

POLICY DOCUMENT

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Employment Planning Strategy

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EMPLOYMENT PLANNING STRATEGY

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Introduction

The Penrith Employment Planning Strategy makes recommendations for the strategic direction of employment planning for City Of Penrith and how it is to be managed in the next 10 to 25 years. The preparation of a draft strategy enables the Council to address wider issues confronting the City's employment as well as giving direction for development of an area.

Employment planning is not just about zoning, but also about adequacy of access to regional and metropolitan job opportunities, together with job self-sufficiency and self-containment within the City of Penrith. This has been recognised by Council in its Strategic Plan under Issue 20: *Access is available within reasonable distance to a wide range of jobs suitable to residents needs and skills*. The Metropolitan Strategy also articulates this through the recognition of Penrith as a Regional City.

The location of land allocated or zoned for employment subject to the draft Employment Planning Strategy is shown in Figure 1. The draft Strategy also includes non-specific employment land allocation such as home-based work and rural activities.

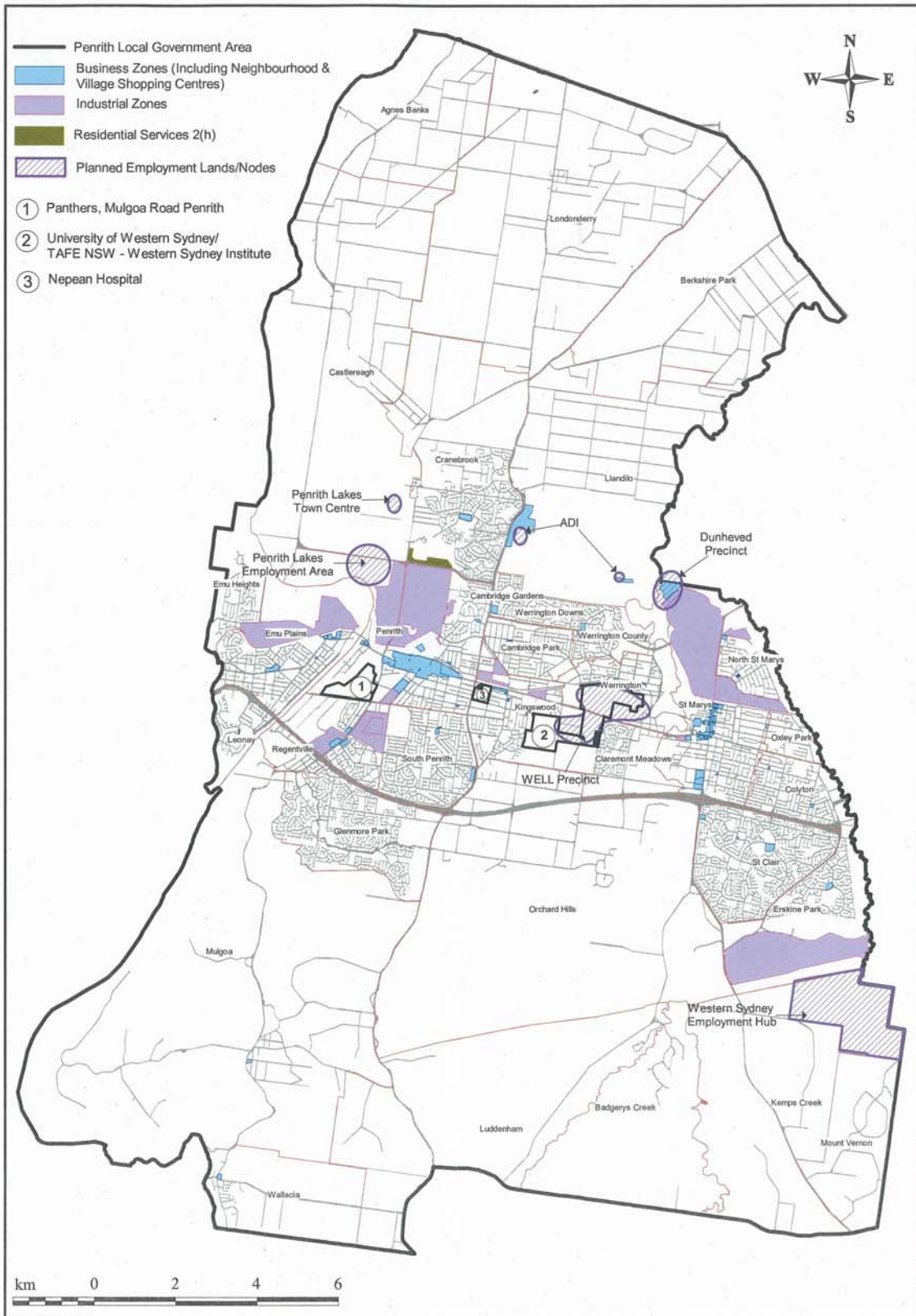
Planning and infrastructure decisions and initiatives at the Commonwealth, State and regional government level have the capacity to significantly affect employment opportunities that are accessible to the people of Penrith.

While Penrith has quite a large residential population it also has significant manufacturing, agricultural, educational, tourism and recreation sectors. The City's manufacturing base includes the production of aluminium foil, concrete, building materials, plastics, textiles, pharmaceutical, engineering and electrical products. The City is a centre of commerce, education, health and government services, entertainment and cultural activity for a wider catchment of 350,000 to 500,000 people.

The industry sectors with the highest number of jobs are retail trade, manufacturing, health and community services and education. The high number of retail jobs reflects Penrith's status as an outer developing area with relatively high consumption needs. Recent studies have shown that Penrith has a shortage of workers skilled in automotive and construction trades, and health and pharmaceutical professionals.

It is recognised that Council has limited influence over the factors affecting business and employment growth. It is therefore imperative that we work with our business and education partners to achieve local economic growth outcomes. This in turn, requires a common understanding and vision about our respective roles in local economic development. It also requires an understanding of the fundamentals of economic growth including an appreciation of the City's comparative advantage.

Penrith City Council's roles in employment and economic development include ensuring an adequate supply of zoned serviced employment land; developing and working with networks in the local business community; marketing Penrith's advantages and opportunities to a broad audience of agencies and business interests; and attracting and servicing investment.



17.11.2006

PLANNED EMPLOYMENT LANDS IN PENRITH LGA

Figure 1 : Existing and Planned Employment Lands in Penrith LGA

Background –Employment Planning Discussion Paper

The Employment Planning Discussion Paper forms part of the body of work to support the new Local Plan. It has been developed in response to the Penrith LGA Employment Lands Study, prepared in 2002 – 2004 by Leyshon Consulting, studies and initiatives undertaken by the State Government such as the M7 Corridor Study and the Metropolitan Strategy, and work by Council staff and our economic partners. Since the completion of the study, however, the Metropolitan Strategy has identified Strategic Employment Precincts that would address the employment needs for Sydney's growth over the next 25 years.

The Discussion Paper covers strategic employment issues, Penrith's employment issues and needs, the planning opportunities and constraints in relation to those needs, and then outlines the recommended Strategy actions. The Employment Planning Discussion Paper evolved to inform the development of an Employment Planning Strategy for the City of Penrith. Together with the Discussion Paper the Employment Planning Strategy will provide the current employment situation (and in particular land identified for employment) in Penrith and provide strategic direction for the future planning and management of employment.

The Discussion Paper has also explored the extent to which Council can provide leadership in planning for more environmentally sustainable employment areas and workplaces. Potential initiatives include promoting/regulating for environmentally-friendly building design, encouraging more home based work, lobbying for improved public transport links, and educating and guiding the community toward more environmentally sustainable development outcomes.

Employment Planning Principles

Council's strategic and urban planning agenda in relation to employment is focused on these employment planning principles:

- Facilitating renewal of existing town and neighbourhood centres within an agreed retail hierarchy;
- Facilitating the creation of well planned and sustainable new communities, including new employment areas in appropriate locations;
- Providing for a land bank of employment land;
- Building on the strengths of key community assets (eg TAFE NSW – WSI, UWS and Nepean Hospital); and
- Providing reasonable access for Penrith workers to as wide a range of jobs as possible.

When considering the development and management of employment activities in the City of Penrith, proposals should demonstrate that they satisfy all of the above principles.

Planning for Employment

Penrith City Council's roles in employment and economic development include ensuring an adequate supply of zoned serviced employment land; developing and working with networks in the local business community; marketing Penrith's advantages and opportunities to a broad audience of agencies and business interests; and attracting and servicing investment.

There are a number of objectives to be considered when planning for employment. These revolve around not only the provision of zoned land and the opportunity for jobs, but also sustainability, appropriate access to jobs and making the most of Penrith's unique characteristics to provide a strong and viable local economy.

The objectives are to

- Ensure that residents have access to jobs within the local area that are appropriate for the skill set;
- Provide opportunities for local, national and international businesses to locate within the Penrith Local Government Area;
- Ensure that land zoned for employment is capable for use as such, given locational, physical and environmental constraints;
- Ensure that there is sufficient zoned employment land to meet the demand for at least the next 15 years;
- Establish a strong retail hierarchy which will confirm and protect the status of major retail centres in Penrith;
- Enable the specialist retail/service areas of Penrith to capitalize on their location and market to maximize their potential;
- Ensure that new commercial, industrial and retail development is designed and carried out in a manner that responds to principles of sustainability;
- Ensure that new residential development areas make an appropriate contribution to employment in the local area; and
- Consolidate and expand key community infrastructure such as the UWS, TAFE NSW – Western Sydney Institute and Nepean Hospital to provide further employment opportunities.

Recommended Strategies

The draft Strategy recommends a series of policy actions that identifies areas of responsibility for each policy action as well as a timeframe. It is intended that the policy directions included in the Strategy would provide the basis for the Employment Chapter of the new Penrith Local Plan. The preparation of the Employment chapter would follow the adoption of a final Employment Planning Strategy by Council.

There are a range of policies, initiatives and strategies recommended for the draft strategy and are grouped in terms of:

- a) Partnership activities (Council working with other tiers of government, employers, business community leaders and the community in general – that is, Penrith’s ‘employment planning partners’);
- b) Planning initiatives (priority strategic planning actions relating to employment planning); and
- c) Research monitoring and review activities

Abbreviations in following Table:

<i>LPM</i>	<i>Local Planning Manager</i>
<i>EPM</i>	<i>Environmental Planning Manager</i>
<i>LEDPM</i>	<i>Local Economic Development Program Manager</i>
<i>EDCMM</i>	<i>Economic Development and City Marketing Manager</i>
<i>DTAM</i>	<i>Design and Technical Advice Manager</i>
<i>AM</i>	<i>Asset Manager</i>
<i>PVEDC</i>	<i>Penrith Valley Economic Development Corporation</i>
<i>TAFE NSW – WSI</i>	<i>TAFE NSW – Western Sydney Institute</i>
<i>WELL</i>	<i>Werrington Enterprise Living and Learning</i>
<i>UWS</i>	<i>University of Western Sydney</i>
<i>GWSEDB</i>	<i>Greater Western Sydney Economic Development Board</i>

A. Working with Employment Planning Partners

There is a need to recognise and articulate the division of responsibility between Council and the PVEDC. Council is responsible for creating conditions conducive to attracting inward investment and business relocation from elsewhere. The PVEDC is responsible for the growth of Penrith's existing businesses and developing the skills set required to meet the demands of industry.

Strategy	Policy Action	Responsibility	Time Frame
Address the City's long-term employment needs in partnership with other levels of government.	Secure support for a Regional Economic and Employment Program of initiatives as part of the Sub Regional planning process.	LEDPM	2006 – 2007 and ongoing
	Seek State Government support for the revitalisation of 'brownfield' sites such as Dunheved.	LEDPM	2006 – 2007 and ongoing
	Implement the local Employment and Enterprise Initiative as part Council's neighbourhood renewal program.	LEDPM	2006 – 2007 and ongoing
	Capitalise on opportunities available through Penrith's status as a 'Regional City' in the Metropolitan Strategy	LEDPM	2006 – 2007 and ongoing
Ensure the timely planning and delivery of new employment lands at the Western Sydney Employment Hub, Dunheved and the remainder of the ADI site, North Penrith, WELL Precinct, South Glenmore Park, Penrith Lakes, Waterside.	Work with State Government, key land owners / developers and major institutions (eg University of Western Sydney and TAFE NSW - WSI) to deliver new employment lands.	EPM	2006 – 2007 and ongoing
	Develop an investment prospectus incorporating employment and investment programs for all new release areas.	LEDPM	2006 – 2007 and ongoing
Implement the employment and economic development objectives and strategies contained in the 'City of Cities' plan, in partnership with State Government.	Identify and develop a Regional Employment and Economic Program of initiatives as part of the Sub Regional planning process.	LEDPM	2006 - 2007
	Explore opportunities for, and the feasibility of, a Business Park in the City.	LEDPM	2006 - 2008
Provide employment opportunities across a range of industry sectors.	Identify key industry sectors and develop programs to strengthen their contributions to employment.	LEDPM	2006 – 2007 and ongoing

Strategy	Policy Action	Responsibility	Time Frame
	Direct efforts to attract knowledge based business services to the City's centres.	LEDPM	ongoing
Ensure key infrastructure, which will underpin business investment and jobs growth in Penrith's employment lands, is provided.	Facilitate priority works, including trunk sewer and water headworks and reticulation for all new urban areas, arterial road links such as the Werrington and Erskine Park arterials, and public transport infrastructure such as the UWS railway station.	DTAM AM	2006 – 2007 and ongoing
Strengthen Penrith's knowledge assets and knowledge infrastructure nodes, such as Nepean Hospital, University of Western Sydney and TAFE NSW - WSI.	Assess the potential for Penrith's knowledge assets and knowledge infrastructure nodes to attract investment in knowledge based businesses and services, as part of the proposed Inward Investment Strategy.	LEDPM	2006 – 2007 and ongoing
	Work with the Sydney West Area Health Service to plan for Nepean Hospital's short, medium and long term facility needs – both direct or on-site health facility provision, and related or off-site health service provision.	LEDPM	2006 – 2007 and ongoing
Promote Penrith's assets, including the lifestyle advantages of the wider Penrith region (including Blue Mountains and Hawkesbury Valley).	Develop and implement a Business Marketing Program that promotes the region's lifestyles and its economic, skills, business and cultural strengths and attributes, in partnership with the Sub Regional member councils, and the GWSEDB.	LEDPM	ongoing
Encourage businesses using Penrith's resident workers' current skill sets to locate in the area, and also encourage training opportunities to allow residents to broaden their skill base.	Focus business relocation programs on local strengths and lifestyle attributes, and Penrith's position as a Regional City.	LEDPM	2006 – 2007 and ongoing
	Support PVEDC in monitoring the demand for skilled workers for new businesses, and the demand they generate for local trade based and other specialist services.	LEDPM	2006 – 2007 and ongoing
Pursue implementation of the State Government's proposed Innovation Strategy (identified in the Metropolitan Strategy).	Access the opportunities for Council and local businesses to benefit from the Innovation Strategy.	LEDPM	2006 – 2007 and ongoing

Strategy	Policy Action	Responsibility	Time Frame
	Coordinate, with UWS and other City partners, a program to establish a business incubator with funding support from the Commonwealth.	LEDPM	2006 - 2008
	Promote innovation in local business through an 'Industry Clusters' program.	LEDPM	2006 – 2007 and ongoing
Determine an appropriate long-term land use strategy for the area immediately to the north of Elizabeth Drive that interfaces with the South West Growth Centre.	Continue discussions with State Government (Department of Planning) regarding these lands.	LPM EPM	2006 - 2008
Ensure the existing business and employment advocacy framework operating in Penrith is effective.	Use the Sub Regional planning process and the local Employment Strategy outcomes to strengthen / modify the advocacy framework.	LEDPM	2007 - 2008
	Consider the appropriate mechanism(s) for implementing the Employment Planning Strategy and monitoring its objectives, including incorporation into Council's Strategic Program.	LEDPM	2007 - 2008
Support the work of the Penrith Valley Economic Development Corporation (PVEDC), the Penrith Valley Business Enterprise Centre and other local business advocacy groups.	Seek support to unify the City's economic agenda, and to identify and cultivate market and development opportunities locally, regionally, nationally and internationally.	LEDPM	ongoing

B. Planning initiatives relating to Employment Planning

Strategy	Policy Action	Responsibility	Time Frame
Encourage an employment planning philosophy that values access to regional and metropolitan job opportunities, as well as supporting job self sufficiency and self containment.	Promote opportunities for access to regional and metropolitan job opportunities (eg through higher quality and more rapid transport links).	LEDPM	2006 - 2007
Target industries that employ a considerable number of people, provide good full time employment opportunities, and that also contribute significantly to the local economy.	Attract knowledge based employment opportunities for the City's centres as part of the proposed Inward Investment Strategy.	LEDPM	2006 – 2007 and ongoing
	Develop a plan to identify, attract and retain environmentally sustainable businesses in the City, and incorporate into Council's investment program.	LEDPM	ongoing
	Promote business development opportunities in agriculture and other rural activities as part of the City's Investment Promotion Program.	LEDPM	ongoing
Ensure that there is sufficient area of different types of employment land, including for local service industries, to cater for long term employment growth in the City.	Prepare and implement strategies that deliver development and growth in St Marys Town Centre, the WELL Precinct, Nepean Hospital, Penrith City Centre, the Nepean River corridor, and the developing Penrith Lakes precincts.	LPM EPM	2006 – 2008
	Zone identified employment areas through the City's new Penrith Local Plan (including home-based businesses in an appropriate range of zones).	LPM	2006 – 2008
	Identify the future floor space and land demands associated with 'service' industrial uses through the Sub Regional planning process, and develop appropriate planning responses.	LPM EPM	2006 – 2007 and ongoing
	Identify and address strategic infrastructure deficiencies (eg the provision of broadband services) in partnership with service providers.	LEDPM	ongoing

Strategy	Policy Action	Responsibility	Time Frame
Encourage the expansion of existing industries.	Develop and implement an 'Industry Clusters' program.	LEDPM	2006 - 2007
	Develop and implement a business plan for the proposed 'Business Incubator'.	LEDPM	2006 - 2007
	Continue to support PVEDC in the development of local skills to meet industry demand, including skills transfer and accreditation.	LEDPM	ongoing
	Establish and nurture strategic alliances (eg UWS, TAFE NSW - WSI and secondary schools).	LEDPM	ongoing
Connect Penrith to Sydney's 'economic gateways', and its resident workers to jobs in Sydney.	Develop and adopt the Integrated Transport and Land Use Strategy.	DTAM	2007
Strengthen and support Penrith's retail hierarchy.	Ensure that all planning and infrastructure decisions are consistent with the outcomes of the Sub Regional planning process, and Council's adopted retail hierarchy.	LPM	ongoing
	Implement adopted land use planning, infrastructure and action plans for the Penrith 'Regional City', and regularly review those plans.	LPM	2006 – 2007 and ongoing
Encourage sustainable building design in non-residential development in the City.	Adopt sustainable building rating measures for non-residential development in the City.	LPM	2006 – 2007 and ongoing
	Prepare and implement policies that build on Penrith's environmental, social and economic assets, and require businesses to be sustainable.	LEDPM	ongoing
Promote Penrith's assets, including the lifestyle advantages of the wider Penrith region (including Blue Mountains and Hawkesbury Valley).	Promote the 'Business meets Lifestyle' message regionally, nationally and internationally.	EDCMM	ongoing

C. Research, monitoring and review issues relating to Employment Planning

Strategy	Policy Action	Responsibility	Time Frame
Ensure employment issues and trends are recognised in Council’s strategic directions and programs.	Monitor international, national and metropolitan employment issues and trends, and integrate the research in Councils’ Strategic and Management planning processes.	LEDPM	ongoing
Ensure that there is sufficient area of different types of employment land to cater for long term employment growth in the City.	Establish regular consultations with major landowners, to monitor the potential for land that may become surplus, or relevant to future planning activities.	LEDPM LPM EPM	ongoing
	Develop an ‘employment monitor’ to examine the availability of zoned employment lands, servicing status, the extent of bulky goods retailing, and development take-up statistics (including the North West and South West sectors), and review employment projections as Census data is available.	LEDPM	2006 - 2007
	Assess and review agreed employment outcomes for new release areas to ensure they provide for the employment needs generated by the projected population of those areas.	EPM	ongoing
Understand and promote Penrith’s strengths and attributes.	Benchmark Penrith’s knowledge, infrastructure and lifestyle assets against other locations in the Sydney Metropolitan Region, and address identified gaps.	LEDPM	2007 - 2008
	Continue research into Penrith’s employment planning issues (including trends, understanding local skill shortages, assessing business confidence and barriers to business growth, monitoring development and ‘take up’ of employment lands, job growth / decline).	LEDPM	ongoing
	Establish a regular ‘Penrith Employment Summit’ involving employers, employees and government agencies, to understand contemporary trends and issues affecting planning for jobs in the City of Penrith and review current initiatives.	LEDPM	2007 – 2008 and ongoing