcare centres to attend online Story Time sessions during this period and the Team were invited to present at two online Playvan sessions for 53 online participants. Outreach childcare visits resumed in May 2022 with delivery of one session for 30 participants.

School holiday activities provided children and families with opportunities to learn and play and were held four times a year with professional presenters. A total of 26 sessions were presented, attracting 467 attendees - 22 of these sessions were online with 371 attendees and four of these sessions were face-to-face sessions with 96 attendees. Holiday activities included creative writing, art, craft, yoga, circus, dance, magic, wildlife shows and an HSC Study series. The library collaborated with Headspace Penrith to develop the HSC study series for Year 12 students preparing for exams during the 2021 lockdown with activities, talks and strategies to support mental health and wellbeing in a disrupted COVID-19 school year.

Free competitions and collaborations extended library activities with a range of offerings during library closures. CBCA Book Week competitions were expanded to primary schools and childcare centres, with 36 entries received online. Children and teens also submitted writing to the Penrith City Lockdown Writing Competition, documenting their experiences of the 2021 COVID-19 lockdown.

The annual Orbit Summer Readathon, open to 0-16-year-olds, was augmented this year with a free open-air Story Walk activity at Ripples Leisure Centre, St Marys. The read-a-thon attracted 45 entrants, 174 entries and 15 new library members. Seventeen winners across three age categories received Joan Pearson Reading Awards; \$30 book voucher prizes sponsored by the Burns family.

Library collaborations with The Joan Sutherland Performing Arts Centre in 21-22 produced the Shakespeare Passport Competition and the 'Guess How Much I love you' Egg Guessing competition, with 347 entries submitted across two competitions plus 400 children engaging with a free Easter library trail activity at three library branches. The library supported and promoted children and teens to participate in the Western Sydney Writing Prize with Westwords on the theme Living Stories 2022: Things Unsaid.

## Valuing Our Volunteers

Penrith City Library's toy library services cater for children 0-8-years-old with a large lending collection of educational toys for indoor and outdoor play. The toy library service was suspended in July 2021 due to COVID-19 lockdown library closures and was relaunched in February 2022 with new expanded access, refurbished shelving and clean toys individually packaged and secured for hygiene and safety. The toy library service is now accessible during all library opening hours at three library branches with toys to borrow for take-home-play. A progressive increase in toy borrowing is notable with a total of 2,934 loans from February to June.

The Specialist Toy Outreach service provides access to specialist educational toys for children with disabilities and ongoing high support needs and is provided to children and their families who are registered for the service. Twenty-two registrants accessed the service in 2021-22. Additionally, a new specialist toy delivery service was introduced in 2022 for six registered childcare centres in the Penrith Council area, assisting children with disability and support needs in their centres.

Our children's programs and toy library services are complemented by a children's collection of board books, picture books (also in community languages), graded readers, junior fiction, non-fiction, DVDs, CDs, parenting magazines and books, educational toys and a digital collection of eBooks, eAudiobooks and e-resources. Some eResources for children include 'Ziptales' for preschool and primary literacy support and a study help service, 'Studiosity'. New ePlatforms were introduced to the children's collection this year with 'Beamafilm' film streaming services and 'Indyreads' eBooks and eAudiobooks. A touchscreen reading pod is available at Penrith Library for children to listen to stories in English and other languages. Free library membership is available to all children who live in NSW.

The ongoing impact of COVID-19 restrictions and public health orders over the course of this year has impacted on engaging with and utilising the skills, knowledge and experience of Penrith City Council's dedicated volunteers. We did, however, manage to work with some volunteers during the past 12 months.

### Library Services

The Justice of the Peace (JP) volunteer library service covers seven separate sessions, across all three library branches, from Tuesday to Friday. Since restarting in December 2021, the JP service has consistently been one of the library's most popular services with most sessions booked out in advance. Our JPs regularly certify anywhere between 50 and 100 documents a session. Since resuming the service, not one session has been cancelled, with all our JPs happy to cover each other's sessions during times of sickness or leave, further underlining their commitment to the community.

The Home Library Service (HLS) volunteers came back to the fold in May 2022 and have been an asset for the HLS team as they select material for library patrons who are unable to access the library themselves. They tailor their selections to each patron's preferences and do a wonderful job in providing their customers with the material they enjoy.

The Research Services volunteers have also been busy since returning in February 2022, transcribing local history resources, sorting the large photographic collection, and processing and rehousing parts of the local history collection.

We currently have 19 Library volunteers:

<b>Home Library Service:</b>	5
<b>Justice of the Peace:</b>	8
<b>Research Services:</b>	6

### Bushland

Our Bushland team welcomed over 997 volunteers at our nature themed events and activities in 2021-22. This comprised of 657 people attending our community events where 5,435 native plants were planted. In addition, our Bushcare program welcomed 340 volunteers throughout the year who planted 1,384 native plants, and achieved 1,206 volunteer hours of on-ground activities across 67 sessions at 12 different bushland reserves.

## Valuing Our Health

### Penrith Health Action Plan

The Penrith Health Action Plan is an agreement between Penrith City Council, the Nepean Blue Mountains Local Health District, the Nepean Blue Mountains Primary Health Network and the Greater Western Aboriginal Health Services. The focus of this plan is on health promotion, prevention and early intervention on health issues.

### Western Sydney Health Alliance

The Western Sydney Health Alliance (The Alliance) was established as a collaborative partnership between Western Sydney Parkland Councils and health partners to improve coordination and effectiveness of health services in the region. The partnership focuses on achieving:

- Improved access to health and wellbeing services
- Improved livability and connections, and
- Health lifestyles.

Penrith City Council actively participates in a number of working groups as part of the Alliance, including the Access to Health Services working group, which is currently developing a social connectedness framework.

### Social and Economic Impacts of COVID-19 – Research and Reports

During 2021, Council prepared two reports to summarise the social and economic impacts of COVID-19 on the Penrith City community, including residents, businesses and community service providers.

The reports, titled Social Impacts of COVID-19 on Penrith City and COVID-19 Economic Analysis build upon the findings of the initial Social and Economic Impacts of COVID-19 Snapshot report, which was officially launched via a public webinar in October 2021.

These reports, which can be viewed in full on Council's website, were prepared to understand how COVID-19 will present new and accelerated long-term challenges and opportunities for Penrith. The reports provide detailed insights into the immediate impacts of COVID-19 on the local community and the economy. The two reports assist and support local service providers and businesses by providing an evidence base for future planning, advocacy, and funding opportunities, as well as to validate the unprecedented experiences of the previous two years. These reports will also be used to guide Council's work to strengthen community and business resilience into the future.

## Supporting Our

## Community Financially

### Travel Assistance

Two Travel Assistance Sports Donations have been awarded in 2021-22. An award of \$100 was provided to an individual selected in Under 13s NSW Little Athletics team to compete at the Australian Little Athletics Championships in Victoria. A further \$100 was awarded to an individual for selection in NSW state team to compete at the Australian National U23 Men's Softball Championships in Victoria.

### Community Assistance Program (CAP)

The Community Assistance Program is entering its 27th year of providing small grants to local community groups and organisations for one-off projects that benefit the residents of Penrith City and foster happy, connected, healthy and resilient communities. Since moving to an online grants platform in 2011, over 600 online applications have been submitted to CAP, with close to \$200,000 allocated to support local community projects.

CAP assists local groups to respond to emerging needs, try new ways of increasing community participation and wellbeing, and build their ability to deliver projects with public funds. Applicants are also supported to leverage Council's one-off contribution to obtain funding or sponsorship from other sources.

The Community Assistance Program 2021-22 supported 29 applications from community organisations or groups to a total of \$38,379.



# Appendix 4

## Our Program of Works

During 2021-22 the following works were carried out.

ROAD RESURFACING OR RECONSTRUCTION	
Government Rd, Berkshire Park	Warbler St, Erskine Park
Grange Cres, Cambridge Gardens	Glenmore Pkwy, Glenmore Park
Summerfield Cct, Cambridge Gardens	Manning St, Kingswood
Trinity Dr, Cambridge Gardens	Copeland St, Kingswood
Castlereagh Rd, Castlereagh	Ninth Ave, Llandilo
Hinxman Rd, Castlereagh	Seventh Ave, Llandilo
Dolphin Cl, Claremont Meadows	Carrington Rd, Londonderry
Nambucca Cl, Claremont Meadows	Nutt Road, Londonderry
Picnic Cl, Claremont Meadows	The Driftway, Londonderry
SES Hardstand Car Park, Claremont Meadows	Capitol Hill Drive, Mt Vernon
Thoar Pl, Claremont Meadows	Chain-o-ponds Road, Mulgoa
Toomung Cct, Claremont Meadows	Fairlight Rd, Mulgoa
Vivaldi Cres, Claremont Meadows	Littlefields Rd, Mulgoa
Werona Ave, Claremont Meadows	Vincent Ave, Mulgoa
Bennett Rd, Colyton	Birmingham Rd, South Penrith
Aldebaran St, Cranebrook	Jamison Rd, South Penrith
Arcturus Cl, Cranebrook	York Rd, South Penrith
Borrowdale Way, Cranebrook	Boston Pl, St Clair
Carina Pl, Cranebrook	Colorado Dr, St Clair
Edward St, Cranebrook	Cook Pde, St Clair
Enterprise Rd, Cranebrook	Endeavour Ave, St Clair
Hercules Cl, Cranebrook	Mezen Pl, St Clair
Kana Cl, Cranebrook	Newark Pl, St Clair
Wedmore Rd, Emu Heights	Newmoon Pl, St Clair
Libra Pl, Erskine Park	Pecos Cl, St Clair
Pelican St, Erskine Park	Australia St, St Marys
Spica Pl, Erskine Park	John Oxley Ave, Werrington County
Swallow Dr, Erskine Park	Cobblestone Pl, Werrington Downs
Swamphen St, Erskine Park	Greenbank Dr, Werrington Downs

## FOOTPATHS AND SHARED PATHWAYS

Barry St, Cambridge Park

Dorset St, Cambridge Park

Harrow Rd, Cambridge Park

Herbert St, Cambridge Park

Wrench St, Cambridge Park

Burford St, Colyton

Jensen St, Colyton

Patricia St, Colyton

Laycock St, Cranebrook

McHenry R, Cranebrook

Reserve, Cranebrook

Great Western Hwy, Emu Heights

Wedmore Rd, Emu Heights

Napier Ave, Emu Plains

Old Bathurst Rd, Emu Plains

Russell St, Emu Plains

Bradley St, Glenmore Park

Angophora Ave, Kingswood

O'Connell St, Kingswood

Orth St, Kingswood

Park Ave, Kingswood

Robert St, Penrith

Stafford St, Penrith

Cameo Cres, St Clair

Leicester Way, St Clair

St Clair Ave, St Clair

Adelaide St, St Marys

Collins St, St Marys

Edmondson Ave, St Marys

Kalang Ave, St Marys

Putland St, St Marys

Saddington St, St Marys

Kazanis Court, Werrington

## ROUNABOUT CONSTRUCTION

Maxwell St and Samuel Foster Dr, South Penrith

Maxwell St and Evan St, South Penrith

## RAISED PEDESTRIAN CROSSING CONSTRUCTION

Maxwell St at Fragar Rd, South Penrith

Sydney St at Edmondson Ave, St Marys

Harrow Rd at High School, Cambridge Park

## SPORT AND RECREATION STRATEGY PROJECTS

Boronia Park, St Marys - 4 x new asphalt netball courts

Burcher Park, Penrith - playspace upgrade

Chapman Gardens, Kingswood - new fitness equipment

Chapman Gardens, Kingswood - new baseball amenity building upgrade

Chapman Gardens, Kingswood - new irrigation system to cricket field/rugby league training

Dukes Oval, Emu Plains - floodlighting upgrade

Gow Park, Mulgoa - floodlighting upgrade

Jamison Park, South Penrith - major facility upgrade - new double synthetic fields

Jamison Park, South Penrith - renew existing netball court surfaces (35-38)

Leonay Oval, Leonay - floodlighting upgrade

Leonay Parade, Leonay - playspace upgrade

Mark Leece Oval, St Clair - amenity building upgrade

Monfarville Park, St. Marys - floodlighting upgrade

Oriole Street Reserve, Glenmore Park - playspace upgrade

Robinson Park, Jamisontown - new play equipment, shade, seating and paths

Samuel Marsden Baseball, Orchard Hills - new baseball training infrastructure - floodlit batting tunnels

Spence Reserve, Penrith - playspace upgrade

St Marys Tennis Courts, St Marys - stage 2 court resurfacing and supporting infrastructure

Surveyors Creek Softball, Glenmore Park - floodlighting upgrade (stage 2)

The Kingsway South, St Marys - floodlighting upgrade to Mini-Field

Wedmore Road Reserve, Emu Heights - upgrade to dog park

Woodriff Gardens Tennis, Penrith - renewal of pergola structure

## OUR WORKS CARRIED OUT ON PRIVATE LAND

There were no instances during 2021-22 where we sought a Council resolution to carry out works on private land.



## What We Are Planning to Do in 2022–23

The following information comes from Council's 2022–23 Operational Plan program of works for 2022–23.

### ROADS TO RECOVERY PROGRAM

Swallow Dr, Erskine Park

Colorado Dr, St Clair

Bringelly Rd, Kingswood

Littlefields Rd, Mulgoa

### URBAN ROAD RESEALING / RESHEETING PROGRAM

Trinity Dr, Cambridge Gardens

Seaton Cres, Cranebrook

Ulpha Pl, Cranebrook

Desborough Rd, Colyton

Francis St, Colyton

Goldie Pl, Colyton

Blackbird Glen, Erskine Park

Coot Pl, Erskine Park

Kookaburra Pl, Erskine Park

Vela Pl, Erskine Park

Wagtail Pl, Erskine Park

Whistler Cres, Erskine Park

Zodiac Pl, Erskine Park

Huntingdale Dr, Glenmore Park

Sir John Jamison Cct, Glenmore Park

Thurwood Ave, Jamisontown

Manning St, Kingswood

Birmingham Rd, South Penrith

Eurabbie Gl, St Clair

Grevillea Dr, St Clair

Hibiscus Ct, St Clair

Mimosa Cl, St Clair

Moonah Grove, St Clair

Napunyah Way, St Clair

West Ln, St Marys

Blackman Ct, Werrington County

Boyd Place, Werrington County

Summercrop Pl, Werrington Downs

### RURAL ROAD RESEALING / RESHEETING PROGRAM

Government Rd, Berkshire Park

Isaac Smith Rd, Castlereagh

Castlereagh Rd, Castlereagh

Carrington Rd, Londonderry

Nutt Rd, Londonderry

Capitol Hill Dr, Mt Vernon

Cressey Rd, Mt Vernon

Mt Vernon Rd, Mt Vernon

Fairlight Rd, Mulgoa

Wentworth Rd, Orchard Hills

### URBAN ROAD RECONSTRUCTION PROGRAM

Laycock St, Cranebrook

Coonawarra Dr, St Clair

Jamison Rd, South Penrith

### RURAL ROAD RECONSTRUCTION PROGRAM

Ninth Ave, Llandilo

Galvin Rd, Llandilo

Gates Rd, Luddenham

Greendale Rd, Wallacia

### FOOTPATH DELIVERY PROGRAM

College St, Cambridge Park

Glebe Pl, (West of Parker Street), Penrith

Jamison Dog Park, South Penrith

Victoria St, Werrington

### SHARED PATHWAYS MAINTENANCE PROGRAM

The Northern Rd, Cranebrook

Snowden St (through Reserve), Jamisontown

## DRAINAGE AND KERB & GUTTER PROGRAM

Richmond Rd, Berkshire Park

Third Rd, Berkshire Park

Alston St, Glenmore Park

Glenmore Pkwy, Glenmore Park

Woodlands Dr, Glenmore Park

Gynea Pl, Jamisontown

Lakeside Pde, Jordan Springs

Galvin St, Llandilo

Sweetwater Grove, Orchard Hills

Wentworth Rd, Orchard Hills

Woodriff St, Penrith

Levee, St Marys

Kerb & Gutter maintenance, various sites

Drainage maintenance, various sites

## BUILDING ASSET RENEWAL PROGRAM

Andrews Road Baseball Amenities, Penrith

Cook Park Amenities & Grandstand, St Marys

Dukes Oval Amenities, Emu Plains

Hickeys Lane Amenities, Penrith

Kingsway North Amenities, Werrington

Tench Reserve Amenities Building A, Jamisontown

Yoorami Before & After Care, Werrington

Coowarra Cottage Neighbourhood Centre, St Clair

Joan Sutherland Performing Arts Centre, Penrith

Penrith Regional Gallery, Penrith

St Marys Hall Network, St Marys

Uni 3rd Age (School of Arts), Penrith

Berkshire Park Hall, Berkshire Park

Erskine Park Community Hall, Erskine Park

Harold Corr Hall, Werrington

Blair Oval Amenities, St Marys

## PARKS ASSET RENEWAL PROGRAM

Mayoral Challenge Playground, Cranebrook

Ridgeview Crescent Playground, Erskine Park

Glengarry Drive Playground, Glenmore Park

Explorers Way Playground, St Clair

Andromeda - Kurwan Reserve Playground, Cranebrook

Jim Anderson Reserve Playground, Werrington Downs

Allsop & Patterson Playground, Cambridge Park

Synthetic Cricket Wicket, various sites

## SPORT AND RECREATION STRATEGY PROJECTS

Shade & Tree Planting Program - shade structures and tree planting to existing playspaces City wide

City Park, Penrith CBD - new open space

Cook Park, St Marys - floodlighting upgrade

David Currie Playspace, Banks Drive, St Clair - accessible playspace upgrade

Eileen Cammack, South Penrith - amenity building upgrade

Eileen Cammack, South Penrith - floodlighting upgrade to field 2 and mini-field

Parker Street Reserve, Penrith - new amenity building upgrades, floodlighting, field reconstruction & refurbishment, stage 1 car park upgrade

Penrith Synthetic Athletics Track (Harold Corr), Werrington - new synthetic athletics track, floodlighting, amenity upgrade and car parking

Regatta Park, Emu Plains - new play, water play, open space, landscaping & connections

The Kingsway, Werrington - new irrigation system and playing surface upgrade(Northern fields)

Nindi Crescent, Glenmore Park - playspace upgrade

Ched Towns Reserve, Glenmore Park - new amenity building upgrade

Cook Park Cricket (Bill Ball Oval), St Marys - new amenity building upgrade

Doug Rennie, Kingswood - new amenity building upgrade

Hickeys Lane Amenity, Penrith - amenity building upgrade and extension

Hickeys Lane Amenity, Penrith - floodlighting upgrade, field fencing repairs, car park resurfacing, irrigation pump, goalposts and ball fencing

Iron Bark Way, Colyton - playspace upgrade

Jamison Park, Penrith - landscaping double synthetic fields(spectator & player infrastructure)

Pauline Fields Park, Penrith - playspace upgrade

Penrose Cres, South Penrith - playspace upgrade

Tench Reserve South, Jamisontown - playspace upgrade, tree planting, seating and landscaping

# Appendix 5

## Our Financial Report

### OUR FINANCIAL STATEMENTS

OUR INCOME STATEMENT - FOR THE YEAR ENDED 30 JUNE 2022			
ORIGINAL UNAUDITED BUDGET 2022	\$'000	ACTUAL 2022	ACTUAL 2021
<b>INCOME FROM CONTINUING OPERATIONS</b>			
179,400	Rates and annual charges	180,206	173,364
44,116	User charges and fees	37,856	37,567
2,401	Other revenues	3,727	2,822
19,491	Grants and contributions provided for operating purposes	35,754	33,209
47,553	Grants and contributions provided for capital purposes	70,840	42,664
955	Interest and investment income	1,795	1,487
4,677	Other income	5,063	5,220
6,553	Net gain from the disposal of assets	10,721	1,954
<b>305,146</b>	<b>TOTAL INCOME FROM CONTINUING OPERATIONS</b>	<b>345,962</b>	<b>298,287</b>
<b>EXPENSES FROM CONTINUING OPERATIONS</b>			
131,121	Employee benefits and on-costs	122,247	116,119
80,878	Materials and services	84,305	100,858
1,162	Borrowing costs	944	981
44,377	Depreciation, amortisation and impairment of non-financial assets	47,271	44,286
9,932	Other expenses	12,142	11,253
<b>267,490</b>	<b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>	<b>266,909</b>	<b>273,497</b>
<b>37,656</b>	<b>Operating result from continuing operations</b>	<b>79,053</b>	<b>24,790</b>
<b>37,656</b>	<b>NET OPERATING RESULT FOR THE YEAR ATTRIBUTABLE TO COUNCIL</b>	<b>79,053</b>	<b>24,790</b>
<b>(9,896)</b>	<b>Net operating result for the year before grants and contributions provided for capital purposes</b>	<b>8,213</b>	<b>(17,814)</b>

OUR STATEMENT OF COMPREHENSIVE INCOME - FOR THE YEAR ENDED 30 JUNE 2022		
\$'000	2022	2021
Net operating result for the year – from Income Statement	79,053	24,790
<b>OTHER COMPREHENSIVE INCOME</b>		
Amounts which will not be reclassified subsequently to the operating result		
Gain (loss) on revaluation of infrastructure, property, plant and equipment	<b>325,263</b>	92,428
<b>Total items which will not be reclassified subsequently to the operating result</b>	<b>325,263</b>	92,428
<b>TOTAL OTHER COMPREHENSIVE INCOME FOR THE YEAR</b>	<b>325,263</b>	92,428
<b>TOTAL COMPREHENSIVE INCOME FOR THE YEAR ATTRIBUTABLE TO COUNCIL</b>	<b>404,316</b>	<b>117,218</b>

The above Income Statement and Statement of Comprehensive Income should be read in conjunction with Council's 2021-22 Financial Statements available on Council's website.

## OUR STATEMENT OF FINANCIAL POSITION - AS AT 30 JUNE 2022

\$'000	2022	2021
<b>Assets</b>		
<b>CURRENT ASSETS</b>		
Cash and cash equivalents	13,240	23,107
Investments	149,651	105,167
Receivables	14,127	13,232
Inventories	735	518
Contract assets and contract cost assets	24,749	5,728
Current assets classified as held for sale	-	3,265
Other	10,884	7,096
<b>TOTAL CURRENT ASSETS</b>	<b>213,386</b>	<b>158,113</b>
<b>NON-CURRENT ASSETS</b>		
Investments	58,298	28,701
Receivables	3,859	3,428
Infrastructure, property, plant and equipment (IPPE)	2,697,356	2,328,045
Investment property	43,001	40,186
Intangible assets	486	556
Right of use assets	69	132
Other	-	5,000
<b>TOTAL NON-CURRENT ASSETS</b>	<b>2,803,069</b>	<b>2,406,048</b>
<b>TOTAL ASSETS</b>	<b>3,016,455</b>	<b>2,564,161</b>
<b>Liabilities</b>		
<b>CURRENT LIABILITIES</b>		
Payables	40,008	34,623
Contract liabilities	46,299	20,251
Lease liabilities	47	72
Borrowings	6,526	6,429
Employee benefit provisions	36,978	36,696
Provisions	725	1,803
<b>TOTAL CURRENT LIABILITIES</b>	<b>130,583</b>	<b>99,874</b>
<b>NON-CURRENT LIABILITIES</b>		
Lease liabilities	21	59
Borrowings	36,654	19,359
Employee benefit provisions	1,262	1,250
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>37,937</b>	<b>20,668</b>
<b>TOTAL LIABILITIES</b>	<b>168,520</b>	<b>120,542</b>
<b>NET ASSETS</b>	<b>2,847,935</b>	<b>2,443,619</b>
<b>Equity</b>		
Accumulated surplus	1,339,440	1,260,387
IPPE revaluation reserve	1,508,495	1,183,232
<b>Council equity interest</b>	<b>2,847,935</b>	<b>2,443,619</b>
<b>TOTAL EQUITY</b>	<b>2,847,935</b>	<b>2,443,619</b>

The above Statement of Financial Position should be read in conjunction with Council's 2021-22 Financial Statements available on Council's website.

## OUR STATEMENT OF CHANGES IN EQUITY – FOR THE YEAR ENDED 30 JUNE 2022

\$'000	AS AT 30/06/22			AS AT 30/06/21		
	Accumulated surplus	IPPE Revaluation reserve	Total Equity	Accumulated surplus	IPPE Revaluation reserve	Total Equity
Opening balance at 1 July	1,260,387	1,183,232	2,443,619	1,235,597	1,090,804	2,326,401
Net operating result for the year	79,053	-	79,053	24,790	-	24,790
<b>OTHER COMPREHENSIVE INCOME</b>						
Gain (loss) on revaluation of infrastructure, property, plant and equipment	-	325,263	325,263	-	92,428	92,428
<b>Other Comprehensive Income</b>	-	325,263	325,263	-	92,428	92,428
<b>TOTAL COMPREHENSIVE INCOME</b>	79,053	325,263	404,316	24,790	92,428	117,218
<b>Operating result from continuing operations</b>						
<b>CLOSING BALANCE AT 30 JUNE</b>	1,339,440	1,508,495	2,847,935	1,260,387	1,183,232	2,443,619

The above Statement of Changes in Equity should be read in conjunction with Council's 2021-22 Financial Statements available on Council's website





## OUR STATEMENT OF CASH FLOWS – FOR THE YEAR ENDED 30 JUNE 2022

ORIGINAL UNAUDITED BUDGET 2022	\$'000	ACTUAL 2022	ACTUAL 2021
<b>INCOME FROM CONTINUING OPERATIONS</b>			
<b>RECEIPTS</b>			
180,201	Rates and annual charges	179,416	172,418
45,506	User charges and fees	37,821	38,242
955	Interest received	1,392	1,640
53,044	Grants and contributions	90,244	62,325
6,500	Bonds, deposits and retentions received	5,778	6,266
5,689	Other	6,546	7,580
<b>PAYMENTS</b>			
(131,121)	Payments to employees	(119,989)	(113,711)
(80,878)	Payments for materials and services	(86,725)	(100,669)
(1,182)	Borrowing costs	(944)	(981)
(4,500)	Bonds, deposits and retentions refunded	(4,028)	(4,426)
(9,932)	Other	(8,254)	(13,428)
64,282	<b>Net cash flows from operating activities</b>	101,257	55,256
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
<b>RECEIPTS</b>			
	- Sale of investment	-	4,500
130,000	Redemption of term deposits	139,000	172,750
9,000	Proceeds from sale of IPPE	19,708	4,328
	- Deferred debtors receipts	-	330
<b>PAYMENTS</b>			
	- Purchase of investment	(8,319)	(2,729)
(150,000)	Acquisition of term deposits	(205,001)	(151,876)
	- Purchase of investment property	(1,526)	(336)
(80,000)	Payments for IPPE	(72,421)	(63,300)
	- Purchase of intangible assets	-	(156)
(91)	Deferred debtors and advances made	(62)	(881)
(91,091)	<b>Net cash flows from investing activities</b>	(128,441)	(37,370)
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
<b>RECEIPTS</b>			
24,000	Proceeds from borrowings	24,000	-
<b>PAYMENTS</b>			
(7,560)	Repayment of borrowings	(6,608)	(8,420)
(75)	Principal component of lease payments	(75)	(75)
16,365	<b>Net cash flows from financing activities</b>	17,317	(8,495)
(10,444)	<b>Net change in cash and cash equivalents</b>	(9,867)	9,391
23,000	Cash and cash equivalents at beginning of year	23,107	13,716
12,556	<b>Cash and cash equivalents at end of year</b>	13,240	23,107
200,000	plus: Investments on hand at end of year	207,949	133,868
212,556	<b>TOTAL CASH, CASH EQUIVALENTS AND INVESTMENTS</b>	221,189	156,975

The above Statement of Cash Flows should be read in conjunction with Council's 2021-22 Financial Statements available on Council's website

## OUR SPECIAL RATE VARIATION

On 1 July 2016 the 'Planning our Future' Special Rate Variation (SRV) commenced. The 2016-17 Special Rate Variation (SRV) was phased in from 2016-17 to 2019-20 and includes renewal of the Asset Renewal and Established Areas Strategy (AREAS) SRV, which funded part of our road asset renewal and building asset renewal programs from 2006-16, as well as essential funding for public domain maintenance and investment in public spaces and social programs in established suburbs. As part of the determination by IPART, Council is required to report on the SRV fund expenditure until 2025-26.

Although the 'Planning our Future' SRV expired in 2019-20 and Council reverted to the IPART approved rate peg in 2020-21, the prior SRV increases remained in the rates base funding projects and initiatives previously funded under the SRV. This provides extra capacity in our road asset renewal, building asset renewal, public domain maintenance, neighbourhood renewal and urban design programs. These funds were allocated to help fund the following projects.

### BUILDING ASSET RENEWAL PROJECTS

Bus Shelter Rollout (Disability Discrimination Act) - Various

Annual Paint Program - Various

Ripples St Marys - Electrical and Fire Panel Renewals

Jordan Springs Village Oval - Repairs

Ridge Park Hall, Oxley Park - Urgent Upgrades Meter Box and Backing Board

Werrington County CCC - Sewer Rectification

Mark Leece Oval, St Clair - New Amenity Building

Jamison Park, South Penrith - Multi-Sport Synthetic Surface

St Clair Recreation and Leisure - Building Upgrade

St Marys Art and Craft Studio

Leonay Oval, Leonay - Stage 2-4 Amenities Building

JSPAC Café, Penrith - Renewal and Refurbishment

Hickeys Lane, Penrith - Amenities Renewal

Parker Street, Penrith - Sporting Field Upgrades

Bill Ball (Cook Park), St Marys - Oval Upgrade

Woodriff Gardens, Penrith - Tennis Amenity Upgrade

Ched Towns, Glenmore Park - Amenity Renewal & Upgrade

Monfarville Park, St Marys - Amenity Building Upgrade

Ripples St Marys - Heat Pump Replacement

St Marys Hall Network Upgrades

St Marys Senior Citizens Centre

Andrews Road, Penrith - Rugby Amenities Asset Replacement

### BUILDING ASSET RENEWAL PROJECTS

Penrith Regional Gallery, Emu Plains - Main Gallery Floor and Asset Replacement

Ripples Penrith - Stage 3

South Penrith Neighbourhood Centre Renewal

Kingsway North, St Marys - Amenity Building Renewal

Ridge Park Hall, Oxley Park - Building Renewal Refurbishment

Yoorami Before & After, Werrington - Building Upgrade

University of the 3rd Age, Penrith - Building Renewal

Council Halls - Mulgoa Hall

Community Buildings - Colyton NC

Children Services Emu Plains Old School

Penrith Civic Centre

Ripples St Marys - Minor Asset and Building Renewals

Cook Parade Child Care Centre, St Clair - Design only

Joan Sutherland Performing Arts Centre, Penrith - Lighting theatre equipment

Penrith Regional Gallery, Emu Plains - Building Renewals

Ripples Penrith - Minor Asset and Building Renewals

St Clair Library - Design and Minor Works

Boronia Park, North St Marys - District Recreation

Werrington County CC - Building and Playground Renewal

Jamison town CCC - Building Refurbishment

Platypus Playground CCC, South Penrith - Building Refurbishment

Doug Rennie Fields, Kingswood - Amenities

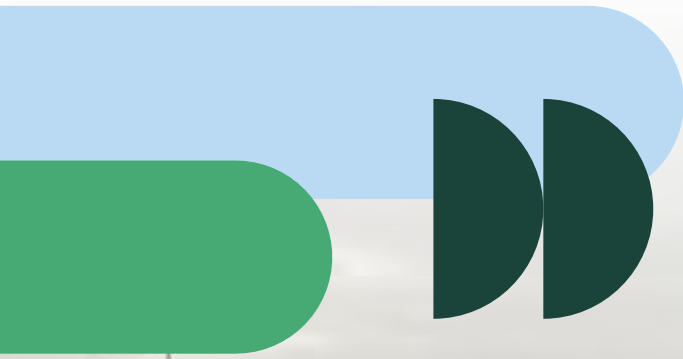
## ROAD RESURFACING /RECONSTRUCTION PROJECTS

<b>Berkshire Park</b>	Government Rd
<b>Cambridge Gardens</b>	Grange Cres, Summerfield Cct, Trinity Dr
<b>Castlereagh</b>	Hinxman Rd
<b>Claremont Meadows</b>	Dolphin Cl, Nambucca Cl, Picnic Pl, SES Hardstand Car Park, Thoar Pl, Toomung Cct, Vivaldi Cres, Werona Ave
<b>Colyton</b>	Bennett Rd
<b>Cranebrook</b>	Aldebaran St, Arcturus Cl, Borrowdale Way, Carina Pl, Edward St, Enterprise Rd, Hercules Cl, Kana Cl
<b>Emu Heights</b>	Wedmore Rd
<b>Erskine Park</b>	Libra Pl, Pelican St, Spica Pl, Swamphen St, Warbler St
<b>Kingswood</b>	Manning St
<b>Llandilo</b>	Ninth Ave, Seventh Ave
<b>Londonderry</b>	Carrington Rd, Nutt Rd, The Driftway
<b>Mt Vernon</b>	Capitol Hill Dr
<b>Mulgoa</b>	Chain-o-ponds Rd, Vincent Ave
<b>South Penrith</b>	Birmington Rd, Jamison Rd, York Rd
<b>St Clair</b>	Boston Pl, Cook Pde, Endeavour Ave, Mezen Pl, Newark Pl, Newmoon Pl, Pecos Cl
<b>St Marys</b>	Australia St
<b>Werrington County</b>	John Oxley Ave
<b>Werrington Downs</b>	Cobblestone Pl, Greenbank Dr



## Our Stormwater Management Service Charge

A Stormwater Management Service Charge (SMSC) was introduced in 2012-13 as a funding mechanism for stormwater management services. This charge only applies to urban residential and business properties, with eligible pensioners receiving a full discount. The introduction of the SMSC ensures we can deliver a wide range of stormwater management initiatives essential to the health of our waterways and respond to community expectations.



**The Stormwater  
Management Service  
Charge generated  
\$2,264,525 in income in  
2021-22, with an opening  
balance of \$2,188,672.**

Almost \$1.66 million was spent on environmental, floodplain management and drainage programs this year.

- **Audit Industrial, Commercial and Agricultural Activities:** funding of \$148,070 was allocated with \$151,871 expended during the year. This project responds to complaints on industrial, commercial and agricultural premises.
- **Maintenance of Gross Pollutant Traps (GPT):** \$340,760 was allocated, \$343,159 expended during the year. All GPTs were maintained as per program with 876 tonnes of waste removed from the stormwater drainage system in 2021-22.
- **Penrith CBD Drainage Upgrade Program:** \$612,908 was allocated, \$612,659 was expended during the year. Repayment of \$5.7m loan for works connected to the upgrade of Penrith CBD drainage infrastructure to address any risk of another flooding event.
- **Floodplain Management Resourcing:** \$268,182 was allocated and \$322,238 expended during the year. This resourcing supported our on-going floodplain management program.
- **Flood Studies and Floodplain Management Studies and Plans:** \$371,209 was allocated and \$67,475 expended during the year. The following is a brief summary of the flood studies and floodplain risk management plans undertaken with the allocated funds.
  - **Little Creek Catchment Floodplain Risk Management Study and Plan:** the study area covers parts of the suburbs of Oxley Park, Colyton, St Marys and North St Marys and has an area of approximately 4.8 km<sup>2</sup>. The Study provides a comprehensive analysis of the existing and the future flood risks, investigates possible flood risk management measures to manage the flood risk, and recommends feasible flood risk management solutions. Following public exhibition, the Floodplain Risk Management Study and the Floodplain Risk Management Plan were adopted by Council on the 21 February 2022. The Study and Plan were jointly funded by Council and grant funding from the NSW Government.
  - **College Orth and Werrington Creeks Floodplain Risk Management Study and Plan:** the study area covers the suburbs of Orchard Hills, Caddens, Kingswood, Cambridge Park, Werrington and Werrington County and has an area of approximately 12 km<sup>2</sup>. The Study provides a comprehensive analysis of the existing and the future flood risks, investigates possible flood risk management measures to manage the flood risk, and recommends feasible flood risk management solutions. Following public exhibition, the Floodplain Risk Management Study and the Floodplain Risk Management Plan were adopted by Council on the 21 February 2022. The Study and Plan were jointly funded by Council and grant funding from the NSW Government.
  - **Nepean River Floodplain Risk Management Study and Plan:** covers the section of Nepean River and its floodplain from the Glenbrook Creek confluence located upstream of the M4 Motorway in the south to the Penrith Council's local government area boundary in the north at Yarramundi Bridge on Springwood Road, Agnes Banks. The study is underway and was planned to be completed by December 2021 however Council is still waiting for Infrastructure NSW to complete their Hawkesbury – Nepean Regional Flood Study and provide necessary data for Council to proceed with its study. The study is jointly funded by Council and grant funding from the NSW Government under a three-year funding program. We have applied for extension of time from the Grant Office (DPE) to complete the study.
  - **Cranebrook Overland Flow Flood Study:** the study area is approximately 12.9km<sup>2</sup> and covers the suburbs of Cranebrook and North Penrith and is bounded by the Nepean River and Penrith Lakes in the west, The Northern Road in the east and the Great Western Railway Line in the south. The Flood Study is currently underway and progressed to draft stage. At this stage preliminary draft reports are being reviewed by Council's staff and stakeholders and aiming to present the draft report to the Floodplain Risk Management Committee at the next available meeting. The flood study is jointly funded by Council and grant funding from the NSW Government under a three-year funding program. It is planned to be completed by June 2022.
  - **Peach Tree and Lower Surveyors Creeks Catchment Floodplain Risk Management Study and Plan:** the study area approximately 12.5 sq.km and covers parts of the suburbs of Penrith, South Penrith and Jamisontown and drains to Nepean River. The study area is bounded by Nepean River to the west, M4 Motorway to the south and The Northern Road to the east. The contributing catchments, including Upper Surveyors Creek, Showground Channel and The Corporation Drain catchments. The Study provides a comprehensive analysis of the existing and the future flood risks, investigates possible flood risk management measures to manage the flood risk, and recommends feasible flood risk management solutions. The study is currently underway and is at its initial stage and planned to complete by December 2023. The flood study is jointly funded by Council and grant funding from the NSW Government.

- o **Doonmore Street, Penrith Retarding Basin – Investigation and Detailed Design:** the Penrith CBD Floodplain Risk Management Plan identified the flood mitigation measure “Doonmore Street Retarding Basin” as a high priority flood mitigation option to minimise the flooding of downstream properties. The proposed investigation includes the design and construction of a retarding basin within Spence Park. The proposed works are to be undertaken in stages, and under Stage 1 a detailed investigation will be undertaken, and detailed design plans will be prepared for the proposed works. Stage 2 is the construction of the retarding basin for which neither grant funding nor Council’s funds are made available at this time. The Stage 1 works objectives are to undertake detailed investigations including detailed survey of Spence Park and the open space to the north, including a geotechnical and soil investigation. Preparation of concept and detailed design plans will follow for the construction of the retarding basin. The stage 1 works are currently underway and planned to complete by June 2023. The Stage 1 works are jointly funded by Council and grant funding from the NSW Government.

- Integrated Catchment Management: \$147,127 was allocated and \$119,530 expended during the year.

As part of the Integrated Catchment Management Program, the service has continued to advocate for better water management through the review of development applications and referrals relating to the management of waterways and with respect to Council’s WSUD requirements.

An audit of privately owned and Council maintained stormwater systems was completed. An aim of the project included to ensure the impact new developments have on receiving waterways is minimised, as well to quantify the resources required to undertake effective maintenance of vegetated stormwater treatment assets.

The program also continues to facilitate Council’s Water Working Group which seeks to improve integration of water management and better deliver sustainability initiatives such as urban heat island mitigation.

Work has commenced on the development of updated stormwater management related fact sheets and a more interactive Waterway’s webpage. The resources will assist property owners, and Council’s staff to better maintain stormwater treatment assets. A video about what Council is doing to improve stormwater management and the implementation of water sensitive urban design was also developed as part of Council’s recent Waterways Video series.

- Waterways Health Monitoring Program: \$70,000 allocated and \$42,489 expended during the year.

The water health monitoring program includes macro-invertebrate sampling twice each year in Autumn and Spring. Seasonal monitoring of waterway health helps to identify changes in water quality and the ecological condition of local waterways and is used as a general indicator of water health. The results of the Spring and Autumn surveys show a steady trend in terms of stream health compared with previous years. Despite improved rainfall over the last 2 years, the impacts of the March 2021, February 2022 and March 2022 floods were still being seen in lower macro-invertebrate scores, indicating that the sampling sites were still in the process of returning to equilibrium.

Council’s Recreational Water Monitoring focuses primarily on weekly enterococci testing with monthly physical and chemical parameters undertaken at four (4) key sites along the Nepean River. Sampling sites include Tench Reserve, Jamisontown, Regatta Park, Emu Plains, the Rowing Club (Nepean River Weir) and Devlin Road, Castlereagh. Sampling is undertaken between October and March each year. Initial results continue to indicate that water quality at these sites is generally good, except for immediately after rain. A trend is also starting to develop indicating the poorest water quality at Delvin Road, Castlereagh.

Council’s website has been updated to provide useful recreational water quality information for the community. The recreational water quality webpage provides results from four sampling sites along the Nepean River. The website will be further promoted through Council’s social media channels prior to the warmer weather when more people start using the river for recreational water activities.

Council is in the process of developing, in partnership with Camden Council, a water focused series of educational videos ranging on topics of recreational water quality, river health, water sensitive urban design, environmental, social and cultural importance of the Nepean River. This series is a way of getting some educational messages into the community despite not being able to hold face-to-face workshops or community events during the COVID-19 pandemic.

## OUR VOLUNTARY PLANNING AGREEMENTS (VPA)

During 2021-22, Council has entered into two Voluntary Planning Agreements (VPAs) that apply to the following selected sites or precincts within our City:

Number	Agreement
39 Henry Street VPA	Executed 10 Aug 2021
Winter Sports World at 2 Tench Ave Jamisontown VPA	Executed 13 Sep 2021

## OUR CONTRACTOR REPORT

### CONTRACTS AWARDED IN 2021-22 FOR AMOUNTS GREATER THAN \$150,000

SUPPLIER	AMOUNT	DESCRIPTION OF GOODS/SERVICES
Hix Group Pty Ltd	2,387,421.23	The Great River Walk safety lighting
Budget Demolition & Excavation Pty Ltd	1,581,914.86	Demolition & remediation works for City Park construction
Del Rocchio Concreting Pty Ltd	467,956.50	Supply & installation of precast single cell & dual cell head
SNG Constructions	408,315.00	Construction works at Judges carpark at Woodriff Street Penrith
AMA Projects Pty Ltd	375,820.67	Police Cottage 4 Punt Road Emu Plains
Abcoe Distributors Pty Ltd	266,993.90	Provision of catering & consumables
Margot Natoli Project Management Pty Ltd	243,569.92	Open Streets - St Marys Town Centre (Events & activation program)
Novoplan Trading Pty Ltd	227,804.50	Voluntary planning agreement & development contributions tracking software
Horizon Print Management Pty Limited	221,314.79	Newsletter Printing
RP Infrastructure Pty Ltd	219,695.09	Soper Place project management services
The Trustee for Project Nine Event Group Unit Trust	200,825.89	Open Streets - Penrith City Centre (Events & activation program)
Bridge42 Pty Ltd	196,697.05	St Marys Village Green
Cumberland Plain Regeneration	166,717.13	Roadside vegetation marker installation
The Green Horticultural Group Pty Ltd	159,586.36	Kingsway Field civil works

### CONTRACTS AWARDED IN PREVIOUS YEARS WITH EXPENDITURE IN 2021-22 GREATER THAN \$150,000

SUPPLIER	AMOUNT	DESCRIPTION OF GOODS/SERVICES
Technology One	640,403.93	TechnologyOne Enterprise asset management
Suez Environment	24,816,741.31	Waste & resource recovery collection services
Australian Native Landscapes Pty Ltd	7,204,637.17	Waste & resource processing
Glascott Landscape & Civil Pty Ltd	5,476,412.05	Landscape construction for Regatta Park
Quickway Constructions Pty Ltd	4,339,098.10	Caddens Road upgrade
Coverit Building Group Pty Ltd	3,976,275.73	Building maintenance & construction works
Cleanaway Pty Ltd	3,883,299.51	Processing treatment and or disposal of organics
Western Earthmoving Pty Ltd	3,330,140.31	Construction of North Street carpark & roundabout
Civic Risk Mutual	3,068,030.10	Risk management

**CONTRACTS AWARDED IN PREVIOUS YEARS WITH EXPENDITURE IN 2021-22 GREATER THAN \$150,000**

SUPPLIER	AMOUNT	DESCRIPTION OF GOODS/SERVICES
Statewide Civil Pty Ltd	2,162,379.51	Soper Place infrastructure & Concrete Maintenance Works
Rogers Construction Group Pty Ltd	2,095,761.99	Mulgoa Hall refurbishment
Polytan Asia Pacific Pty Ltd	2,021,904.12	Harold Corr Oval track construction
The Trustee for The Hunter Mason Trust	1,369,349.99	Civic Centre ground floor refurbishment Stage 1
Mack Civil Engineering Pty Ltd	1,367,310.65	New concrete footpaths
Cardno (NSW/ACT) Pty Ltd	1,338,207.01	Various Consulting and Design contracts
Tuff Group Holdings Pty Ltd	1,314,345.25	Various Court Surface Upgrades
B G Enterprises (NSW) Pty Ltd	1,246,986.94	Plumbing Trades
NSW KERBING PTY LTD	1,235,878.40	Concrete maintenance works
Cardia Bioplastics ( Australia ) Pty Ltd	1,165,731.69	Supply & or delivery of compostable bags
Trinity Quality Interiors Pty Ltd	1,097,483.75	Penrith library refurbishment works
Central Industries	953,456.90	Shade structures & sails
Burton Contractors Pty Ltd	901,351.06	Erskine Park Road
Group GSA PTY LTD	896,659.43	Gipps Street recreation precinct
Dentons Australia Pty Ltd	854,312.99	Provision of certain legal services
The Trustee for Computers Now Unit Trust	803,879.55	Portable computer purchases
Hi Quality Recycling Services Pty Ltd	785,510.25	Quarry products recycled
Krost Business Furniture Centre Pty Limited	715,405.24	Supply & installation of office furniture
Romba Pty Ltd	679,295.99	Live, work, play grid Kingswood
Visy Recycling	665,616.70	Domestic waste collection - recycling
Alpall Pty Ltd	651,934.70	Construction & refurbishment of sporting amenities
HWL Ebsworth Lawyers	637,477.13	Provision of legal services
Asplundh Tree Expert ( Australia ) Pty Ltd	609,246.51	Various Landscaping Projects
Inter-Chillers Pty Ltd	600,869.34	Major mechanical services
J Wyndham Prince Pty Ltd	596,168.07	Project management services
Australia Post	592,192.39	Postage & BillPay
Charmax Facility Management	589,438.01	Childcare cleaning services
V.D.G Pty Ltd	583,127.32	Neighbourhood facility cleaning
Metal Fencing Specialists	572,774.19	Supply & installation of new chain wire fencing
Piekar Comm Services Pty Ltd	537,587.66	Security trade services
Sparke Helmore Lawyers	511,071.74	Provision of certain legal services - External legal panel
Total Drain Cleaning Pty Ltd	494,185.90	Plant Hire
Avenor Pty Ltd	473,503.35	Development & Project Management Services
JBS&G Australia Pty Ltd	445,764.00	Playground Upgrade
Envirocivil NSW Pty Ltd	434,043.88	Uneven terrain mowing & cleaning
Beasy Pty Ltd	432,788.37	Asbestos removal & treatment



**CONTRACTS AWARDED IN PREVIOUS YEARS WITH EXPENDITURE IN 2021-22 GREATER THAN \$150,000**

SUPPLIER	AMOUNT	DESCRIPTION OF GOODS/SERVICES
Grace Records Management (Australia ) Pty Ltd	427,756.61	Digitisation of Council application records
Never Stop Water Irrigation	338,555.16	Kingsway sports field irrigation system
SMEC Australia Pty Ltd	337,144.84	Dunheved traffic modelling
WSP Australia Pty Limited	324,147.50	Environmental Factors Consulting Various Projects
Central West Electrical Contractors	319,143.70	Dukes Oval & Monfaviille Reserve Stage 1 Baseball Fields lighting
Savills Project Management Pty Ltd	315,934.30	Development & Project Management Services
Acron Building Services Pty Limited	311,366.82	Building maintenance & construction works
Westbury Construction Pty Ltd	294,089.38	Recreation & Leisure Centre building upgrade
James Mather Delaney Design Pty Ltd	289,972.54	Design services for City Park
TST Property Services	289,398.09	Public toilet cleaning services
Millennium Hi Tech Holdings Pty Ltd	288,093.07	Public domain cleaning services
The McGregor Coxall Unit Trust	283,957.30	Detailed landscape design for Regatta Park
CBD Mechanical Electrical	282,083.78	Mechanical Services upgrade
Hawkesbury City Council	281,610.48	Animal Services
Holcim Australia Pty Ltd t/a PF Concrete	279,194.86	Premises concrete
Duncan Solutions Reino International Pty Ltd	268,714.05	Street Parking Sensors and Software
Pageup People Pty Ltd	266,975.07	Provision of a performance management system
APP Corporation Pty Ltd	261,688.35	Development & Project Management Services
Morrison Low Consultants Pty Ltd	258,895.84	Preparation of Asset Management plans (Variation)
Woods Bagot Pty Ltd	254,797.68	Design excellence competition - 129-133 Henry Street Penrith
Forpark Australia	253,442.20	Sunbird Terrace playground upgrade & associated works
Sportz Lighting	253,322.68	Cook & Banks sports field lighting
L J Follington Constructions Pty Ltd	244,820.00	Grave digging services
Lucas Stapleton Johnson & Partners Pty Ltd	239,160.34	Police Cottage building engineering services
Generation-E Productivity Solotions Pty Ltd	212,765.45	Computer software
JUNGLEFY PTY LTD	211,565.75	Soper Place project - Greenwall hoarding fencing
RecordPoint Software APAC Pty Ltd	200,277.00	Information management system
Elite Sand and Soil Pty Ltd	197,559.10	Quarry products recycled
Iconinc Holdings Pty Ltd	190,624.57	Waste marketing
The Trustee for Citizen	189,101.00	Marketing and Brand Development
Warren Smith & Partners Consulting Engineers Pty Ltd	185,672.27	Former Council Chambers engineer consultant
Klenall Industrial Suppliers Pty Ltd	182,339.35	Childcare consumables
Ineight Pty Ltd	178,224.75	Construction management software

**CONTRACTS AWARDED IN PREVIOUS YEARS WITH EXPENDITURE IN 2021-22 GREATER THAN \$150,000**

SUPPLIER	AMOUNT	DESCRIPTION OF GOODS/SERVICES
RMA Contracting Pty Ltd T/as Ross Mitchell & Associates	172,168.81	Asbestos removal & treatment
Land & Marine Ocean Engineering Pty Limited	170,963.75	Construction of Tench boat ramp
Preferred Turf Pty Ltd	166,630.45	Synthetic turf
Allcott Hire Pty Ltd	164,044.68	Plant hire
Aqua-Line Pool Renovators Pty Ltd	163,498.50	Ripples Penrith 50m outdoor pool gutter tile repairs
Staples Bros. (Nowra) Pty Limited T/A Premier Pumpouts	159,578.82	Effluent collection services
McArthur (NSW) Pty Ltd	158,005.93	Contingent labour
North Shore Paving Co Pty Ltd	153,181.05	Design & construction of netball courts, Bornia Park St Marys
Breakspear Architects	151,783.40	Dining precinct - Regatta Park Emu Plains
Icare Workers Insurance	2,249,174.20	Insurance

**PAYMENTS OF MORE THAN \$150,000 IN 2020-21 NOT UNDER A CONTRACT**

SUPPLIER	AMOUNT	DESCRIPTION OF GOODS/SERVICES
Endeavour Energy	2,229,976.42	Electricity Maintenance and other services
Apple Pty Ltd	191,028.35	Handheld Devices
CC Tyres	151,797.50	Tyre Fitting

**PAYMENTS OF MORE THAN \$150,000 IN 2020-21 UNDER CONTRACTS HELD BY OTHERS (LOCAL GOVERNMENT PROCUREMENT, PROCUREMENT AUSTRALIA, STATE GOVERNMENT)**

SUPPLIER	AMOUNT	DESCRIPTION OF GOODS/SERVICES
Stabilised Pavement Of Australia Pty Ltd	1,204,707.43	Foamed asphalt stabilisation works
Nepean Regional Security Pty Limited	1,122,024.10	Provision of security
Treeserve Pty Ltd	928,424.98	Provision of tree pruning & associated services
Site Group Pty Ltd	862,318.74	Traffic control
Ampol Australia Petroleum Pty Ltd	1,415,109.90	Fuel Cards
AGL Sales Pty Limited	603,160.31	Supply of electricity for small tariff sites
Avante Linemarking	524,190.12	Road line marking& related works
Moduplay Group Pty Ltd	512,010.53	Multiple Park Upgrades
Telstra	378,035.28	Mobile Services
Aten Systems Pty Ltd	269,610.00	Sharepoint implementation
Fuji Xerox Australia	192,744.07	Printers
Microsoft Pty Ltd	192,040.40	Microsoft licensing
Comensura Pty Ltd	188,639.72	Labour hire vendor solution
Sinclair Ford	721,336.66	Motor vehicle replacement

## PAYMENTS OF MORE THAN \$150,000 IN 2020-21 UNDER CONTRACTS HELD BY OTHERS (LOCAL GOVERNMENT PROCUREMENT, PROCUREMENT AUSTRALIA, STATE GOVERNMENT)

SUPPLIER	AMOUNT	DESCRIPTION OF GOODS/SERVICES
Austek-Play	400,593.90	Stapley Street playground upgrade
Penrith Auto 2016 Pty Ltd T/A Sinclair Hyundai	153,562.87	Motor vehicle replacement
State Asphalts Services Pty. Ltd.	7,628,299.82	Major asphalt
Data 3 Limited	3,069,591.08	Managed computer services
Shell Energy Retail Pty Ltd	1,501,415.51	Electricity Maintenance and other services
Origin Energy	1,126,667.16	Supply of electricity for large buildings & facilities
A_Space Australia Pty Ltd	433,075.97	Oriole playground works
J Blackwood & Son Pty Ltd	276,746.82	Hardware supplies
Penrith Subaru	1,673,485.94	Fleet
Gilbert & Roach	577,727.22	Parts and Equipment Supply
Penrith City Automotive Pty Ltd	370,468.39	Fleet
QBE Insurance (Australia) Ltd	244,740.32	Third Party insurance
Barrier Signs Pty Ltd	186,203.92	Sign and Related Hardware Supply
Fulton Hogan Industries Pty Ltd	183,376.97	Roadworks and Infrastructure Repairs
Western Toyota T/A City Hino / Iveco City Hino	173,444.69	Fleet and Parts
Parkequip Pty Ltd	165,495.00	Playground Upgrade

## OUR RATES AND CHARGES WRITTEN OFF

The Local Government Act 1993 classifies various transactions as being write-offs of rates and charges.

The reasons for write-offs include properties becoming exempt from rates, pensioner rebates, changes in rating category, hardship, roundings, postponed rates, domestic waste corrections, small balance write-offs and valuation objections.

The following tables summarise the rates and sundry debtor amounts written off during 2021-22 under legislation, delegated authority, or pursuant to Council resolutions.

Extra charges include interest and legal costs and are written off due to financial hardship, and where the original rate or domestic waste charge is required to be written off.

RATES AND CHARGES WRITTEN OFF	\$
General Rates	97,798
Extra Charges	32,689
Domestic Waste	17,674
<b>TOTAL</b>	<b>148,161</b>

PENSIONER REBATE ABANDONMENTS	\$
General Rates - Statutory	1,866,852
Domestic Waste - Statutory	635,980
Stormwater - Voluntary	220,409
<b>TOTAL</b>	<b>2,723,241</b>

SUNDRY DEBTOR ABANDONMENTS	\$
Sundry Debtor	38,622
<b>TOTAL</b>	<b>38,622</b>

## OUR CAPITAL PROJECTS SUMMARY

The following table provides a summary of capital projects undertaken during 2021-22.

<b>CAPITAL PROJECTS SUMMARY 2021-22</b>	
<b>AQUATIC AND LEISURE SERVICES</b>	
Backboards and Office Equipment Replacement - St Clair Leisure Centre	41,136
Lane Rope Replacement - Ripples St Marys	64,400
Pool Cleaners - Ripples St Marys	20,933
<b>CHILDREN'S SERVICES</b>	
Building Upgrades - Yoorami CCC, Werrington	17,818
IT Replacement Capital	16,417
Playground Upgrades - Yoorami CCC, Werrington	42,198
OOSH Bus Fleet Replacement	166,768
Quality Learning Environments Program	155,172
<b>CITY PLANNING</b>	
Voluntary Planning Agreement Management Software	191,684
<b>CIVIL MAINTENANCE, RENEWAL AND CONSTRUCTION</b>	
Road Resealing/ Resheeting (Pt AREAS) - Various	4,274,863
Traffic Facilities - Regulatory - Various	511,346
Rural Roads Resealing - Various	59,500
Dedication - Subdivision Roads - Various	6,242,783
Dedication - Drainage Works - Various	6,566,430
Rural Roads Widening - Various - Llandilo	156,000
Roads Reconstruction	
Chain-of-Pond Rd, Mulgoa - 200m west of Northern Rd to prev work #87	146,510
Andrews Rd - Laycock St to Greygums Rd, Cranebrook	2,760
The Driftway, Londonderry	250,000
Seventh Ave, Llandilo	267,209
Ninth Ave, Llandilo	482,147
Borrowdale Way, Cranebrook	473,899
Endeavour Ave, St Clair	529,936
Jamison Rd, South Penrith	606,921
Various	446,977
Developer Funded Works - Fernandez Lane & Radcliffe Place (Thornton)	27,000
Shared Pathways	
Lewers Gallery River Rd, Emu Plains - Footpath	27,103
Various	43,120
Urban Drainage Construction Program	
Memorial Ave, Penrith - Kerb and Gutter	19,747
Finch Pl, St Clair - Drainage	5,474
Various	283,032
Traffic and Transport Facilities Program - Third Ave, Llandilo	7,638

## CAPITAL PROJECTS SUMMARY 2021-22

### CIVIL MAINTENANCE, RENEWAL AND CONSTRUCTION

Footpath Delivery Program		
	Laycock St, Cranebrook	58,479
	O'Connell St, Kingswood	33,591
	Orth St, Kingswood	35,228
	Angophora Cres, Kingswood	26,705
	Various	15,996
Roads to Recovery		
	Copeland St, Kingswood	451,303
	Swallow Dr, Erskine Park	271,323
	Colorado Dr, St Clair	256,080
	Glenmore Pkwy, Glenmore Park	326,171
	Littlefields Rd, Mulgoa	296,155
Penrith CBD High Pedestrian Activity Area		
	Union Rd, Penrith	2,695
	Station St, Penrith	3,080
	Woodriff St, Penrith	307
Nation Building Black Spot Program		
	Reserve St & Station St, Penrith	118,035
	The Crescent, Penrith	11,035
	Maxwell St, South Penrith	558,022
	Forrester Rd - Glossop St to Christie St, St Marys	15,942
	Victoria St - Richmond Rd to East of Burton St, Werrington	11,115
	Great Western Highway, Emu Plains to Glenbrook - Shared Path	212,022
Pedestrian Path Paving Construction		
	Barry St, Cambridge Park	50,137
	Dorset St, Cambridge Park	47,672
	Herbert St, Cambridge Park	44,314
	Wrench St, Cambridge Park	57,275
	McHenry Rd, Cranebrook	85,704
	Reserve - Cranebrook	11,313
	Old Bathurst Rd, Emu Plains	67,979
	Russell St, Emu Plains	73,175
	Napier Ave, Emu Plains	30,837
	Kazanis Cr, Werrington	13,090
	Burford St, Colyton	75,802
	Jensen St, Colyton	53,773
	Patricia St, Colyton	45,821
	Park Ave, Kingswood	103,125
	Adelaide St, Oxley Park	74,887
	Edmondson Ave, Oxley Park	70,931
	Edmondson Ave, St Marys	78,934
	Collins St, St Marys	103,144
	Kalang Ave, St Marys	84,242

## CAPITAL PROJECTS SUMMARY 2021-22

CIVIL MAINTENANCE, RENEWAL AND CONSTRUCTION		
	Putland St, St Marys	45,344
	Cameo Cres, St Clair	30,972
	St Clair Ave, St Clair	97,511
	Leicester Way, St Clair	80,306
	Stafford St, Penrith	45,343
	Robert St, Penrith	67,339
	Bradley St, Glenmore Park	32,367
	Various	38,663
Flood Emergency Renewal - 61 Woodlands Dr, Glenmore Park		161,347
Roadside Drainage Program - Various		246,978
Urban Drainage Construction Program 2021-22		
	Derby St - Channel Behind No 149-151, Penrith	2,800
	No 3 Riverside Rd (South of Alma Cres), Emu Heights	72,838
	No 63 Taylor Rd - Opposite St Paul's Grammar School, Cranebrook	37,301
	No 97 Russell St, Emu Heights	63,459
	The Crescent near Blaxland Av, Penrith	19,430
	Mount Vernon Rd, Mt Vernon	84,844
	Natural drain in the reserve near 29 George St, Kingswood	26,850
	Castle Rd and Calverts Rd, Orchard Hills	40,350
	Preston St Southern side near No 43, Jamisontown	21,313
	Church Rd and Vincent Av intersection, Mulgoa	6,596
Safer Roads Program 2021-22		
	Peppermint Cres, Kingswood	39,299
	Evan St and Derby St, Penrith	116,046
	Adelaide St and Australia St, St Marys	101,172
	Endeavour Ave, St Clair	148,484
School Zone Infrastructure - Road Safety Program		
	Doonmore St, Penrith - Penrith Public School	112,440
	Harrow Rd, Cambridge Park - Cambridge Park High School Crossing	173,347
	Harrow Rd, Cambridge Park - Cambridge Park High School Refuge	81,299
	Palomino Rd, Emu Heights - Emu Heights Public School	45,100
	Adelaide St, Oxley Park - Oxley Park Public School	17,563
	Henry Lawson Av, Werrington County - Werrington County Public School	35,283
	Sydney St, St Marys - Oxley Park Public School	108,568
Woodlands Dr, Glenmore Park - Sinkhole Road Restoration		7,078
Peppermint Cr, Kingswood - Flood Damage Road Pavement Replacement		81,437
Cook Pde, St Clair - Road Restoration		154,460
Laurence Rd, Londonderry - Post Flood Restoration		44,929
Howell Rd, Londonderry - Post Flood Restoration		52,320
MacPherson Rd, Londonderry - Restoration		1,777
Terrybrook Rd, Llandilo - Road Restoration		129,018
Clark Rd, Londonderry - Flood Restoration		95,782
Building Dedications - Penrith LGA		8,812,000

## CAPITAL PROJECTS SUMMARY 2021-22

### COMMUNITY FACILITIES AND RECREATION OPERATIONS

Neighbourhood Centres/Halls Improvements	26,130
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### COMMUNITY FACILITIES AND RECREATION PLANNING

Chapman Gardens, Kingswood - Precinct Upgrade	
Doug Rennie Fields Amenities	143,836
Chapman Gardens Irrigation	211,820
Chapman Baseball Amenity	1,009,352
Jamison Park, South Penrith - Synthetic Connections	6,485

### COMMUNITY RESILIENCE (COMMUNITY SAFETY)

CCTV Werrington and St Marys	100,368
Kingswood Shops CCTV	90,909
Great River Walk, Penrith - Safety Upgrade	296,607

### COMMUNITY RESILIENCE (NEIGHBOURHOOD RENEWAL)

Neighbourhood Renewal	44,337
Mayoral Youth Challenge - Spence Park, Penrith	333,058
Advancement of St Marys Town Centre Revitalisation Projects - Creative Lighting	189,455
Brian King Park, Oxley Park Fitness Equipment - Everyone Can Play	50,000
Brian King Park, Oxley Park - Fencing and Fitness Equipment CBP19	2,859
Chapman Gardens, Kingswood - Outdoor Gym	92,505
Streets as Shared Spaces Live Work Play Kingswood	224,784
Renewing the Heart of Kingswood - Your High St	41,706

### COUNCIL AND CORPORATE GOVERNANCE

Civic Centre - Passadena Room Audio Visual Equip	4,971
Civic Centre - Folding Machine	2,284

### DESIGN AND PROJECTS

Park Asset Shade Sails - Various Sites	569,820
Parker Street, Penrith - Sporting Field Upgrades	956,053
Kingsway Sporting Complex and Blair Oval, St Marys	57,223
Soper Place, Penrith - Multi Deck Carpark	1,037,308
Regatta Park, Emu Plains - Stage 1	11,342,808
Ripples Leisure Centre, St Marys - Splashpad Facilities	11,261
Street Tree Asset Project - Penrith LGA	2,600
Mulgoa Rise, Glenmore Park - Amenity Building Extensions	89,826
Mark Leece Oval, St Clair - New Amenity Building	21,566
Jamison Park, South Penrith - Multi-Sport Synthetic Surface	805,039
Hunter Fields Reserve, Emu Plains - Amenities Upgrade	1,000
Gipps Street Recreation Precinct, Claremont Meadows	941,073
St Clair Recreation and Leisure Building Upgrade	15,550
Chameleon Reserve, Erskine Park - Stage 1 Tree Planting	16,993
Parkes Ave Reserve, Werrington - amenity renewal and upgrade	500
St Marys Art and Craft Studio	12,711
City Park, Penrith	2,487,556
Nursery Redevelopment, North Penrith	351,863

## CAPITAL PROJECTS SUMMARY 2021-22

### DESIGN AND PROJECTS CONT.

Harold Corr Oval, Cambridge Park - Synthetic Track Upgrade	2,804,860
Caddens Road, Claremont Meadows - Gipps Street to Heaton Road	4,161,644
Leonay Oval Stage 2-4 Amenities Building	144,776
Dunheved Road, Werrington - Upgrade	1,479,705
Arthur Neave Hall, Werrington - Refurbishment and Renewal	130,484
Floribunda NHC, Glenmore Park - Refurbishment and Renewal	227,043
JSPAC Café, Penrith - Renewal and Refurbishment	407,339
Hickeys Lane, Penrith - Amenities Renewal	184,152
Boronia Park, North St Marys - Amenities Renewal	66,236
Boating Now Round 3 Kayak Launch	10,151
Eilleen Cammack, South Penrith - Building Refurbishment	523,232
Civic Centre, Penrith - Renewal	1,713,459
Bill Ball (Cook Park), St Marys - Oval Upgrade	182,218
Dukes Oval, Emu Plains - Upgrade of Field Lighting	185,735
Woodriff Gardens, Penrith - Tennis Amenity Upgrade	119,154
Ched Towns, Glenmore Park - Amenity Renewal & Upgrade	253,840
Chapman Gardens, Kingswood - Fencing and Bull Pens	450
Eileen Cammack, South Penrith - Field Lighting Stage 2 and 3	36,311
Surveyors Creek, Glenmore Park - Diamond 2 Field Lighting Upgrade	15,885
Parkes Avenue, Werrington - Tennis Synthetic Surface Conversion	11,637
The Kingsway Fields (South), St Marys - Floodlighting Upgrade	6,665
Gow Park, Mulgoa - Stage 2 Floodlighting Upgrades	89,005
Iron Bark Reserve Renew play equipment-soft fall-shade shelt	1,440
St Clair Dog Park - Upgrade	5,351
Great River Walk Nepean Av, Penrith - Shared Use Path	22,786
Myrtle Road Playground, Claremont Meadows	4,115
David Currie Playspace Banks Drive, St Clair	149,694
Brooker and Day Street Reserve, Colyton	6,294
Cooling the City Strategy Green Infrastructure Project - Penrith LGA	332,535
Bennett Park, St Marys - Mixed Recreation Space	102,922
Monfarville Park, St Marys - Amenity Building Upgrade	33,739
Ripples St Marys - Heat Pump Replacement	205,712
St Marys Hall Network Upgrades	100,462
Robinson Park, Jamisontown - Renew Playgrounds	178,905
Ripples St Marys - Roof Refurbishment	1,095,415
Kingsway North (Touch), St Marys - Field Upgrades	551,855
Mulgoa Sanctuary, Glenmore Park - Amenities Construction	145,226
Wedmore Road, Emu Heights - Dog park upgrade	134,429
Spence Park, Penrith - Installation of accessible flying fox	104,540
Samuel Marsden, Orchard Hills - baseball facility Training infrastructure upg	125,000
Cook Park, St Marys - Floodlight Upgrades	130,562
Jamison Park, South Penrith - Synthetic Field Project	64,413
Trinity Drive, Cambridge Gardens - Mixed Recreation Shade Seating Paths	37,181



## CAPITAL PROJECTS SUMMARY 2021-22

### DESIGN AND PROJECTS CONT.

Temporary Judges Place Carpark Construction, Penrith	350,000
Andrews Road, Penrith - Rugby Amenities Asset Replacement	111,085
Penrith Regional Gallery, Emu Plains - Main Gallery Floor and Asset Replac	15,150
Regatta Park, Emu Plains - Kiosk	590,630
Installation of Playspace Shading at 17 Playgrounds, Penrith LGA	336,361
St Marys Tennis Court Resurfacing and Ancillary Infrastructure	200,000
Ripples Penrith - Stage 3	233,080
Cook Park, St Marys - Amenity Building & Grandstand Upgrade	86,050
Surveyors Creek, Glenmore Park - Softball Facility	28,480
Stapley Street, Penrith - New Play Equipment Shade & Paths	1,296
Armstein Crescent Reserve, Werrington - Renewal	1,597
Trinity Drive Reserve, Cambridge Gardens - Renewal	610
Iron Bark Way Reserve, Colyton - Renewal	4,897
Pauline Fields Park, Penrith - Renewal	1,296
Penrose Crescent Park, South Penrith - Renewal	3,763
South Penrith Neighbourhood Centre Renewal	51,493
Kingsway North, St Marys - Amenity Building Renewal	2,106
Ridge Park Hall, Oxley Park - Building Renewal Refurbishment	2,000
Judges Place Carpark, Penrith - Amenities New Adult Change Room	2,950
JSPAC Q Theatre, Penrith - Lighting and Seating Replacement	165,171
Yoorami Before & After, Werrington - Building Upgrade	195,232
University of the 3rd Age, Penrith - Building Renewal	18,684
Fitch Avenue Flood Damage Restoration Works	407,956
Allsop & Patterson, Cambridge Park - Play Equipment, Shade, Seating, Paths	2,500

### FLEET AND PLANT MANAGEMENT

Motor Vehicle Purchases	2,373,222
Plant Replacement	763,692

### INFORMATION MANAGEMENT

Information Management System	13,821
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### INFORMATION TECHNOLOGY

Desktop Hardware / Devices	308,964
Server Infrastructure	158,628
PP&VA ICT Remediation	157,089

### LIBRARIES

Library Resources - Capital	444,160
Library Management System	118,949
Library Special Purpose Projects, Civic Centre - Building	24,423
Toy Library Capital Purchases	768
St Marys Office Refurbishment	11,515
Libraries Electric Vehicle Charging Infrastructure	6,905

## CAPITAL PROJECTS SUMMARY 2021-22

### PEOPLE AND CULTURE

WH&S Risk Management Purchase of Equipment	2,864
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### PROPERTY DEVELOPMENT AND MANAGEMENT

Property Development Expenditure Project	56,148
Henry Street Penrith	1,523,774
Erskine Pk Urban Reinvestment	136,019
Divestment - Lenore Drive, Erskine Pk	51,860
Emu Plains Employment Precinct	669,566
Mamre Rd Upgrade - Acquisition of Council Land By TfNSW	11,390
Glenmore Park Sydney Water Pump Station	3,562
Tindale Street Masters Carpark Acquisition	1,458,603
Mulgoa Rd & Jane St Project (RMS), Penrith - Works In Kind/Acquisition	2,470,475
Commuter carpark upgrade- Cox Ave, Kingswood	380,782
Commuter carpark upgrade - St Marys	227,754
Sydney Metro Acquisition- Station St, St Marys	7,490
Sydney Metro Acquisition - Chesham St, St Marys	3,148
The Police Cottage	1,454,036
Reserve Street, Penrith - demolition	38,378
54 Henry St, Penrith - replace Air Conditioner	28,636

### PUBLIC SPACE MAINTENANCE (BUILDINGS)

Bus Shelters Program - Penrith LGA	53,056
Building Asset Renewal Program - Penrith LGA	1,191,639
CCTV Upgrade & Renewal Program - Penrith LGA	54,803
Ripples, St Marys - Electrical and Fire Panel Renewals	120,399
Unscheduled Maintenance Re-active Works	
Kid Place CCC, Emu Plains - Air Conditioning	57,482
Koala Cnr CCC, St Marys - Air Conditioning	55,683
Gumbirra CCC, St Clair - Air Conditioning	48,600
Rainbow Cottage CCC, Cambridge Gardens - Air Conditioning	33,450
Stepping Stone CCC, St Clair - Air Conditioning	57,083
Rainbow Cottage, Cambridge Gardens - Roof	13,002
Namatjira NHC, Werrington County - Sewer	35,838
St Marys Kindergarten - Storm Water	8,845
Coowarra Cottage, St Clair - Storm Water	12,025
Erskine Park NHC, Erskine Park	9,578
Londonderry Hall, Londonderry - Tank	30,000
Tench Reserve, Penrith - Septic Tank	29,991
Ridge Park Hall, Oxley Park - - Sewer	15,388
Sales Park, Luddenham - Septic	39,629
Grays Lane, Cranebrook - Wall	37,810
Various	15,596
Penrith Nursery, North Penrith - Installation Of Solar Panels	33,612
Ridge Park Hall, Oxley Park - Urgent Upgrades Meter Box and Backing Board	7,124
Werrington County CCC, Werrington County - - Sewer Rectification	24,600

## CAPITAL PROJECTS SUMMARY 2021-22

### PUBLIC SPACE MAINTENANCE (BUILDINGS) CONT.

Thornton, penrith - Splash Pad Renewal Works	44,515
Triangle Park, Penrith - Renewal Works	37,293
Insurance Buildings Restoration	
Arthur Neave Memorial Hall, Werrington - timber floor	9,840
Fowler Reserve Toilets, Wallacia	9,850
Ripples, St Marys - New Reception	17,467
Erskine Park BFS Orchid Hills Gyprock and Repaint	24,560
St Marys Tennis Clubhouse flooring	27,861
Land Recognition - LUR	410,356
Open Space Asset Dedications	1,725,596
Outlook Avenue, Emu Heights - Renew play equipment-soft fall-shade shelter	756
Parks Asset Renewal	
Leonay Parade, Leonay - Renew existing Play Equipment & Softfall	232,569
Oriole Street Reserve, Glenmore Park - Renew existing Play Equipment&Softfall	121,956
Burcher Park, Penrith - Renew existing Play Equipment & Softfall	154,186
Sunbird Terrace, Glenmore Park - Renew existing Play Equipment & Softfall	151,693
Monfarville Park, St Marys - Renew existng Field Lighting	139,340
Sales Park, Luddenham - Renew existing Cricket	18,510
Various sites	21,475
Allsopp Oval, Cambridge Park - Playground Softfall Renewal	27,898
Insurance Open Space Restoration	
St Marys BMX Track Restoration	52,169
Tench Reserve, Penrith - Playground Restoration	71,906
The Kingsway, St Marys - Floodlights Repairs	81,740
St Marys Junior Rugby Leauge Fencing	15,554

### PUBLIC SPACE MAINTENANCE (CITY SERVICES)

Local Open Space s7.11 funded capital works	
Bunyarra Reserve - Bunyarra Dr, Emu Plains	1,300
Sales Park - Roots Av, Luddenham	720

### PUBLIC SPACE MAINTENANCE (CROSS CITY)

Outdoor Mobility Implementation - various locations	30,766
Judges Place, Penrith - Lighting Upgrade	171,788
Woodriff Gardens, Penrith - Arbour Replacement	150,000
Jamison Park, South Penrith - Netball Court Resurfacing Works	135,650
Cricket Pitch Surface Renewals	
Jamison Park, South Penrith	5,497
Sales Park, Luddenham	5,497
Smith Park, Castlereagh	6,485
Potter Fields West, St Marys	5,497
Allsop/Patterson, Cambridge Park	5,497

<b>CAPITAL PROJECTS SUMMARY 2021-22</b>		
<b>REGIONAL ILLEGAL DUMPING</b>		
RID Squad Motor Vehicle Purchases	180,795	
<b>SECURITY AND EMERGENCY SERVICES MANAGEMENT</b>		
NSW Emergency Operations Centres, Regentville - Critical Upgrade Program	206,241	
SES Equipment Priority List	867	
Rural Fire Service Equipment - Grant Funded	253,690	
New Mulgoa Rural Fire Service Station Construction	1,078,818	
<b>SOCIAL STRATEGY (CCD)</b>		
Disability Access Improvements	26,152	
<b>STRATEGIC ASSET MANAGEMENT PLANNING</b>		
TicketAccess Implementation	5,400	
<b>SUSTAINABILITY</b>		
Solar photovoltaic (PV) systems at Council facilities		
	Queen Street Centre, St Marys	10,079
	St Clair Leisure Centre	3,325
	St Marys Childrens Centre	2,808
	Ridge Park Hall, Oxley Park	2,808
<b>TRAFFIC MANAGEMENT, PARKING AND ROAD SAFETY</b>		
LTC / Urgent Traffic Facilities	97,500	

## OUR CAPITAL EXPENDITURE REVIEWS

There were no capital expenditure reviews submitted during 2021-22.



# Appendix 6

## Our Compliance Report

### OUR COMPLIANCE MATTERS BY TYPE

Council's Development Compliance team responds to a range of matters that affect the lives of our residents. These include swimming pool matters, unauthorised activities involving land use, buildings, structures and businesses, as well as land filling and compliance with conditions of consent.

CATEGORY	RECEIVED	COMPLETED
Asbestos	22	26
Building Sites	103	109
Civil Matter	11	9
Compliance with Conditions of Consent	122	121
Dangerous Structure/ Fire	21	24
Driveway/ Road Reserve	13	10
Flooding	122	98
Industrial Audit	47	56
Landfilling/ Earthworks	91	69
Sex Services	5	2
Tree Clearing, Removal & Pruning	42	36
Unauthorised Business/ Land Use	112	104
Unauthorised Dwelling/ Secondary Dwelling	62	55
Unauthorised Signage/VMS	10	5
Unauthorised Structures*	148	126
	931	850

\*Includes unauthorised demolition complaints which will be reported separately in the future.

OUR INSPECTIONS OF PRIVATE SWIMMING POOLS	
Number of inspections of tourist and visitor accommodation	2
Number of inspections of premises with two or more dwellings	4
Number of inspections that resulted in issuance of a certificate of compliance	362
Number of inspections that resulted in issuance of a certificate of non-compliance	56

## OUR INSPECTION PROGRAMS AND COMPLAINTS

CATEGORY	COMPLETED
<b>FOOD SAFETY PROGRAM</b>	
Total number of registered food businesses as at 30 June 2022	924
Number of inspections carried out	427
Number of businesses rated 5 stars	238
Number of businesses rated 4 stars	89
Number of businesses rated 3 stars	46
% of local food businesses receiving a rating certificate based on their performance at the time of Council's inspection	87%
Number of reinspections carried out	77
Number of improvement notices issued	28
Number of prohibition orders issued	3
Number of penalty infringement notices issued	1
Number of food complaints investigated	87
Number of Temporary Event and Food approvals issued	182
<b>SKIN PENETRATION SAFETY PROGRAM</b>	
Total number of registered businesses as at 30 June 2022	127
Number of inspections carried out	35
Number of reinspections carried out	5
Number of improvement notices issued	2
<b>LEGIONELLA SAFETY PROGRAM</b>	
Total number of registered businesses as at 30 June 2022	53
Total number of warm water systems	19
Total number of cooling towers	123
Number of inspections carried out	49
Number of reinspections carried out	-
Number of improvement notices issued	-
<b>PUBLIC SWIMMING POOL AND SPLASH PARK SAFETY PROGRAM</b>	
Total number of registered businesses as at 30 June 2022	22
Number of inspections carried out	21
Number of reinspections carried out	-
Number of improvement notices issued	-

## Our Companion Animals

Council undertakes a variety of activities to help ensure compliance with the Companion Animals Act 1998 and the Companion Animals Regulation 2018. During 2021-22, we continued to participate in a range of programs and education opportunities within the community, these included:

- Promote and partially fund discounted desexing program coordinated by Animal Welfare League.
- Promote, partially fund and participate in microchipping day coordinated by Animal Welfare League.
- Assist and promote 'Friends of Hawkesbury' social media platform with responsible pet ownership messages.
- Assist and support New South Wales Police with specialist advice and Companion Animal reference materials.
- Plan and conduct high profile education/enforcement campaign called 'TAG, WAG & BAG'.
- Significantly increase and target high profile recreational open spaces for Companion Animal offences.

Council has a range of strategies in place to comply with the requirements under Section 64 of the Companion Animals Act 1998 to seek alternatives to euthanasia for unclaimed animals, including:

- Maintaining a formal agreement with Hawkesbury City Council for animal shelter services (no kill shelter).
- Actively participating in assessment/classification of animals deemed suitable for rehoming.
- Maintaining beneficial working relationships with not for profit rehoming organisations.

- Increasing rehoming social medial messaging by Penrith and Hawkesbury Local Councils.
- Prioritisation of microchipping and maintaining of accurate records to improve return rates.

Council has seven active off-leash parks which are identified on our website. These areas are maintained and improved when funds are available. Our Rangers work with the City Presentation team to ensure reliable poo bag removal and replenishment. The off-leash parks are located at:

- Wedmore Road, Emu Plains
- Boundary Road/Soling Crescent Cranebrook
- Cullen Avenue, Jordan Springs
- Jamison Park, Racecourse Road South, Penrith
- Doncaster Avenue, Claremont Meadows
- Melville Road, St Clair
- Saddler Way, Glenmore Park

Council's budget for companion animal management and activities in 2021-22 was a \$997,775, with an actual spend of \$940,549. No external funding was made available for managing and controlling companion animals during 2021-22. Council issued penalty infringements to the value of \$50,380 for various animal control offences.

Council lodges monthly returns on the Companion Animal Registry (Office of Local Government) based on figures supplied by our business partner Hawkesbury Animal Shelter. In accordance with Section 16(2) of the Companion Animals Act 1998, Council has lodged the below table of Survey of Council Seizures of Cats and Dogs 2021-22 to the Office of Local Government (OLG).

	CATS	DOGS
<b>Total Impounded</b>	469	362
<b>Released</b>	12	133
<b>Sold</b>	188	172
<b>Rehomed</b>	98	28
<b>Euthanised</b>	202	90
<b>Total Dog Attacks</b>	52	
<b>Total Human Victims</b>	33	
<b>Total Animal Victims</b>	54	



# Appendix 7

## Our Sustainability Report

Penrith City Council is committed to the principles of sustainability and the process of continuous improvement. We recognise that it is through our people and our practices that this commitment is delivered. Council takes a quadruple bottom line approach to sustainability, integrating environmental, social, governance and economic considerations into our policy, planning, decision making and operational activities. Council also looks to balance short term priorities with longer term needs.

**Sustainability is about respecting our people, looking after our places, and delivering services to improve the wellbeing and liveability of our City now and into the future.**

Council has a strong history in the area of sustainability and will use this strong foundation to guide our work into the future. This work will be focused around advancing the liveability of the City, providing sustainability leadership, encouraging business innovation and resource efficiency, and supporting sustainable practice within our community.



# Our Energy & Water Management

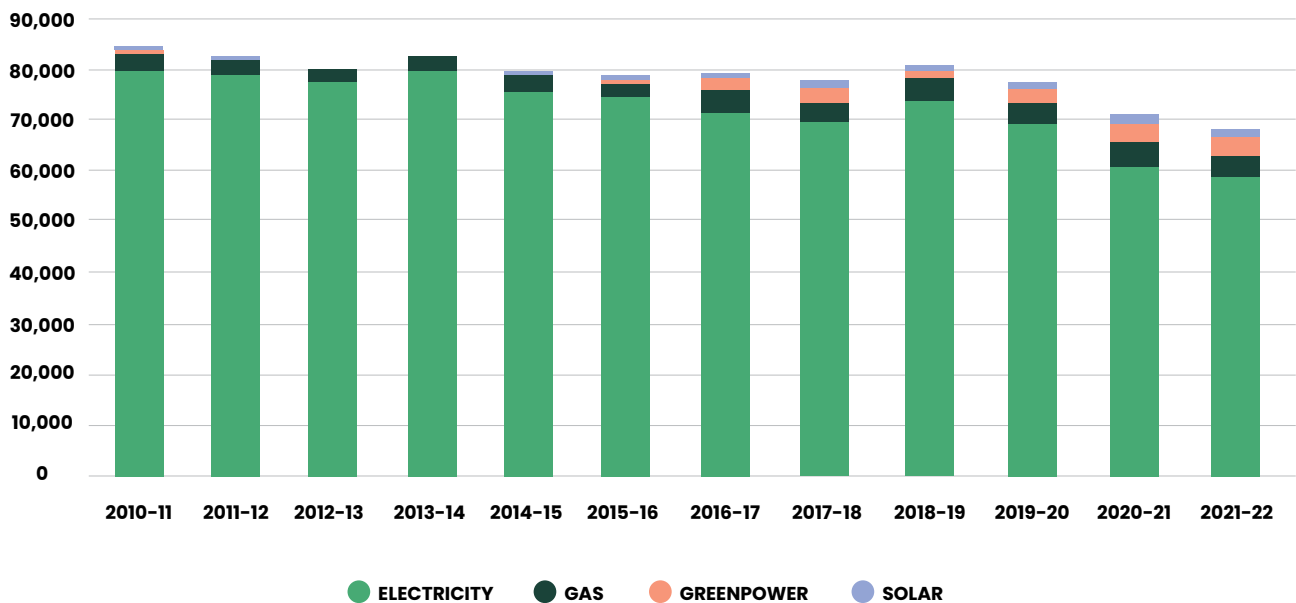
Council has invested considerable effort towards improving the energy and water efficiency of our assets and operations. In 2015 Council established three sustainability targets to continue to encourage energy and water efficiency within the organisation and the transition to more sustainable sources of energy and water.

- 10% of Council’s electricity supplied from low carbon sources by 2030
- 40% reduction in greenhouse gas emissions by 2030 based on 2010–11 levels
- Maximise opportunities for sustainable water sources

Since the baseline year (2010–11), combined energy consumption across all Council assets and facilities has been trending downwards from a high of 83,603GJ in 2010–11 to 67,922GJ in 2021–22, a drop of 18.8% as shown in the energy graph below. This is a result of ongoing energy management and the upgrading and improvement of plant and fixtures at our facilities. In 2021–22 energy use decreased slightly compared to the previous year, with a fall of 4%. This was due mainly to COVID-19 restrictions which reduced asset usage and minimised energy use.

Part of our response to achieving this balance is to change the mix of energy used to power our facilities, with the continual contributions from rooftop solar. This is a consistent trend and reflects a shift towards a less carbon intensive energy supply for Council, with less greenhouse gas emissions. Council also continues to supply accredited GreenPower to Council facilities with the supply of 10% GreenPower for major sites and 20% GreenPower for minor sites. In 2021–22 the supply of GreenPower remained stable with only a slight decreased of 0.9% compared to the previous year due mainly to less electricity use across Council facilities.

**Energy Consumption – All Council Assets (GJ)**

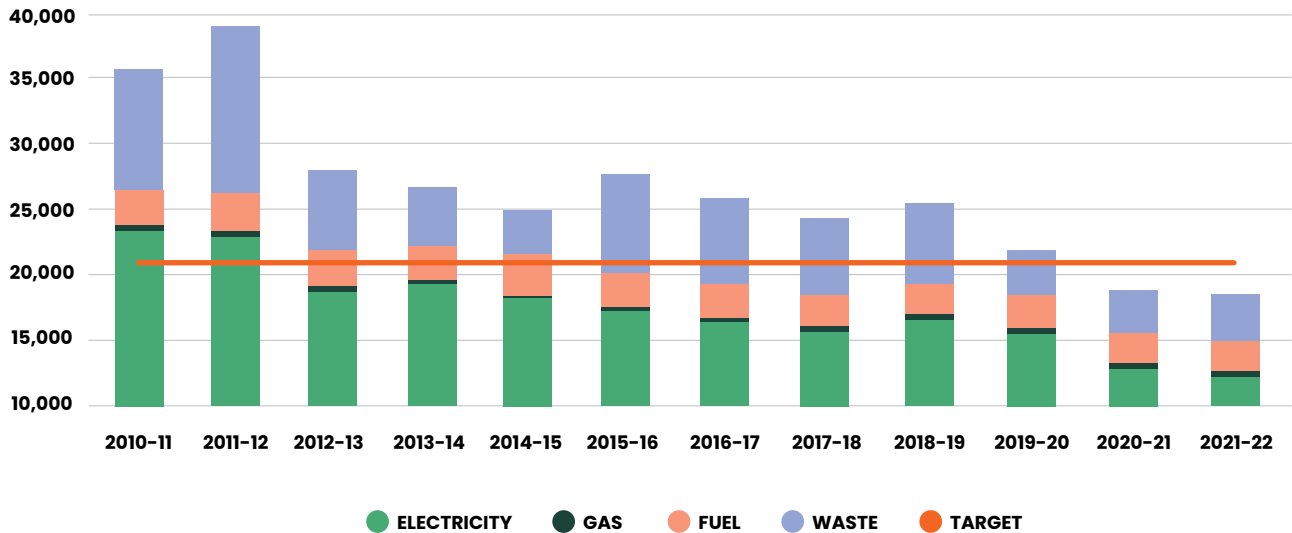


## Our Emissions

The following graph shows emissions associated with electricity and gas consumption over the last 11 years, along with emissions generated from fuel consumption from Council's fleet, and the disposal of corporate waste. Council's emissions target is shown as the orange line.

Since the baseline year (2010-11), combined emissions across electricity, gas, fuel and waste have decreased by 48% from 35,722 tonnes of CO<sub>2</sub> equivalent in 2010-11 to 18,622 tonnes in 2021-22. Emissions remained stable with a slight decrease of 1.3% in 2021-22 compared to the previous year.

### Total Emissions (Tonnes CO<sub>2</sub>e)



## Our Solar Installations

### & Greenpower

In 2021-22 Council generated 1,507GJ of electricity from rooftop solar systems located on 43 sites, increasing by 7.5% from the previous year. This included four new solar installations at Council's nursery, childcare centre, community hall and recreation centre with a combined capacity of 33.7kW.

Council also purchases accredited Greenpower for our facilities with the supply of 10% GreenPower for major sites and 20% GreenPower for minor sites, excluding streetlights. In 2021-22 this accounted for 3,925GJ of energy coming from accredited low carbon sources. In 2021-22 the supply of GreenPower remained stable with a slight decrease of 0.9% compared to the previous year due mainly to less electricity use across Council facilities (as mentioned previously).

Combined, the energy generated by Council's rooftop solar systems and the accredited Greenpower purchased for our sites equates to 5,432GJ or 8% of our total energy consumption in 2021-22.

## Our Sustainability Revolving Fund

Penrith City Council's highly successful Sustainability Revolving Fund (SRF) was established in 2003 and enables the savings made, as a result of sustainability initiatives, to be diverted into a designated fund to provide financial support for future sustainability projects. Projects must return the identified savings from projects back into the SRF for a minimum of 3 years. This allows the SRF to continue to support more projects into the future.

The SRF has since been expanded to forward fund the development of feasibility studies and/or business cases for future sustainability-based projects, with investigation into the support of resilience-based initiatives aligned to the Resilient Penrith Action Plan, as a means of increasing Council's capacity to build the resilience of Penrith.

Since its inception, the SRF has supported 52 projects to the value of close to \$3.5m. The first project involved lighting and air conditioning upgrades. Since then, the SRF has supported the installation of solar panels, efficient lighting upgrades of facilities, heat reflective roof paint, solar hot water systems, electric vehicle charging station infrastructure and LED street lighting. Combined, these projects result in

savings of more than \$1m each year, along with abatement of more than 5,200 tonnes of CO2 equivalent.

Funding for the installation of solar photovoltaic (PV) systems on four Council facilities, including Council's Queen Street Centre, St Clair Leisure Centre, St Marys Children's Centre and Ridge Park Hall has been completed and will deliver a total combined capacity of 59.95 kW and provide an 18% reduction in electricity consumption and save 65.5 tonnes of greenhouse gas emissions per annum. With projected energy savings of 79,848 kWh per annum this project will save Council \$12,207 each year and provide good environmental outcomes for the community.

Approved funding has now also been provided to the Western Sydney University solar car team. In 2020-21 Council committed to extend its sponsorship of the Western Sydney University solar car team to 2023, through approved funding from Sustainability Revolving Fund. The WSU Solar Car team is based on the Kingswood campus of the University and is a student lead project which works to design, construct, and race a solar powered race car. The team have competed in the World Solar Challenge

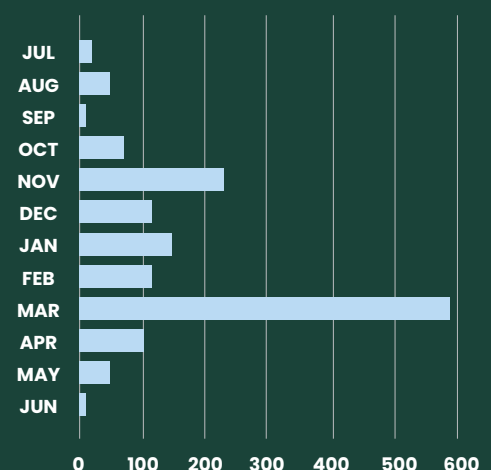
since 2013, undertake a range of engagement activities, such as workshops for school students, and have supported Council initiatives by displaying the car and materials at events including the Real Festival. Sponsorship of the Solar Car Team will allow Council and the team to work together to engage with residents and Council staff on opportunities to reduce resource use and create critical thinking around more efficient modes of transport, electric vehicles, and renewable energy. It will also create an improved platform for Council to promote our emissions reduction actions such as Council's electric vehicle, solar PV installs, and LED street lighting upgrades.

Investigations into future sustainability and resilience-based initiatives are continuing with more projects planned for the next financial year.

## Our Water Use

Council's potable water consumption across all assets in 2021-22 was 129,288kL, a decrease of 34% compared with the previous year. The decrease in water use is primarily due to a 29% increase in rainfall compared to the previous year, with 1,492mm of rainfall recorded, compared with a long-term average rainfall of 740.0mm. Water usage is highly impacted by rainfall, as irrigation of parks and playing fields is a major part of Council's overall water consumption. Recycled water is used at 4 playing fields to help reduce use of potable water. Unfortunately, the Recycled Water Treatment Plant was offline for an extensive time during the past year due to upgrade works being undertaken by Sydney Water. As part of a 12-month trial with Sydney Water, five data loggers were connected to water meters at four sites. To date, the data loggers have detected two water leaks at Council facilities.

Monthly rainfall 2021-22 (mm)



# RESILIENT PENRITH ACTION PLAN 2021-2030

## DIRECTION 1. PEOPLE-CENTRED CITY

GOAL	ACTION	TIMEFRAME	PROGRESS STATUS
<b>BUILDING RESILIENCE THROUGH ACCESSIBLE SERVICES AND SPACES</b>			
Building resilient individuals	Create a promotional campaign to highlight Penrith localised stresses and building resilience	Short	Progressing <i>The cooling the city video series has been developed, including one on resilience as a community resource.</i>
	Work with service providers, private sector and education providers to raise youth awareness of education and employment pathways	Short-Medium	Progressing <i>Council participation in the GEN STEM program for schools, mentoring students regarding education and employment pathways.</i>
	Investigate opportunities to continue to build digital literacy in the community and increase access to digital services	Short	Completed <i>Digital services/programs are available and being offered to the community through Council services, at facilities and public spaces.</i>
	Promotion of existing health and education services, and appropriate resources for Aboriginal and Torres Strait Islander people living in the LGA.	Short	Not Commenced
Building purpose driven accessible public spaces	Inclusion of the youth voice in the design of new public spaces	Short-Long	Not Commenced
	Refer to the NSW Public Spaces Charter to guide the creation of public spaces within Penrith	Short-Medium	Not commenced
Accessibility to Public and Active Transport	Advocate for improved transport connections and frequency of services in rural areas	Short-Medium	Progressing <i>Advocacy to transport for NSW has commenced for various projects/proposals.</i>
Access to affordable and appropriate housing	Advocate for more affordable housing options in Penrith	Short-Long	Progressing <i>Participation in workshops on affordable housing. Advocate as opportunities arise.</i>
	Advocate for new developments to include features enabling accessibility and aging in place	Short-Long	Progressing <i>Advocacy as opportunities arise to submit comments on state government strategy/plans.</i>
	Support service providers in proactively building the resilience and capacity of the homeless community	Short-Medium	Progressing <i>Council is involved with the the Penrith Homelessness Interagency, and is working towards addressing housing and other issues related to homelessness to build resilience of the community.</i>

## DIRECTION 2. LIVE WITH OUR CLIMATE

GOAL	ACTION	TIMEFRAME	PROGRESS STATUS
<b>COOLING THE CITY</b>			
Increase greening and cooling elements across the Penrith LGA	Finalise the Penrith Green Grid Strategy and deliver the actions in the Strategy.	Short-Long	Progressing <i>The Green Grid Strategy has been developed and adopted, with identified projects to be rolled out to schedule and/or based on funding opportunities.</i>
	Develop and apply canopy cover targets for the Penrith Local Government Area	Short-Medium	Progressing <i>Council has received a grant under the Greener Neighbourhoods Program to develop canopy cover targets and a methodology to apply targets across suburbs within the LGA.</i>
	Develop and undertake tree planting projects across Penrith, including suburbs with a high heat vulnerability index	Short-Long	Progressing <i>The 'Greening our City' tree planting projects are underway with trees planted in parks and streets in nominated suburbs across Penrith identified as being more vulnerable to heat. Tree planting is also being undertaken through the Bushcare Program.</i>
	Design and develop cool playgrounds and parks incorporating shade and cool materials	Short-Long	Progressing <i>Council Shade Policy is in place. Installation of shade structures and tree planting at 90 playgrounds has commenced.</i>
	Identify appropriate locations and install water play, water features and water bubbler infrastructure	Short-Medium	Progressing <i>Council has partnered with Sydney Water to install water refill stations at nominated parks across Penrith. Water features to be installed at City Park.</i>
	Implement the Cooling the City Carpark pilot project	Short-Medium	Not commenced <i>Application submitted for grant program was unsuccessful</i>
	Design and implement greening the city projects (new urban green space, green walls, pop up parks, gardens, light reflective surfaces).	Short-Long	Progressing <i>Projects are underway including City Park, Soper Place and pop up activations in St Marys/Kingswood.</i>

## DIRECTION 2. LIVE WITH OUR CLIMATE

GOAL	ACTION	TIMEFRAME	PROGRESS STATUS
<b>COOLING THE CITY</b>			
Raise community capacity to address urban heat through the delivery of the Cooling the City community engagement program	Implement the annual summer communications 'Beat the Heat' community campaign	<i>Short</i>	<i>Completed</i> <i>Beat the Heat campaign undertaken during summer 2021-2022 through Council communication channels.</i>
	Provide materials/resources for residents to increase capacity to cool their homes	<i>Short</i>	<i>Completed</i> <i>Community resources developed through the Heatsmart program, available online and being distributed in hardcopy at community events.</i>
	Investigate the feasibility of subsidised heat mitigation solutions for residents	<i>Short-Medium</i>	<i>Not commenced</i>
	Provide materials/ resources on tree planting in suburban yards.	<i>Short</i>	<i>Completed</i> <i>A 'greening our city' trees brochure has been developed for the community to showcase the benefits of trees and how/ where to best plant trees around the home.</i>
	Work with schools/childcare centres on planting programs	<i>Short-Medium</i>	<i>Progressing</i> <i>Schools Engagement Package on cooling the city, including tree planting completed.</i>
Sustainable urban planning and greening prioritised for development to cool the city	Advocate to the State Government and developers for climate adapted buildings, increased percentage of pervious surfaces and greening within new developments	<i>Short-Medium</i>	<i>Progressing</i> <i>Development of the Planning for Heat Issues Paper and Advocacy Plan. Advocacy Plan to be rolled out from 2022-2023. Advocacy for sustainability/ resilience considerations has commenced in discussions for planning proposals, review of environmental impact statements for state government projects.</i>
	Advocate to the State Government to strengthen planning controls including Exempt and Complying, Standards and BASIX to incorporate cooling the city principles	<i>Short-Medium</i>	<i>Progressing</i> <i>Development of the Planning for Heat Issues Paper and Advocacy Plan. Advocacy Plan to be rolled out from 2022-2023. Council submission on the BASIX higher standards submitted during consultation in early 2022.</i>
	Inclusion of urban heat and cooling the city principles within the Penrith LEP/DCP	<i>Short-Medium</i>	<i>Completed</i> <i>The Urban Heat Planning Controls Package, including the urban heat chapter as an amendment to the Development Control Plan (2014) and the Planning Proposal and provision as an amendment to the LEP (2010), has been developed and adopted by Council. The LEP was gazetted on 22 July 2022, being the Urban Heat Planning Controls Package into effect.</i>

## DIRECTION 2. LIVE WITH OUR CLIMATE

GOAL	ACTION	TIMEFRAME	PROGRESS STATUS
<b>COOLING THE CITY</b>			
Monitor and address urban heat challenges	Apply the Smart Cities Strategy to advance information and technology outcomes, including installing monitoring stations to measure real-time air temperature at nominated locations	Short-Medium	Not commenced
	Define, identify, establish and promote a cool refuge network for the community to utilise during extreme heat/heatwaves	Short-Medium	Progressing <i>Initial research has commenced, and meetings held with potential partners/stakeholders.</i>
<b>NATURAL SYSTEMS MANAGEMENT</b>			
Being a water sensitive city	Application of water sensitive urban design and naturalisation projects	Short-Long	Progressing <i>Water Sensitive Urban Design projects ongoing under the guidance of the Water Sensitive Urban Design Policy.</i>
	Investigate water reuse opportunities and implement recycled water projects for irrigation, flushing and cleaning purposes	Short-Long	Progressing <i>Use of recycled water at four open space locations within the Penrith LGA. Council is participating in smart irrigation and passive irrigation projects.</i>
	Advocate for an increase in the Basix water saving targets	Short-Medium	Not commenced
<b>RESOURCE AND ENERGY EFFICIENCY</b>			
Leading by Example in Resource and Energy Efficiency	Set a net zero emissions target and develop a pathway to achieve emissions reduction	Short-Medium	Not commenced <i>Council is involved in the race to zero program hosted by Resilient Sydney. The target/pathway for Penrith will be developed once the data is finalised in the Resilient Sydney Platform.</i>
	Conduct research and prepare a plan/pathway for a Circular Economy applicable to Council functions/operations	Short-Medium	Progressing <i>A Circular Economy Roadmap for Council has been developed in consultation with staff. A stage 2 high level cost benefit analysis of the circular economy roadmap has commenced.</i>
	Building sustainability, resource efficiency and resilience into Council managed property/facilities	Short-Medium	Progressing <i>Council Buildings Policy was revised incorporating best practice sustainability and resilience criteria. Policy was adopted in November 2021 and will be applied to council new and existing managed and owned buildings. LED lighting retrofit of Judges Place carpark undertaken.</i>



## DIRECTION 2. LIVE WITH OUR CLIMATE

GOAL	ACTION	TIMEFRAME	PROGRESS STATUS
<b>RESOURCE AND ENERGY EFFICIENCY</b>			
Empower the community to increase energy efficiency and reduce peak demand on the grid	Implement community programs to increase energy literacy and efficiency outcomes	<i>Short</i>	<p><i>Completed</i></p> <p><i>Council partnered with Endeavour Energy to promote the PowerSavers and Cool Saver program to increase the capacity of residents to become more energy efficient around the home. The Energy Concierge Program delivered by Australian Energy Foundation and Endeavour Energy has also been offered to the Penrith community, with Council promoting this program through our communications channels.</i></p>
Increase the uptake of renewable energy	Undertake research and feasibility studies on installation of solar at Council/community facilities	<i>Short-Medium</i>	<p><i>Progressing</i></p> <p><i>Research and feasibility of solar and other renewable energy solutions is ongoing. Solar installed at the Nursery, feasibility study reviewed for solar at Ripples.</i></p>



### DIRECTION 3. CONNECT FOR STRENGTH

GOAL	ACTION	TIMEFRAME	PROGRESS STATUS
<b>ACCESSIBILITY OF SERVICES</b>			
Equal accessibility to information, data and services	Pilot a place-based model in an area of high vulnerability to test how to best develop resilience at the community level	Short-Medium	Not Commenced  Scoping of work will commence in early 2023.
<b>CONNECTED COMMUNITY</b>			
Building a more connected community	Expand the Village Café program across the Penrith area with a focus on vulnerable communities.	Short-Medium	Progressing  Village Café is currently delivered within the communities of Kingswood, North St Marys and Llandilo.
	Continue to work with the Access Committee and apply Disability Inclusion Action Planning to engage with people with disability.	Short	Ongoing  The Disability Inclusion Action Plan 2022-2026 has been developed in consultation with stakeholders and the Access Committee.
	Celebrate and promote diversity, resilience and sustainability through a series of inspirational community talks/events	Short-Medium	Progressing  Community sustainability webinars hosted on energy efficiency and electrifying your home and designing your own edible garden. The Big Green Talks were held at the Joan Sutherland Performing Arts Centre in 2021-2022, and in early 2022 the Penrith Regional Gallery held a community textile workshop to transform waste textile material into art.
	Build and promote resilience in the community through implementation of programs including 'Penrith Proud' and 'St Marys Strong'	Short-Medium	Completed  Penrith Proud developed and implemented as an initiative of the COVID-19 Recovery Taskforce. Rising Strong Recovery Plan developed.
	Continue to deliver the Good Neighbour Program, encouraging people to meet and interact with neighbours	Short	Completed  The good neighbour program was delivered to coincide with Neighbour Day held in March, including promotion of the good neighbour postcards and a social media campaign.
	Expand the community gardens network in partnership with community groups/organisations	Short-Medium	Progressing  Council is awaiting state government approval of Council's plan of management for community land.

## DIRECTION 4. GET READY

GOAL	ACTION	TIMEFRAME	PROGRESS STATUS
<b>COMMUNITY AWARENESS AND PREPAREDNESS</b>			
Increasing community awareness, preparedness and capacity to adapt to heat and emergencies including bushfire and flood	Promote the 'Get Prepared App' to the community	Short	<i>Completed</i> Council promoted the get prepared app to the community throughout 2021 and participated in Emergency Ready Week in 2021 to promote the app and the Red Cross preparedness resources.
	Promote the Get Ready Small Business Toolkit to local Businesses	Short	<i>Completed</i> Toolkit promoted and included on Council's website and the Disaster Dashboard as a resource.
	Distribute multi-lingual emergency preparedness information and resources through multiple channels	Short-Medium	<i>Progressing</i> Council participated in a bushfire preparedness project undertaken by Fire thrive. Multi-lingual resources from this project will be distributed. Multi-lingual resources developed through the Heatsmart program, which Council partnered on, are available. Other resources will be collated and distributed through the preparing communities grant program.
	Engage with community on emergency preparedness through the Village Café	Short-Medium	<i>Not commenced</i> Engagement was scheduled to discuss preparedness for heat in 2021, however was cancelled due to COVID-19 safety. To be undertaken during 2023.
	Provide a 'Get Ready' checklist for households	Short	<i>Not commenced</i> To be undertaken as a component of the preparing communities grant program within the 2022-2023 financial year.
	Deliver a Get Ready community expo	Short-Medium	<i>Not commenced</i> To be undertaken during the 2022-2023 financial year.
	Develop a community emergency dashboard inclusive of the heatwave warning system	Short-Medium	<i>Completed</i> Council partnered with Resilience NSW to develop a disaster dashboard as a 'hub' for real-time information from emergency services during an emergency, as well as a source of preparedness resources for the community. The Dashboard is on Council's website and has been promoted to the community during the last flood emergency.

## DIRECTION 4. GET READY

GOAL	ACTION	TIMEFRAME	PROGRESS STATUS
<b>UNDERSTANDING VULNERABILITY AND RISK</b>			
Increase preparedness and response through understanding vulnerability and risk	Develop a localised Heat consequence management guide and response plan (inclusive of aged care facilities and social housing)	Short-Medium	Not commenced
	Utilise the Data Strategy and framework to capture, analyse and share vulnerability data	Short-Medium	Progressing <i>Vulnerability and resilience data is currently being captured and incorporated into the open data portal enabling shared access.</i>
	Reduce community exposure/vulnerability to natural hazards through planning controls	Short-Long	Progressing <i>Council's planning controls aim to reduce vulnerability, with controls reviewed as appropriate during reviews of the LEP/DCP.</i>
	Map and promote to the community the key evacuation routes and centres for Penrith suburbs	Short-Medium	Progressing <i>Evacuation routes / centres promoted to the community by the emergency services agencies during emergencies.</i>

## PREPARING FOR SHOCKS

Increase resilience to climate variability and extreme weather events	Advocate for essential upgrades to social housing to mitigate the impacts of urban heat on tenants	Short	Completed <i>Council participated in the Heat for Social Housing Project. Promotion of resources developed as part of this project has been undertaken. Council will continue to identify advocacy opportunities.</i>
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## DIRECTION 5. ONE CITY

GOAL	ACTION	TIMEFRAME	PROGRESS STATUS
<b>KNOWLEDGE BUILDING</b>			
Build knowledge and capacity and make evidence-based decisions	Undertake monitoring and research-based projects in partnership with research institutions	Short-Long	Progressing <i>Council is currently supporting Universities in research-based project proposals for grant programs that will achieve sustainability and resilience outcomes.</i>
	Comprehensive mapping of key risks and vulnerabilities across Penrith	Short	Completed <i>A web-based vulnerability map has been completed including data on key risks (bushfire, flood, heat) and socio-economic indicators to determine key locations most vulnerable.</i>

## DIRECTION 5. ONE CITY

GOAL	ACTION	TIMEFRAME	PROGRESS STATUS
<b>COLLABORATION</b>			
Building a culture of collaboration and partnership	Establish ongoing opportunities for connection and collaboration with and between service providers	Short-Medium	<i>Progressing</i>  Council has collaborated with service providers during flood recovery assistance to the community. Service providers/organisations participated in workshops as part of the Heatsmart program. Service providers are participating in Council committees/working groups.
	Participate in and support the Resilient Sydney Program	Short-Medium	<i>Ongoing</i>  Support for the Resilient Sydney program through membership. Participation in quarterly Ambassador network meetings, Resilient Sydney workshops and events and projects.
	Work collaboratively with the emergency services, health and other organisations to build resilience	Short-Medium	<i>Progressing</i>  Council has held meetings with Health to discuss potential partnership programs. Have worked with Resilience organisations and emergency services to provide a recovery hub service to the community during flood recovery.
	Participate in and work in partnership with the Sydney Science Park to deliver outcomes for our community	Short-Medium	<i>Ongoing</i>  Council sits on the Management Group for the Sydney Science Park Urban Living Lab. Staff are involved in the STEM School Challenge Field Day at the Sydney Science Park.
	Sponsorship of the WSU Solar Car and development of a community engagement and promotion program	Short-Medium	<i>Progressing</i>  Council has sponsored the Solar Car Team for a 3-year cycle 2021-2023 and a community engagement schedule has been developed.
<b>LEADERSHIP</b>			
Promoting local leadership and good governance	Ensure Council's Communications Strategy and engagement approach is inclusive and accessible	Short-Medium	<i>Progressing</i>  Engagement strategy undergoing a review. All documents provided via council communications must be accessible.



# Appendix 8

## Our Disability Inclusion Action Plan Report

Penrith City Council has been a longstanding advocate for access and inclusion, but there is always more to do. As the City grows and transforms, it is essential that we build a community in which all our people share in that positive future – creating an inclusive and accessible City for everyone.

From July 2021 and June 2020, Council embarked on the development of a new Disability Inclusion Action Plan (The Plan) for Penrith for 2022 to 2026. The Plan was formally endorsed by Council on 27 June 2022 and seeks to address the barriers people with disability encounter in everyday community life – including physical, attitudinal, communication and social barriers. It outlines our priorities for the next four years to support access and inclusion through direction actions, partnerships and advocacy efforts. We all benefit and are stronger together when we live in a community that values inclusion.

### Developing The Plan

From July 2021 to June 2022, Council undertook extensive research and engagement to ensure a robust framework to guide Council's work with our community over the next four years.

Key steps in the Plan's development included:

- Review of the Disability Inclusion Action Plan 2017–2021 implementation outcomes.
- Desktop research – to identify current best practice approaches to improving access and inclusion outcomes, including within a local government context.
- Demographic research – to identify the profile of people living with disability in Penrith City, including the preparation of a Penrith Disability Snapshot 2021 report.
- Community and stakeholder engagement – to capture feedback from residents, community services sector, and the Access Committee and listen to what is working well and what Council could improve upon.
- Staff engagement – to hear from teams across all Council departments about what is working well, the opportunities to improve access and inclusion in their work and ideas about what Council's priorities should be for the next four years.
- Data analysis – to review and consolidate feedback and identify key issues, needs, gaps, aspirations and priorities.
- Drafting the Plan 2022–2026 – prepare draft documents and review with Council's Access Committee.
- Public Exhibition of the draft Plan 2022–2026 – present the draft to the community, asking the community 'did we get it right?'
- Review feedback and amend Plan 2022–2026.
- Final Plan 2022–2026 – Council endorsed the Disability Inclusion Action Plan 2022–26 on 27 June 2022.



## Listening To Our Community

### What You Told Us

Listening to our community to understand their needs and aspirations was central to the new Plan's development. Despite the challenges of COVID-19, we heard from 85 people in the community through two stages of engagement. This included online surveys, in-person focus groups, one-on-one conversations, meetings, and emails followed by feedback during the public exhibition process.

People and groups we engaged with include Council's Access Committee, people living with disability, carers, disability workers, community organisations, and other people living, working, or studying in Penrith. We also heard from staff throughout Council about challenges and opportunities.

We learnt that 'intersectionality' – overlapping forms of discrimination and marginalisation – often have compounding impacts for people with disability, which was considered throughout the development process and reflected in the Plan.

Some of the top themes that emerged included the need for inclusive transport, safe pathway networks, inclusive events and programs, meaningful employment pathways, understanding of different forms of disability, and accessible buildings and facilities.

Full details on the stage one and stage two engagements are found in the Engagement Outcomes Report on Council's website at [penrith.city/DIAP](http://penrith.city/DIAP).



## The New Disability Inclusion Action Plan 2022-26

The new Plan includes 15 strategies that directly reflect the themes from community engagement. The 57 subsequent actions are grouped under four focus areas as outlined below:

### Attitudes and Behaviours

1. Increase awareness and knowledge of access and mechanisms for inclusion for Penrith City Council staff.
2. Raise awareness and promote the benefits of inclusion to the community.
3. Raise awareness and promote the benefits of inclusive customer practices with local business.

### Liveable Communities

4. Deliver accessible and inclusive community events, programs and services.
5. Increase access and participation in recreational and sporting opportunities.
6. Support participation in the creative arts for producers, makers and audiences with disability.
7. Improve accessibility within Penrith City's town centres.
8. Provide accessible Council buildings and facilities.
9. Improve accessible transport and pedestrian movement in and around Penrith.
10. Support people with disability to be prepared, respond, and recover from emergencies, shocks and stresses.

### Meaningful Employment

11. Increase employment of people living with disability within Penrith City Council.
12. Support employment of people with disability within local businesses.

### System and Processes

13. Increase engagement and participation of people living with disability in Council decision making.
14. Embed inclusion focused outcomes in Council planning processes and program and service design.
15. Increase access to information.

*The final DIAP and Council's first easy read summary are available on Council's website at [penrith.city/DIAP](http://penrith.city/DIAP).*



## DIAP 'STRETCH PROJECTS'

All actions identified in The Plan have been prepared within budgeted commitments over the next four years. Council also contributed an additional \$220,000 towards four 'stretch projects' that will be delivered as part of the first year of implementation in response to identified needs. These are:

- A public awareness campaign on the contribution of people with disability to the city and why access is important, assisting to shift attitudes on disability.
- Autism-Friendly Playspace Guides that support families and communities to visit and make use of some of our great playspaces through supported specific user guides and templates.
- Boost Meaningful Employment to showcase the contribution that people with disability can make to an organisation, during a period when most businesses are struggling to employ enough staff. It is timely to raise awareness about the benefits to people with disability and employers when they make their workplace physically and culturally fit for employees with disability.
- Undertaking Pedestrian Access and Mobility Plans (PAMP) to develop a plan for pedestrian facilities that are practical and cater for the needs of different users in Penrith, St Marys, and Kingswood including the hospital, as well as around the river.

## IMPLEMENTATION MONITORING AND EVALUATION

It is acknowledged that The Plan's development has occurred during a particularly challenging time for people with disability in Penrith City. The impacts of floods, bushfires, extreme heat, and the COVID-19 pandemic are a reminder about the importance of being responsive to emerging needs.

Council will continue to listen to and involve our community throughout the Plan's implementation. We aim to ensure that lived experience informs the things we do to improve access and inclusion, and we will adjust our work where required to meet new and emerging needs.

## CELEBRATING 30 YEARS OF ACCESS COMMITTEE AND LAUNCHING THE NEW DISABILITY INCLUSION ACTION PLAN 2022-26

This year marks 30 years of the Access Committee's contribution to making Penrith a more inclusive community. The development of this formal advisory Committee was one of Council's earliest initiatives to improve access to Council services and facilities for people with disability.



# Appendix 9

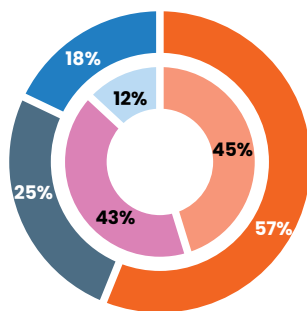
## Our 2017-22 Delivery Program Summary

The following information provides a summary of Council's performance over the five-year 2017-22 Delivery Program.

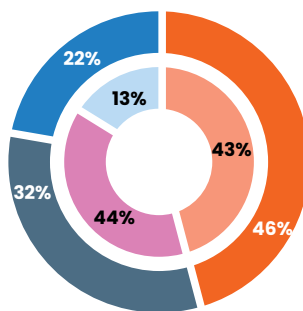
### 2017-22 REPORTABLE PROJECTS SUMMARY

During the five years, a total of 672 of reportable projects were completed.

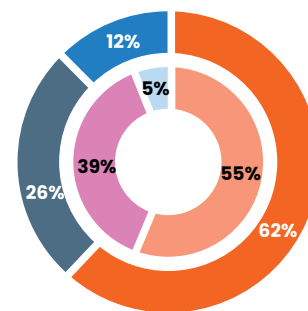
2017-18



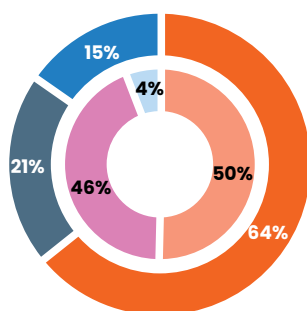
2018-19



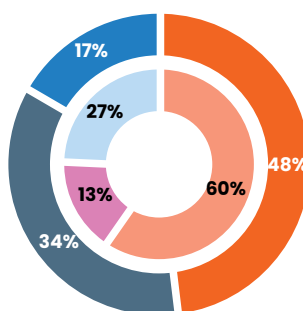
2019-20



2020-21



2021-22



#### Operational Projects

- COMPLETED
- ON TRACK
- OFF TRACK / DELAYED

#### Capital Projects

- COMPLETED
- ON TRACK
- OFF TRACK / DELAYED

## 2017-22 OPERATIONAL PLAN ACTIONS SUMMARY

During the five years, a total of 215 of operational plan actions were reported as being completed

KEY	2021-22	2020-21	2019-20	2018-19	2017-18	TOTAL
✓ COMPLETED	44% 43	57% 37	56% 49	49% 71	25% 15	51% 215
▶ ON TRACK	46% 45	31% 20	22% 19	34% 28	68% 40	36% 152
✗ OFF TRACK/DELAYED	5% 5	11% 7	4% 4	17% 14	7% 4	8% 34
★ OFF TRACK/DELAYED - IMPACTED BY COVID-19	5% 5	1% 1	18% 16			5% 22
<b>TOTAL</b>	<b>98</b>	<b>65</b>	<b>88</b>	<b>113</b>	<b>59</b>	<b>423</b>

The following table provides a detailed breakdown of the Operational Plan actions for each year of the 2017-22 Delivery Program.

OPERATIONAL PLAN ACTIONS SUMMARY: 2017-18	
NUMBER	ACTION DESCRIPTION
1.1.4a	Start engaging with the community and stakeholders on potential designs for the City Park ▶
1.2.1a	Expand service delivery to include Out of School Hours care on school grounds ✓
1.2.3a	Investigate upgrades to print and payment system ▶
1.2.3b	Implement Radio Frequency Identification (RFID) to all branches ▶
2.1.3a	Engage with stakeholders on ways to improve development assessment ▶
2.1.3b	Undertake a program of continuous service enhancement ▶
3.2.9a	Lobby for funding to upgrade roads where there are identified areas of significant congestion ▶
3.4.1a	Advocate for regional transport infrastructure ▶
3.4.1b	Contribute to submissions on proposals for major transport infrastructure ▶
4.1.5a	Commence planning and community engagement for Regatta Park ▶
4.3.3a	Undertake the Neighbourhood Renewal Program for North St Marys ▶
5.3.4a	Complete activities required under the Global Covenant of Mayors for Climate and Energy ▶
5.3.4b	Coordinate the implementation of the Cooling the City Strategy ▶
5.3.5a	Support the Resilient Sydney project and Council's Resilience Committee ▶
6.1.2a	Contribute to the improved health of residents in North St Marys through the Village Café ▶
6.1.3a	Undertake community engagement and finalise designs for Gipps Street ▶
6.1.4a	Investigate implementing the NSW food authority's Scores on Doors food business rating system ✓
6.1.5a	Assist with refurbishment of Penrith Library PC area and Research1.2.3a Room ▶
6.1.8a	Complete the Penrith Sport, Recreation, Play and Open Space Strategy ▶
6.1.11a	Undertake an education program for swimming pool safety for existing pools in residential areas ▶
6.1.11b	Undertake a program of swimming pool inspections for existing swimming pools in established residential areas ▶
6.2.2a	Facilitate delivery of the Jordan Springs Community Hub ✓

COMPLETED ✓  
 ON TRACK ▶  
 OFF TRACK/DELAYED ✗  
 OFF TRACK/DELAYED - IMPACTED BY COVID-19 ★

## OPERATIONAL PLAN ACTIONS SUMMARY: 2017-18

NUMBER	ACTION DESCRIPTION	
6.2.2b	Coordinate the implementation of the Disability Inclusion Action Plan	▶
6.2.2c	Establish and support the Multicultural Working Party	▶
6.2.2d	Complete a demographic profile of the City	✘
6.3.2a	Lead the implementation of the priorities from the 2015 Mayoral Arts and Culture Summit	▶
6.3.2b	Implement mentoring initiatives for emerging creatives	▶
7.1.5a	Review delegations across Council	✔
7.1.7a	Investigate opportunities to streamline the DA process from initial lodgement to handover to DA team	✔
7.1.7b	Review how the front counter operates	▶
7.1.8a	Investigate an after-hours contact centre	▶
7.2.1a	Support financial sustainability through financial planning and budget management	✔
7.2.2a	Improve the design and delivery options for rate notices	✔
7.2.2b	Undertake a review of cash handling processes	✔
7.2.4a	Start the Open Space Reinvestment Project for Jamisontown and Penrith	▶
7.2.4b	Start the Open Space Reinvestment Project for Colyton / Oxley Park / North St Marys	▶
7.2.6a	Update Asset Management Plans for all asset classes	▶
7.2.6b	Review key asset management processes, including acquisition and disposal	▶
7.2.8a	Investigate the feasibility of larger scale solar renewable energy projects within the region	▶
7.2.8b	Develop sustainability benchmarks and measures for key projects and staff	▶
7.3.1a	Develop a process improvement program	▶
7.3.1b	Implement a corporate process mapping tool	▶
7.3.2a	Introduce a business performance measurement and reporting framework	✘
7.3.2b	Implement improved corporate reporting processes	✔
7.3.3a	Develop a service improvement program	▶
7.3.3b	Implement a new Service Desk tool	✔
7.3.3c	Develop ICT Strategic Plan 2018+	▶
7.3.3d	Coordinate a project to provide better access to key organisational information	▶
7.3.3e	Develop and implement a system to track realisation of project benefits	✔
7.4.2a	Lead a review of communication channels to ensure effective communication with the community	✔
7.4.4a	Trial process to vary the agreed works program	✘
7.5.1a	Implement a new recruitment and non-boarding system	✘
7.5.1b	Streamline timesheets to increase efficiency	✔
7.5.2a	Create a reward/recognition framework to promote council values	▶
7.5.2b	Define an eLearning module strategy	▶
7.5.2c	Implement the Equal Employment Opportunity management plan	▶
7.5.2d	Create actions plans in response to the employee engagement survey	▶
7.5.3a	Implementation of online Work Health and Safety management system	✔
7.5.3b	Finalise and implement Mental Health and Wellbeing Strategy for employees	✔

COMPLETED ✔

ON TRACK ▶

OFF TRACK/DELAYED ✘

OFF TRACK/DELAYED - IMPACTED BY COVID-19 ★

## OPERATIONAL PLAN ACTIONS SUMMARY: 2018–19

NUMBER	ACTION DESCRIPTION	
1.1.1a	Deliver actions to facilitate The Quarter	✓
1.1.3a	Develop an economic analysis and long-term marketing strategy for the Western Sydney Airport	✓
1.1.4a	Finalise site readiness and due diligence in preparation for stakeholder engagement and designs for the City Park	✓
1.1.4b	Determine approach to delivery for the City Park	✓
1.1.5a	Develop and implement a strategic marketing plan for the New West brand	✓
1.1.5b	Review Council's major events sponsorship policy to ensure maximum return on investment	▶
1.1.5c	Conduct a review of Council's destination management plan to establish robust metrics to assess tactical effectiveness and impact, and develop a proposed plan of tourism tactics for implementation in 2019–20 financial year	▶
1.2.3a	Implement upgrades to the print and payment system	✓
1.2.3b	Implement Radio Frequency Identification (RFID) to all branches	✓
2.1.3a	Engage with stakeholders on ways to improve development assessment	▶
2.1.3b	Undertake a program of continuous service enhancement	▶
2.2.1a	Commence background studies to inform the preparation of the Penrith Local Strategic Planning Statement	▶
2.2.1b	Complete a review of the planning controls, traffic and parking strategy for the Penrith City Centre (2-year action)	▶
2.3.3a	Prepare a submission on corridor preservation for major transport infrastructure	✓
2.3.4a	Develop a Smart City Strategy	✗
3.2.6a	Participate in the development of uniform engineering design standards	▶
3.2.9a	Lobby for funding to upgrade roads where there are identified areas of significant congestion	✓
3.3.3a	Finalise detailed design for the Soper Place development (multi-year action)	✗
3.3.3b	Finalise the design and commence construction of North Street temporary car park and upgrade works (roundabout and pedestrian ramps)	✓
3.3.3c	Finalise Development Agreement for the Union Road site that includes delivery of public car parking	✓
3.4.1a	Advocate for regional transport infrastructure	✓
4.1.5a	Finalise design of road alignment for River Road and obtain relevant approvals to commence construction	✗
4.1.5b	Facilitate engagement to determine vision and activation plan for Regatta Park	✓
4.1.7a	Finalise development and commence delivery of the Community Safety Plan 2018–22	✓
4.1.9a	Review the Street and Park Tree Management Plan	✓
4.2.1a	Actively engage businesses to support the revitalisation of Penrith City Centre	✓
4.3.3a	Undertake neighbourhood renewal activities in Kingswood	▶
5.1.3a	Complete the environmental assessment and final validation of site remediation for the Gipps St landfill site	✓
5.1.3b	Commence community consultation regarding amendments to the 2007 Masterplan once Validation has been achieved	✗

**COMPLETED** ✓  
**ON TRACK** ▶  
**OFF TRACK/DELAYED** ✗  
**OFF TRACK/DELAYED - IMPACTED BY COVID-19** ★

## OPERATIONAL PLAN ACTIONS SUMMARY: 2018-19

NUMBER	ACTION DESCRIPTION	
5.1.3c	Prepare and adopt an amended masterplan for the Gipps St recreation area	X
5.2.2a	Investigate regional waste initiatives	▶
5.2.2b	Finalise negotiations for the new waste contracts and prepare for implementation from 1 July 2019	✓
5.3.4a	Complete activities required under the Global Covenant of Mayors for Climate and Energy	✓
5.3.4b	Coordinate the implementation of the Cooling the City Strategy	▶
5.3.4c	Assess tree canopy coverage across the City and look to establish targets	✓
6.1.2a	Implement the Penrith Health Action Plan in collaboration with the Nepean Blue Mountains Local Health District and the Nepean Blue Mountains Primary Health Network	▶
6.1.2b	Contribute to the improved health of residents in older established areas through the Village Café	▶
6.1.3a	Finalise tender and commence construction of new playing fields and associated facilities at The Kingsway	▶
6.1.5a	Assist with refurbishment of Penrith Library PC area and Research Room	✓
6.1.8a	Complete the Penrith Sport, Recreation, Play and Open Space Strategy	X
6.1.11a	Undertake an education program for swimming pool safety for existing pools in residential areas	✓
6.1.11b	Undertake a program of swimming pool inspections for existing swimming pools in established residential areas	▶
6.2.2a	Complete and launch a demographic profile of the City	✓
6.2.2b	Coordinate the implementation of the Disability Inclusion Action Plan	▶
6.2.2c	Support the Multicultural Working Party	▶
6.2.5a	Coordinate the implementation of the Working Together Agreement with the Deerubbin Local Aboriginal Land Council	▶
6.2.6a	Review Council's community events program to assess impact and develop a proposed plan for community events for implementation in 2019-20 financial year	✓
6.3.1a	Review and evaluate the effectiveness of Council's sister City and friendship arrangements and develop a proposed plan for partnerships to be implemented in 2019-20 financial year	✓
6.3.2a	Lead the implementation of the priorities from the 2015 Mayoral Arts and Culture Summit	▶
6.3.2b	Implement monitoring initiatives for emerging creatives including Queen Street Riches and Textures	▶
7.1.14a	Undertake audit program as agreed with the Audit Risk and Improvement Committee	▶
7.2.1a	Expand reporting to include new performance and improvement opportunity measures	✓
7.2.2a	Review the current investment policy to maximise returns on the investment portfolio	✓
7.2.2b	Undertake a review of Debt Recovery policies and procedures	✓
7.2.4a	Continue with community engagement for the Open Space Reinvestment Project	✓
7.2.5a	Carry out training on the quotation process to ensure the Vendor Panel is used by all staff	✓
7.2.6a	Participate in management initiatives with the Regional Strategic Alliance	▶
7.2.6b	Update Asset Management Plans for all asset classes	▶
7.2.6c	Review key asset management processes, including acquisition and disposal	▶
7.2.8a	Investigate the feasibility of larger scale solar renewable energy projects within the region	▶
7.3.1a	Undertake an end to end review of the Development Application process	✓

COMPLETED ✓

ON TRACK ▶

OFF TRACK/DELAYED X

OFF TRACK/DELAYED - IMPACTED BY COVID-19 ★

## OPERATIONAL PLAN ACTIONS SUMMARY: 2018-19

NUMBER	ACTION DESCRIPTION	
7.3.2a	Review the business planning process	X
7.3.3a	Continue delivery of the field services mobility project	X
7.3.3b	Commence development of a Customer Request Management System	✓
7.3.3c	Develop an ICT Strategy	▶
7.4.2a	Conduct a review of Council's communication tactics to assess effectiveness and impact	✓
7.4.2b	Develop a proposed plan for communication tactics for implementation in 2019-20 financial year	✓
7.4.3a	Complete and implement a review of community engagement practices	X
7.4.4a	Trial process to vary the agreed works program	X
7.4.4b	Conduct research into community satisfaction and well-being	▶
7.5.1a	Streamline timesheets to increase efficiency	✓
7.5.1b	Implement a learning management system	✓
7.5.2a	Undertake an Employee Engagement Survey	X
7.5.2b	Complete the Mastertek Salary Review	✓
7.5.2c	Deliver an internal careers expo	X
7.5.2d	Investigate implementation of the Local Government Capability Framework	✓
7.5.3a	Review the drug and alcohol policy	▶
7.5.3b	Implement new processes for safety reporting and accountability	✓
7.5.3c	Conduct incident investigation training for key staff	✓
7.5.4a	Create a new reward / recognition framework to promote Council values	✓
7.5.4b	Trial an ethics hotline	X
7.5.4c	Continue crucial conversations training	X
7.6.1a	Support programs in the areas of visitor economy, procurement, regional asset management, waste management, customer experience, community services and internal audit	▶

## OPERATIONAL PLAN ACTIONS SUMMARY: 2019-20

NUMBER	ACTION DESCRIPTION	
1.1.1a	Facilitate the delivery of a travel plan for The Quarter	✓
1.1.1b	Conduct a review of the Living Well Precinct in the CBD	✓
1.1.1c	Prepare two high level business cases for future land development opportunities that align to the Economic Development Strategy	✓
1.1.2a	Produce three industry market analysis reports that will inform future 'New West' marketing opportunities	✓
1.1.2b	Partner with government agencies to deliver three local export business trade and investment workshops	✓
1.1.3a	Prepare an investment prospectus for The Quarter	✓
1.1.3b	Implement 2019-20 New West Marketing Strategy actions	✓
1.1.4a	Determine the approach to deliver City Park	✓

**COMPLETED** ✓  
**ON TRACK** ▶  
**OFF TRACK/DELAYED** X  
**OFF TRACK/DELAYED - IMPACTED BY COVID-19** ★

## OPERATIONAL PLAN ACTIONS SUMMARY: 2019-20

NUMBER	ACTION DESCRIPTION	
1.1.4b	Participate in the development of a Digital Action Plan for the Western Parkland City; a commitment under the City Deal process	✓
1.1.5a	Implement the recommendations from the destination management plan review	★
1.1.5b	Hold a skills summit	✓
1.1.5c	Review the Tourism Strategy	★
1.2.3a	Identify interactive technology options to improve access to the library catalogue and online services	✓
2.1.7a	Develop structure plans and subsequent strategies for the North South Rail Corridor and East West Economic Corridor	▶
2.1.7b	Work with Government to release the Penrith Multi-User Depot site for sale to support jobs growth in Penrith City Centre	▶
2.1.7c	Work with the NSW Government to develop a strategy to manage South Creek	▶
2.1.7d	Commence preparation of the Centres Strategy	▶
2.2.1a	Finalise the Local Strategic Planning Statement	✓
2.2.1b	Finalise Stage 1 background studies for the Local Environmental Plan Review	✓
2.2.1c	Complete a review of the planning controls, traffic and parking strategy for the Penrith City Centre	▶
2.2.1d	Commence a comprehensive review of the Development Control Plan	▶
2.3.1a	Deliver an advocacy program for the stage 1 commitment to build the North South Rail in time for the opening of Western Sydney Airport	✓
2.3.1b	Investigate the benefits of government investment in the Castlereagh Connection	✓
2.3.2a	Complete Development Contributions Review and start implementing recommendations	✓
2.3.3a	Participate in the precinct planning for the Western Sydney Aerotropolis within the Western Sydney Planning Partnership	▶
2.3.3b	Contribute to collaboration by Government in Penrith City Centre in relation to flooding	▶
3.3.2a	Put in place a process to make the most of the new parking sensor technology	★
3.3.3a	Finalise detailed design for the Soper Place development	▶
4.1.4a	Finalise Regatta Park Stage 1 design	★
4.1.4b	Commence the Wharf Precinct Project at Tench Reserve	▶
4.1.5a	Deliver the Good Neighbour Program	▶
4.1.5b	Deliver pedestrian lighting upgrades in Kingswood	★
4.1.7a	Review the Penrith Roadside Vegetation Management Plan and coordinate the implementation of priority actions	▶
4.2.1a	Deliver the Penrith City Centre relaunch campaign	✓
4.2.1b	Commence delivery of the St Marys Night Time Economy Audit and Study	★
4.2.1c	Scope and commence development of the Kingswood Place Plan	✓
4.2.2a	Deliver one Creative Lighting project in Penrith City Centre	✓
4.3.2a	Undertake neighbourhood renewal activities in Kingswood Park	✓
4.3.3a	Deliver two night time activations in Kingswood	✓

**COMPLETED** ✓  
**ON TRACK** ▶  
**OFF TRACK/DELAYED** ✗  
**OFF TRACK/DELAYED - IMPACTED BY COVID-19** ★



## OPERATIONAL PLAN ACTIONS SUMMARY: 2019–20

NUMBER	ACTION DESCRIPTION	
4.3.3b	Deliver the Village Café in North St Marys, Kingswood and Llandilo	▶
5.1.2a	Review tree and vegetation permit application practices and contribute to DCP amendments	✓
5.1.4a	Develop a Business Plan for Council's Nursery	✓
5.1.7a	Complete site validation investigations and reports for Gipps Street Reserve	✓
5.2.1a	Develop and implement a program to help residents understand how to make their homes more resilient to climate impacts, including heat	✓
5.2.3a	Monitor and support food and garden waste recycling across Penrith	✓
5.2.3b	Review collection practice to increase diversion and reduce carbon footprint	▶
5.2.3c	Implement a reduce, reuse and recycle waste communications strategy	▶
5.3.1a	Prepare risk management plans for the Nepean River, South Creek, Penrith and St Marys City Centres	▶
5.3.4a	Hold a summit focusing on the impact of urban heat	✓
5.3.4b	Assess tree canopy coverage across the City and look to establish targets	✗
5.3.5a	Advocate for sustainable development laws	▶
5.3.5b	Review the Penrith Accessible Trails Hierarchy Strategy (PATHS) in line with the blue / green grid principles from the State Government	✓
5.3.5c	Investigate tree planting priorities across the City	✗
6.1.3a	Commence construction of fields and amenities at the western end of the Kingsway Sporting Complex	✓
6.1.3b	Build a new amenity building in Mark Leece Oval, St Clair	▶
6.1.3c	Deliver two synthetic fields in Jamison Park	✗
6.1.5a	Refurbish the St Marys Council Office	★
6.1.7a	Finalise the Sport and Recreation Strategy	✓
6.1.8a	Finalise the new Animal Shelter Services Agreement with Hawkesbury City Council	✓
6.2.2a	Develop and promote a health snapshot and seniors profile for the City	✓
6.2.3a	Deliver internal Autism Awareness Training	✓
6.2.5a	Coordinate an event to recognise the role of ClubGrants in funding community projects in the City	★
6.2.6a	Coordinate activities to recognise the importance of volunteers in contributing to social capital	✓
6.2.8a	Deliver the community events calendar	✓
6.2.8b	Review the Events Strategy	✓
6.3.3a	Implement the recommendations from the sister city and friendship agreement review	★
7.1.3a	Upgrade Council Chambers and meeting room to live stream Council meetings	✓
7.1.8a	Develop a framework to provide assurance that the organisation is meeting its lawful obligations	✓
7.2.2a	Review and refine Long Term Financial Plan forecasting	✓
7.2.2b	Undertake a review of Debt Recovery policies and procedures	✓
7.2.8a	Develop a three-year Strategic Procurement Plan	✓
7.2.9a	Update Asset Management Plans for all asset classes	★

**COMPLETED** ✓  
**ON TRACK** ▶  
**OFF TRACK/DELAYED** ✗  
**OFF TRACK/DELAYED - IMPACTED BY COVID-19** ★

## OPERATIONAL PLAN ACTIONS SUMMARY: 2019-20

NUMBER	ACTION DESCRIPTION	
7.2.9b	Review key asset management processes, including acquisition and disposal	★
7.2.9c	Develop the 2020-21 asset renewal programs for the buildings, parks, drains, roads and pathways	✓
7.2.9d	Participate in the development of uniform engineering design standards	★
7.2.12a	Investigate the feasibility of larger scale solar renewable energy projects within the region	✓
7.3.2a	Start the End of Term Report	▶
7.3.4a	Roll out the Field Services Mobility project and deliver a user training program	★
7.3.4b	Commence development of a Customer Relationship Management System	▶
7.3.4c	Deliver the Smart Cities and Suburbs sensor project	★
7.4.1a	Implement the recommendations from the communications channel review	✓
7.4.2a	Start talking with our community about the new Community Plan	✓
7.4.2b	Start a review of the Resourcing Strategy	★
7.4.2c	Respond to the recommendations of the Integrated Planning and Reporting Audit	★
7.4.3a	Complete the initial roll-out of business plans across Council and implement continuous improvement of the business planning process	✓
7.4.3b	Review the use of organisational performance indicators across Council	▶
7.5.1a	Review system process to improve productivity	✓
7.5.2a	Measure employee engagement to identify areas for improvement	✓
7.5.3a	Develop and implement a communication program to embed Council's Safety Values	✓
7.5.4a	Implement a trial of an ethics hotline	✗

## OPERATIONAL PLAN ACTIONS SUMMARY: 2020-21

NUMBER	ACTION DESCRIPTION	
1.1.1a	Develop a concierge service to support people wanting to locate their business in Penrith	✓
1.1.1b	Advance the State Government's proposal to roll out a 5G pilot that includes Penrith	✓
1.1.2a	Prepare a business case to examine ways to help manufacturing businesses in Penrith be ready for the opening of Western Sydney International Airport	✓
1.1.2b	Progress the actions from the 2019-20 Mayoral Job Summit	✓
1.1.4a	Coordinate a review of the Our River Masterplan and Plan of Management	✓
1.1.4b	Set a framework to transition the City Park project from concept design to delivery	✓
1.1.5a	Complete an audit of potential enterprises in key industry sectors and launch a targeted campaign to increase their awareness of Penrith as a place to invest	▶
1.1.5b	Conduct market research into the lifestyle offering required to attract new workers from key industry sectors	✗
2.1.1a	Adopt first review of Penrith Local Environmental Plan 2010 and start second review of Penrith Local Environmental Plan 2010	✓
2.1.1b	Finalise a draft comprehensive review of the Penrith Development Control Plan (DCP)	▶
2.1.7a	Develop structure plans and subsequent strategies for the North South Rail Corridor and East West Economic Corrido	▶

**COMPLETED** ✓  
**ON TRACK** ▶  
**OFF TRACK/DELAYED** ✗  
**OFF TRACK/DELAYED - IMPACTED BY COVID-19** ★

## OPERATIONAL PLAN ACTIONS SUMMARY: 2020-21

NUMBER	ACTION DESCRIPTION	
2.1.7b	Work with government to release the Penrith Multi- User Depot site for sale to support jobs growth in Penrith City Centre	▶
2.1.7c	Work with the NSW Government to develop a strategy to manage South Creek	▶
2.1.7d	Continue the preparation of the Centres Strategy	▶
2.2.1a	Facilitate the implementation of the short-term actions in the Local Strategic Planning Statement (LSPS)	✓
2.2.1b	Review and update the planning controls for Penrith City Centre	▶
2.3.1a	Continue to implement our Advocacy Strategy for the Greater West Metro and Castlereagh Connection infrastructure projects	▶
2.3.1b	Formalise an implementation framework for the advocacy program	✓
2.3.2a	Implement recommendations from the Development Contributions Review	▶
2.3.2b	Adopt a s7.12 contributions plan for non- residential development	✓
2.3.2c	Adopt a s7.12 contributions plan together with Liverpool City Council for the Aerotropolis	▶
2.3.2d	Adopt a Voluntary Planning Agreement and Works in Kind Policy	▶
3.3.2a	Put a process in place to make the most of the new parking sensor technology	✓
3.3.3a	Finalise detailed design for the Soper Place development	✗
3.3.3b	Review and update the traffic and parking controls for Penrith City Centre	▶
4.1.4a	Finalise Regatta Park Stage 1 design	✓
4.1.5a	Continue to deliver strategies identified within the Community Safety Plan	✓
4.2.1a	Deliver targeted activation programs in both St Marys and Penrith City Centres	✓
4.2.2a	Finalise the Kingwood Place Plan and start delivery of priority actions	✓
4.3.2a	Undertake Neighbourhood Renewal activities in Llandilo to develop an action plan	▶
4.3.3a	Develop a project model to increase resilience across a range of Neighbourhood Renewal communities	✗
5.2.3a	Implement a reduce, reuse and recycle waste communications strategy	▶
5.3.4a	Develop the Resilient Penrith Action Plan	✓
6.1.2a	Undertake a review of the Disability Inclusion Action Plan	✓
6.1.3a	Start construction of fields and amenities at the western end of the Kingsway Sporting Complex	✓
6.1.3b	Build a new amenity building in Mark Leece Oval, St Clair	✓
6.1.3c	Deliver two synthetic fields in Jamison Park	★
6.1.5a	Undertake request for quote (RFQ) process for a new Library Management System and complete the implementation of the new system	✓
6.1.6a	Finalise the five-year operational model for Council's nursery	✓
6.2.1a	Commence development of the City wide Community and Cultural Needs Study	✓
6.2.2a	Undertake a review of the grants Council provides to the community	▶
6.2.3a	Facilitate the development of a new approach to referral pathways that support better outcomes for the community	▶
6.2.4a	Develop a 10-year plan for the delivery of the REAL Festival	▶
6.3.1a	Review the international partnerships program	▶

**COMPLETED** ✓  
**ON TRACK** ▶  
**OFF TRACK/DELAYED** ✗  
**OFF TRACK/DELAYED - IMPACTED BY COVID-19** ★

## OPERATIONAL PLAN ACTIONS SUMMARY: 2020-21

NUMBER	ACTION DESCRIPTION	
6.3.2a	Start development of a new Cultural Action Plan	✓
7.1.2a	Undertake a Delegations Awareness Campaign	✓
7.1.2b	Undertake a Fraud and Corruption Awareness Survey	✓
7.1.14a	Complete procurement process to engage a contractor for the digitisation of the applications archive (Building/Development)	✓
7.1.14b	Appraise for disposal 25% of the nonapplication records held at the archives	✓
7.2.8a	Complete procurement training sessions across the organisation	▶
7.2.9a	Update Asset Management Plans for all asset classes	✗
7.2.9b	Review key asset management processes, including acquisition and disposal	✗
7.2.9c	Develop the 2021-22 asset renewal programs for the buildings, parks, drains, roads and pathways	✓
7.2.9d	Participate in the development of uniform engineering design standards	✓
7.3.2a	Start the End of Term Report	✓
7.3.4a	Deliver three initiatives to improve customer experience	✓
7.3.4b	Start development of a data strategy	✓
7.3.4c	Review the functionality and appearance of the corporate website (penrith.city)	▶
7.3.4d	Finalise roll out of the field services mobility program and deliver initial training	✓
7.4.1a	Deliver a seasonal newsletter to all residents in the Penrith LGA	✓
7.4.2a	Finish talking to our community to understand the issues to be addressed by the new Community Plan	✓
7.4.2b	Respond to the findings of the Integrated Planning and Reporting Audit	✗
7.4.2c	Start preparation of the new suite of Integrated Planning and Reporting documents	✓
7.4.3a	Review the use of indicators around community wellbeing and organisational performance and culture	✓
7.4.3b	Integrate business planning with other relevant corporate processes and strategic goals	✗

*For details on our 2021-22 Operational Plan actions please refer to the 'How Did We Perform' section of this report.*

**COMPLETED** ✓  
**ON TRACK** ▶  
**OFF TRACK/DELAYED** ✗  
**OFF TRACK/DELAYED - IMPACTED BY COVID-19** ★

## COMPLIANCE CHECKLIST

ITEM	REFERENCE	PAGE
The annual report must be prepared in accordance with Integrated Planning and Reporting Guidelines (IP&R).	Act s 428(3)	59
Must contain a copy of the council's audited financial reports prepared in accordance with the Local Government Code of Accounting Practice and Financial Reporting (may be an attachment).	Act s 428(4)(a)	174 & Council's 2022-23 Financial Statements
Include particulars of any environmental upgrade agreement entered into by the council.	Act s 54P(1)	N/A
Report on activities funded via a special rate variation of general income including: <ul style="list-style-type: none"> <li>reporting requirements set out in the Instrument of Approval</li> <li>projects or activities funded from the variation</li> <li>outcomes achieved as a result of the project or activities.</li> </ul>	Special Rate Variation Guidelines* 7.1	178
Amount of rates and charges written off during year.	<i>Local Government (General) Regulation 2021 (Reg)</i> , cl 132	187
Information about induction training and ongoing professional development: <ul style="list-style-type: none"> <li>the names of any mayor or councillors who completed any induction training course, induction refresher course or supplementary induction course during the year,</li> <li>the names of any mayor or councillors who participated in any ongoing professional development program during the year,</li> <li>the number of seminars, circulars and other activities delivered as part of the ongoing professional development program during the year.</li> </ul>	Reg cl 186	137
Details, (including purpose) of overseas visits by councillors, council staff or other persons representing council (including visits sponsored by other organisations).	Reg cl 217(1)(a)	151

ITEM	REFERENCE	PAGE
Total cost during the year of the payment of expenses of, and the provision of facilities to councillors in relation to their civic functions (this amount must equal the reported amount in the financial statements). Identify separate details on the total cost of:	Reg cl 217(1)(a1) (i), (ii), (iii), (iiia), (iv), (v), (vi), (vii), (viii)	
<ul style="list-style-type: none"> <li>provision of dedicated office equipment allocated to councillors</li> <li>telephone calls made by councillors</li> <li>attendance of councillors at conferences and seminars</li> <li>the provision of induction training and professional development for mayor and other councillors</li> <li>training of councillors and provision of skill development</li> <li>interstate visits by councillors, including transport, accommodation and other out-of-pocket travelling expenses</li> <li>overseas visits by councillors, including transport, accommodation and other out-of-pocket travelling expenses</li> <li>expenses of any spouse, partner or other person who accompanied a councillor in the performance of his or her civic functions, being expenses payable in accordance with the Guidelines for the payment of expenses and the provision of facilities for the mayor and councillors</li> <li>expenses involved in the provision of care for a child of, or an immediate family member of a councillor.</li> </ul>		136
Details of each contract awarded (other than employment contracts & contracts less than \$150,000) including:	Reg cl 217(1)(a2) (i), (ii)	
<ul style="list-style-type: none"> <li>name of contractor</li> <li>nature of goods or services supplied</li> <li>total amount payable.</li> </ul>		183
Summary of the amounts incurred by the council in relation to legal proceedings including:	Reg cl 217(1)(a3)	
<ul style="list-style-type: none"> <li>amounts incurred by council in relation to proceedings taken by or against council (including out of court settlements)</li> <li>summary of the state of the progress of each legal proceeding and (if finalised) the result.</li> </ul>		148
Include resolutions made concerning work carried out on private land, including:	Reg cl 217(1)(a4) & Act s 67, 67(2) (b),67(3)	
<ul style="list-style-type: none"> <li>details or a summary of any resolutions made under section; and</li> <li>details or summary of any work carried out, where the charge is less than the approved fee, the proposed fee to be charged and the total amount subsidised by council.</li> </ul>		171
Total amount contributed or otherwise granted to financially assist others.	Reg cl 217(1)(a5) & Act s 356	168
Statement of all external bodies that exercised functions delegated by council.	Reg cl 217(1)(a6)	144
Statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies in which council held a controlling interest.	Reg cl 217(1)(a7)	144
Statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies (whether or no incorporated) in which the council participated during the year.	Reg cl 217(1)(a8)	144
Statement of activities undertaken to implement its EEO management plan.	Reg cl 217(1)(a9)	124

ITEM	REFERENCE	PAGE
<p>Statement of the total remuneration package of the general manager including:</p> <ul style="list-style-type: none"> <li>• total value of the salary component of the package</li> <li>• total amount of any bonus, performance or other payments that do not form part of the salary component</li> <li>• total amount payable by way of the employer's contribution or salary sacrifice to any superannuation scheme to which the general manager may be a contributor</li> <li>• total value of any non-cash benefits for which the general manager may elect under the package</li> <li>• total amount payable by way of fringe benefits tax for any such non-cash benefits.</li> </ul>	<p>Reg cl 217(1)(b)(i), (ii), (iii), (iv), (v)</p>	<p>122</p>
<p>Statement of the total remuneration packages of all senior staff members (other than GM), expressed as the total (not of the individual members) including:</p> <ul style="list-style-type: none"> <li>• total value of salary components of their packages</li> <li>• total amount of any bonus, performance or other payments that do not form part of salary components of their packages</li> <li>• total amount payable by the council by way of the employer's contribution or salary sacrifice to any superannuation scheme to which any of them may be a contributor</li> <li>• total value of any non-cash benefits for which any of them may elect under the package</li> <li>• total amount payable by way of fringe benefits tax for any such non-cash benefits.</li> </ul>	<p>Reg cl 217(1)(c) (i), (ii), (iii), (iv), (v)</p>	<p>122</p>
<p>Statement of total number of persons who performed paid work on <b>Wednesday 25 May 2022</b>, including, in separate statements, total number of:</p> <ul style="list-style-type: none"> <li>• persons employed by the council on a permanent full-time, permanent part-time or casual basis or under a fixed-term contract</li> <li>• persons employed by the council as senior staff members,</li> <li>• persons engaged by the council, under a contract or other arrangement with the person's employer, wholly or principally for the labour of the person</li> <li>• persons supplied to the council, under a contract or other arrangement with the person's employer, as an apprentice or trainee</li> </ul>	<p>Reg cl 217 (1)(d) (i),(ii),(iii),(iv)</p>	<p>123</p>
<p>A statement detailing the stormwater management services provided <i>(if levied)</i>.</p>	<p>Reg cl 217(1)(e)</p>	<p>180</p>

ITEM	REFERENCE	PAGE
<p>Detailed statement, prepared in accordance with such guidelines as may be issued by the Director-General from time to time, of the council's activities during the year in relation to enforcing, and ensuring compliance with, the provisions of the <i>Companion Animals Act 1988</i> (CA Act) and the <i>Companion Animal Regulation 2018</i>, including:</p> <ul style="list-style-type: none"> <li>• lodgement of pound data collection returns with OLG</li> <li>• lodgement of data about dog attacks with OLG, if no known attacks in the year a nil return is required in annual statement</li> <li>• amount of funding spent on companion animal management and activities</li> <li>• community education programs carried out and strategies the council has in place to promote and assist the desexing of dogs and cats</li> <li>• strategies in place for complying with the requirement under s 64 of the CA Act to seek alternatives to euthanasia for unclaimed animals</li> <li>• off leash areas provided in the council area</li> <li>• detailed information on how fund money was used for managing and controlling companion animals in their area.</li> </ul>	<p>Reg cl 217(1)(f) Guideline on the exercise of functions under the Companion Animals Act*</p>	<p>200</p>
<p>Report on all capital works projects is considered best practice</p>	<p>OLG Capital Expenditure Guidelines*</p>	<p>188</p>
<p>Information on the implementation of council's Disability Inclusion Action Plan and give a copy to the Minister for Disability Services</p>	<p><i>Disability Inclusion Act 2014</i>, s 13(1)</p>	<p>215</p>
<p>Particulars of compliance with and effect of planning agreements in force during the year.</p>	<p><i>Environmental Planning &amp; Assessment Act 1979</i>, s 7.5(5)</p>	<p>183</p>
<p>Recovery and threat abatement plans - Councils identified in a plan as responsible for implementation of measures included in the plan, must report on actions taken to implement those measures as to the state of the environment in its area.</p>	<p><i>Fisheries Management Act 1994</i>, s220ZT (2)</p>	<p>N/A</p>
<p>Details of inspections of private swimming pools. Include the number of inspections that:</p> <ul style="list-style-type: none"> <li>• were of tourist and visitor accommodation.</li> <li>• were of premises with more than 2 dwellings.</li> <li>• resulted in issuance a certificate of compliance under s22D of the SP Act</li> <li>• resulted in issuance a certificate of non-compliance under cl 21 SP Reg.</li> </ul>	<p><i>Swimming Pools Act 1992</i> (SP Act), s 22F(2) <i>Swimming Pools Regulation 2018</i> (SP Reg) cl 23</p>	<p>198</p>
<p>Information included on government information public access activity.</p>	<p><i>Government Information (Public Access) Act 2009</i>, s 125(1) <i>Government Information (Public Access) Regulation 2018</i>, cl 8, Schedule 2</p>	<p>151</p>
<p>Information included on public interest disclosure activity.</p>	<p><i>Public Interest Disclosures Act 1994</i>, s 31 <i>Public Interest Disclosures Regulation 2011</i>, cl 4</p>	<p>155</p>



The following items are also required, are not specifically listed in the OLG Checklist but have other reporting requirements or are recognised as good reporting practice.

<b>INFORMATION</b>	<b>DESCRIPTION</b>	<b>PAGE</b>
<b>Sustainability Initiatives</b>	Summary of sustainability achievements and actions during the year.	201
<b>Access &amp; Equity Activities</b>	Information and highlights on programs and activities during the year.	158
<b>Advocacy</b>	Summary of advocacy activities and key issues during the year.	26
<b>Attendance at meetings</b>	Summary of councillor attendance at meetings during the year.	135
<b>Calendar of events</b>	Listing of key events hosted and supported by Council during the year.	52
<b>Economic Development</b>	Summary of economic development activities with key issues and achievements during the year.	24
<b>Internal Audit</b>	Summary of internal audit approach with key issues and changes during the year.	146
<b>Needs of Children</b>	Information on the range of programs and services providing for the needs of children during the year.	165
<b>Mayor &amp; GM's Message</b>	Messages outlining key achievements and challenges for the year. Mayor = strategic focus, GM = operational focus.	6
<b>Our People</b>	General information on the organisation's workforce including statistics and summaries of initiatives, events, challenges and highlights for the year.	118
<b>Public Addresses at Council</b>	Number of members of the public that addressed Council meetings.	134
<b>Risk Management</b>	Summary of risk management activities with key issues and changes for the year.	145
<b>Financial Summary</b>	High level summary information including revenue and expenditure and five-year comparisons.	14
<b>Financial Performance</b>	Report on Council's results against the Fit For The Future measures.	17
<b>Community Engagement</b>	Summary of community engagement activities over the year.	48
<b>Business Improvement</b>	Summary of business improvement and innovation initiatives for the year.	23
<b>Our Councillors</b>	Details of Councillors including photos, experience, qualifications, terms of appointment, and commentary on board diversity and development.	40
<b>Our Leadership Team</b>	Details of senior executives - including individual or collective photos, experience, qualifications responsibilities and key changes in roles or personnel during the year.	120

# Glossary

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## Integrated Planning and Reporting Legislation and Framework

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

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

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

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

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

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

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

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

**Performance Measures or**

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

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

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

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

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

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

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

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

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

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



## INTERPRETING ASSISTANCE

ENGLISH	If you do not understand this, please contact the Telephone Interpreting Service on 131 450 and ask them to contact Penrith City Council on your behalf on (02) 4732 7777. Or come to the Council offices and ask for an interpreter.
ARABIC	إذا لم يكن بإمكانك قراءة النص أعلاه، الرجاء الاتصال بخدمات الترجمة الفورية الهاتفية (TIS) على الرقم 131 450 والطلب منهم الاتصال بدورهم بمجلس مدينة بنريث نيابة عنك على الرقم 4732 7777 (02). أو يمكنك الحضور إلى المجلس وطلب ترتيب مترجم فوري لك.
CHINESE	如果您无法阅读这些文字，请致电 131 450 联系电话传译服务中心，请他们代您拨打 (02) 4732 7777 联系 Penrith 市议会。您也可以亲自到市议会来并要求获得口译服务。
GREEK	Αν δεν μπορείτε να το διαβάσετε αυτό, τηλεφωνήστε στην Τηλεφωνική Υπηρεσία Διερμηνέων στο 131 450 και ζητήστε τους να επικοινωνήσουν με το Δήμο Penrith (Penrith City Council) για λογαριασμό σας στον αριθμό (02) 4732 7777, ή ελάτε στη Δημαρχία και ζητήστε διερμηνέα.
HINDI	यदि आप इसे नहीं पढ़ पाते हैं, तो कृपया 131 450 पर टेलीफोन दुभाषिया सेवा से संपर्क करें और उनसे कहें कि वे आपकी ओर से पेनरथि सटी काउंसिल से (02) 4732 7777 पर संपर्क करें. या आप काउंसिल आएँ और एक दुभाषिया की माँग करें.
ITALIAN	Se non riuscite a leggere questo, contattate il servizio telefonico di interpretariato al numero 131 450 e chiedetegli di contattare da parte vostra il comune di Penrith City al numero (02) 4732 7777 oppure venite in comune e richiedete un interprete.
MALTESE	Jekk ma tistax taqra dan, jekk jogħġbok, ikkuntattja lit-Telephone Interpreting Service fuq 131 450 u itlobhom biex jikkuntattjaw Penrith City Council f'ismek fuq (02) 4732 7777. Jew ejja l-Kunsill u itlob għal interpretu.
PERSIAN	اگر نمی توانید این مطلب را بخوانید، لطفاً به خدمات ترجمه تلفنی به شماره 131 450 زنگ بزنید و از آنان بخواهید با شورای شهر پنریت Penrith City Council به شماره 4732 7777 (02) از جانب شما تماس بگیرند. یا اینکه به شهرداری Council آمده و مترجم بخواهید.
PUNJABI	ਜੇਕਰ ਤੁਸੀਂ ਇਸ ਦਸਤਾਵੇਜ਼ ਨੂੰ ਨਹੀਂ ਸਮਝਦੇ ਅਤੇ ਕਸਿ ਦੁਭਾਸ਼ੀਏ ਦੀ ਲੋੜ ਹੈ, ਤਾਂ ਕਰਿਪਾ ਕਰਕੇ 131 450 'ਤੇ ਟੈਲੀਫੋਨ ਇੰਟਰਪ੍ਰੀਟਿੰਗ ਸੇਵਾ ਤੋਂ 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 වේනුවෙන් දුරකථන අංක (02) 4732 7777 අමතා පෙන්නින නගර සභාව (Penrith City Council) හා සම්බන්ධ කර දෙන ලෙස ඉල්ලා සිටින්න. නැතිනම් නගර සභාව වෙත පැමිණ භාෂා පරිවර්තකයකු ලබා දෙන ලෙස ඉල්ලා සිටින්න.
TAGALOG	Kung hindi mo naiintindihan ang dokumentong ito at kailangan mo ng isang interpreter, mangyaring tumawag sa Telephone Interpreting Service sa 131 450 at hilingin sa kanila na tumawag sa Penrith City Council sa (02) 4732 7777.
TAMIL	இதை உங்களால் வாசிக்க இயலவில்லை என்றால், 'தொலைபேசி உரைபெயர்ப்பு 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.

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