

ANNUAL REPORT 2018-19



PENRITH



How we did in 2018-19 in delivering services, activities and projects for our community.

PENRITH
CITY COUNCIL

penrith.city

ABOUT OUR REPORT

Penrith City Council's 2018-19 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 the Local Government Act 1993 and Local Government (General) Regulation 2005 and other legislation to provide a range of information to our community 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 2017-21 and 2018-19 Operational Plan have been the driving documents in focusing Council's activities over the 12-month reporting period from 1 July 2018 to 30 June 2019. 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.

STATEMENT OF RECOGNITION

Council values the unique status of Aboriginal people as the original owners and custodians of lands and waters including the lands and waters of Penrith City. Council values the unique status of Torres Strait Islander people as the original owners 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.



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OUR MISSION

WE WILL...

- » Deliver the services, facilities and infrastructure that our community needs
- » Maintain our long term financial sustainability
- » Work with our community and partners to achieve more than we can alone
- » Provide an excellent customer experience to everyone who contacts us
- » Value and engage our staff

OUR VALUES

In addition to our Code of Conduct, Council has adopted Values to guide our behaviour in the workplace and how we relate to our work colleagues, our customers, our communities, and our stakeholders.

Our Values and Behaviours are:

- » We show respect
- » We are accountable
- » We encourage innovation

As an organisation, we strive to reflect these in our day to day work, making our workplace more enjoyable and productive.



OUR CUSTOMER PROMISE

We put customers at the heart of everything we do.
When we work with you and each other we will...



BE PROACTIVE

We will be friendly, professional and show initiative.



KEEP IT SIMPLE

We will offer clear, consistent and accurate information and services, which are easy for everyone to access.



BUILD RESPECTFUL RELATIONSHIPS

We value relationships and diversity.
We will respect your individual situation.



LISTEN AND RESPOND

We will listen to you and seek to understand your needs.
We will be honest, accountable and follow through,
so you know what to expect and when.



A MESSAGE FROM OUR MAYOR

This annual report not only reflects our progress over the past 12 months, it celebrates what makes Penrith such a great place to live, work and invest.

With the Western Sydney Airport rising on our border and the delivery of Western Sydney City Deal commitments, such as the \$150 million Liveability Program available across the eight City Deal Councils, and \$5.5 billion to complete the first stage of the North South Rail Link, all eyes are on Penrith.

To leverage this attention, Council launched our latest New West initiative in November, The Edge of Tomorrow. The inspiring vision showcases the limitless opportunity in Penrith. It makes it clear that we have the space to thrive and the talent to support a range of innovative businesses.

What The Edge of Tomorrow affirms is that our City is growing. And what Council continues to address is that it is how we grow that matters. Importantly, we recognise that to grow successfully we need to know who we are and what we love about our City.

Council's Community Profile was also launched in November. The Profile is a snapshot of Penrith's communities, showing how we have changed as well as highlighting trends into the future.

Understanding our City allows Council to better service our community and work more effectively with other levels of government, community organisations and businesses to preserve our unique character and way of life, now and into the future.

With this knowledge we can put strategies in place to grow without losing what we most love about our City. In this way, Council's strategic planning documents and our Delivery Program are shaped by community consultation and, as always, we have continued to collaborate with our residents over the past 12 months.

Our Neighbourhood Renewal team has worked with residents in more established areas of Penrith to revitalise spaces and places through the Magnetic Places Grant Scheme, including the Art in the Park project in Kingswood.



St Marys Public School rose to the Penrith Mayoral Challenge this year to reimagine and renew the playground at Cook Park. The students worked with Council to design an inclusive space for their community and they did an outstanding job.

We also worked with diverse organisations on a range of community events, including to celebrate Refugee Week, International Women's Day and, in September, a Day of Peace.

As in previous years, we hosted several major events, including Council's own Real Festival in November. We were also gold sponsors for the Nepean Disability Expo in September, supported the Ballet Under the Stars program in October and the International Friendly match between the Matildas and Chile's national side in November. Events like these not only boost the local economy, they turn a spotlight on our City and all it has to offer.

I have thoroughly enjoyed this term as Mayor of Penrith. I would like to thank the community, my fellow Councillors and Council staff for their ongoing support. I look forward to continuing the work of making Penrith a vibrant and inclusive place and a leader in Western Sydney.

A handwritten signature in black ink that reads "Ross Fowler". The signature is written in a cursive, flowing style.

ROSS FOWLER OAM
MAYOR OF PENRITH

A MESSAGE FROM OUR GENERAL MANAGER

This report gives an overview of Council's achievements, a breakdown of our finances and an outline of how we've responded to challenges over the past 12 months.

I stepped into the role of General Manager in August 2018 and feel privileged to be leading this organisation through what is without doubt a period of unprecedented progress.

In the face of growth and change in Penrith, Council is continually looking for opportunities to improve the effectiveness and efficiency of our processes. Much of this work is driven by our Innovative Performance team, which has delivered more than 50 improvement projects and 250 improvement actions over the past two years to increase capacity, speed of service and make processes safer while reducing service cost. A central component of this work has been to put customers at the heart of everything we do.

Council's financial position remains sound and once again we achieved a surplus, with favourable budget variations allowing us to address several priorities. These included the City Deal, asbestos management, progress on the design and development of major projects, information management improvements, and providing capacity to respond to emerging priorities. This 2018-19 result highlights our commitment to financial sustainability foreshadowed in our Long Term Financial Plan.

It has been a productive year with essential major upgrades completed in High Street and an important project to make our Waste Services more equitable and accountable. We also worked with Legacy Property to reconstruct O'Connell Street in Caddens and celebrated the opening of the Yandhai Nepean Crossing bridge.

Our Development Services department assessed more than 1,300 applications with over \$1 billion worth of developments determined. This included significant developments such as the Nepean Hospital expansion, Panthers Western Sydney Community and Conference Centre and sections of the East Side Quarter.

Council continues to renew and improve important infrastructure and facilities. This year, we installed five bus shelters, resealed 228,000m² of road across the city and constructed 1.9km of pathways. We also upgraded or installed 12 playgrounds across the City.

In this reporting period, more than 500,000 guests attended events at Council's 40 community facilities and close to 55,000 local sporting club members used our sportsgrounds. Together, these grounds hosted 73 events.

Council's Children's Services continues to provide quality care and stimulating education programs to close to 4,000 children aged 0-12 years across 43 services and projects. Earlier this year we launched a highly engaging photography project in our Out of School Hours and pre-school services. The project provided children with a range of skills in the important curriculum area of STEAM (Science, Technology, Engineering, Arts and Maths).

Our Library service attracted more than 7,000 new members and our 463,759 members borrowed 509,218 items. Our branches also underwent some significant changes, including refurbishments at St Marys and Penrith and the introduction of a new Radio Frequency Identification (RFID) system – allowing customers to borrow and return items quicker than ever before.

Council continued to work with community boards to oversee the operation of the Joan Sutherland Performing Arts Centre, Penrith Regional Gallery and Lewer's Bequest, Ripples Penrith and St Marys and the Penrith Whitewater Stadium.

On a final note, I'm pleased to say our 2017-18 Annual report received a gold award at the prestigious Australasian Reporting Awards, Celebrating Excellence in Reporting, our fourth year securing gold.

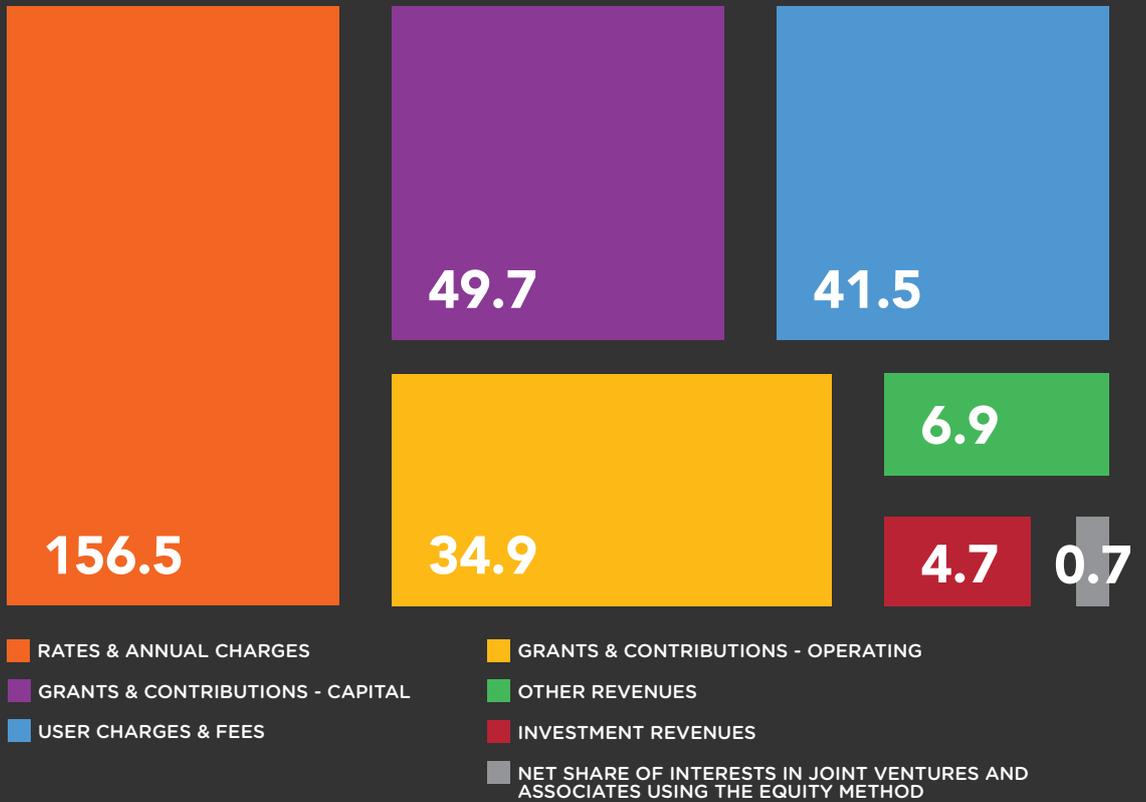
Once again, I feel privileged to be leading this organisation and look forward to continuing to deliver exceptional services and facilities for the people of Penrith.



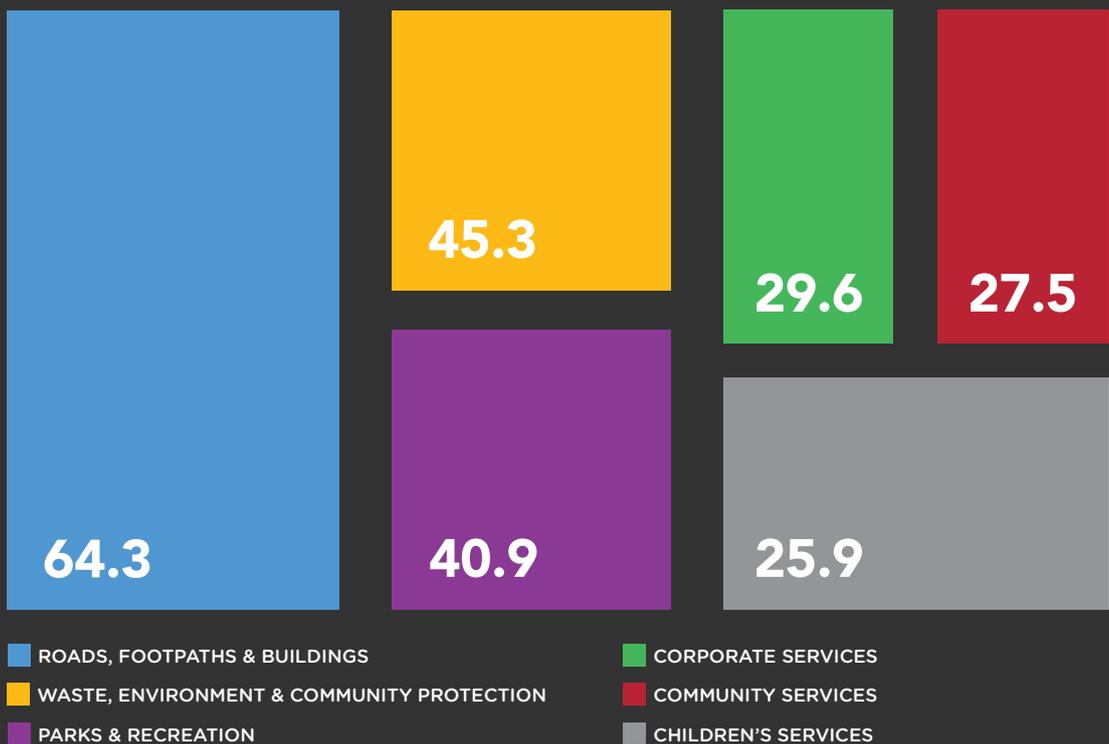
A handwritten signature in black ink, appearing to read 'Warwick Winn', with a long horizontal line extending to the right.

WARWICK WINN
GENERAL MANAGER

WHERE DOES OUR MONEY COME FROM? (\$m)



WHERE DOES OUR MONEY GO? (\$m)



OUR FINANCIAL HIGHLIGHTS

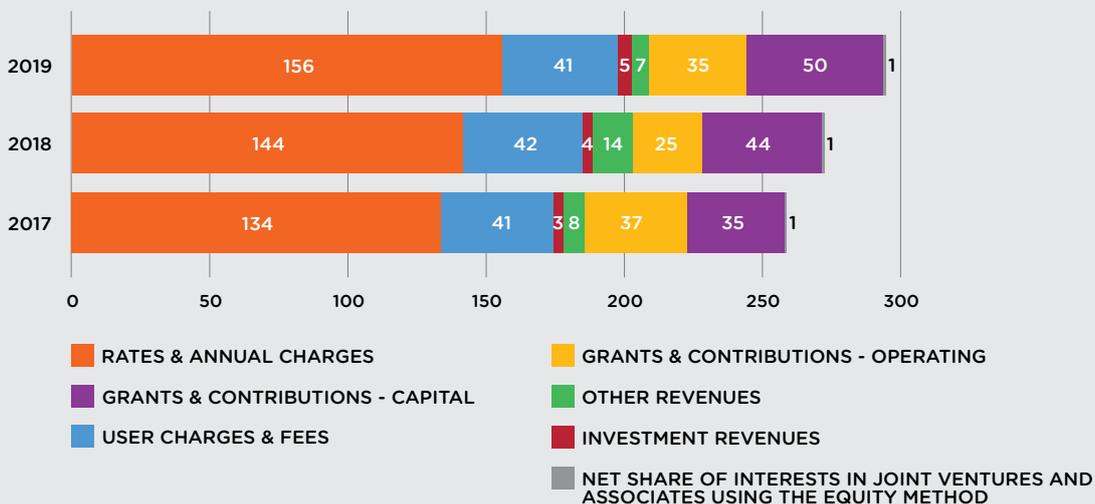


\$11.8m
surplus

\$10,344
ASSET \$ PER HEAD
OF POPULATION



Comparison of income over 3 years (\$m)





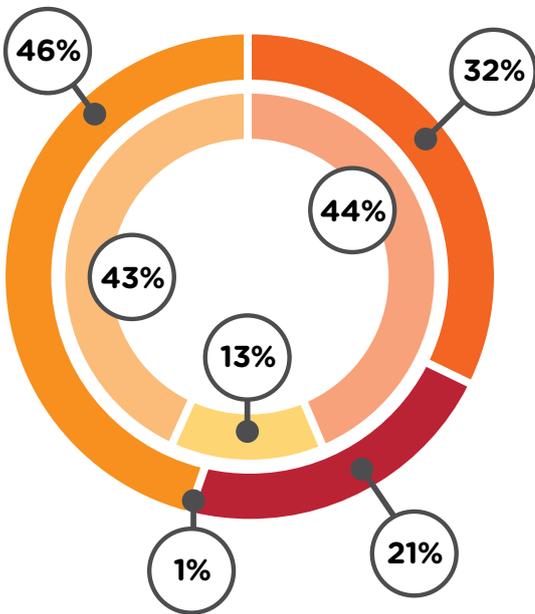
OUR PERFORMANCE SUMMARY

Our Projects

As at the end of the June 2019, 44% of reportable projects (Capital and Operational) were identified as being completed, 38% were on track for completion within planned timeframes, 17% require a revote, and a further 1% require attention. The following graph provides a more detailed view of both the Capital and Operational projects.

Although we do our best to anticipate what needs to be done each year, inevitably unexpected challenges and opportunities will arise which need to be addressed. In some cases these affect our ability to undertake the work we had planned for; in others we are able to respond without affecting our agreed program of works.

2018-19 Capital and Operational Projects Status



Capital Projects

- ON TRACK
- COMPLETED
- NEEDS ATTENTION
- REVOTE REQUESTED

Operating Projects

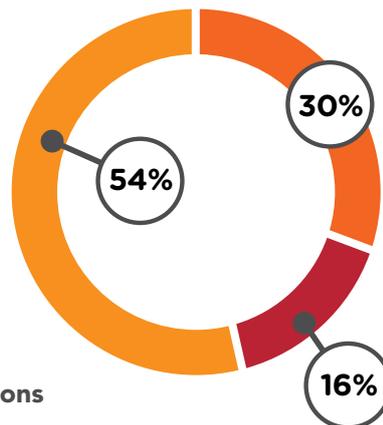
- ON TRACK
- COMPLETED
- NEEDS ATTENTION
- REVOTE REQUESTED

Our Operational Plan Actions

As at the end of June, 54% of reportable 2018-19 Operational Plan actions were reported as being completed, 30% have been identified as being on track for completion within planned timeframes, and 16% have been reported as having issues and requiring attention. For more details on the status of Actions please refer to the OUR PERFORMANCE section of this report.

All 132 Service Activities were reported as being on track.

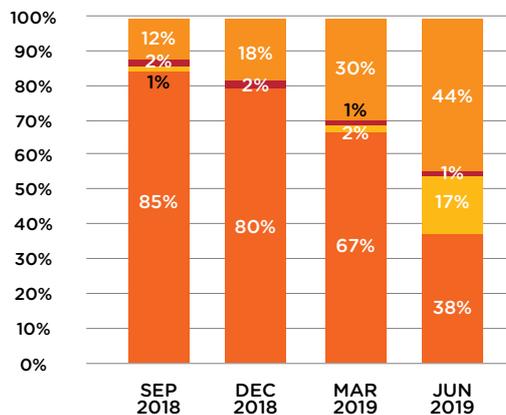
2018-19 Operational Plan Actions Status



Actions

- COMPLETED
- ONGOING
- NEEDS ATTENTION

2018-19 Project Status by Quarter





Case Study: Sarah Tracy

One of Council's 2018 trainees, Sarah Tracy, won a prestigious award at the Ministers' Awards for Women in Local Government presented at a ceremony at NSW Parliament House on Thursday 6 June. These awards celebrate the contribution of women to local government in NSW and Sarah was successful in the Women in Traineeships or Apprenticeships for a Metropolitan Council award category.

Sarah joined Council as a Business Administration trainee in the Asset Management Department in January 2018 where she played a key role in streamlining departmental processes, helping deliver change and improvements to a newly created administration team as at 30 June. Sarah is currently employed as an Administration Officer – Road Openings in the Asset Management Department, where she is part of a trial that is implementing new processes and administration systems in relation to Council's road reserve.

Sarah's award is a glowing endorsement of the success of our highly regarded traineeship program, which has provided a strong foundation for many fantastic careers.

Each year around 50 traineeship positions are offered across Council departments, providing great opportunities to students currently studying or completing their HSC, as well as to those who want a career change or are returning to the workforce. These trainees gain a variety of experiences that help them build on their potential and develop vital skills and knowledge while at the same time receiving a nationally recognised qualification and working closely with a team of experienced staff.

OUR BUSINESS IMPROVEMENTS AND INNOVATION

Penrith is a recognised growth Council. Working smarter and using data to lead change and monitor success allows us to be more agile in responding to the evolving needs of our community.

The Innovative Performance team champions process improvements and transformation, with a focus on people first, process second and technology third. Central components of our work this year have been to find innovative ways to improve our productivity, incorporate new digital solutions, use data to make evidence-based decisions and empower staff to implement change. This work has meant we can:

- Deliver more with the same number of people;
- Respond faster; and
- Allocate more time to activities that add more value for our customers.

Key improvements and innovations implemented across Council during 2018-19 were:

- The launch of our new Customer Promise, developed through extensive consultation with our customers and staff. The four principles underpinning the Customer Promise – to be proactive, keep it simple, build respectful relationships, listen and act – provide a foundation for Council to provide an excellent experience every time we interact with a customer.

- Using a human-centred design approach to undertake customer journey mapping, providing valuable insights from the customer's perspective and identifying improvements in the Children's Services online enrolments process.
- Creating an end-to-end value stream map of the rezoning and development application (DA) process.
- Providing 100% of pre-lodgement advice within seven days.
- Streamlining the subdivision and planning coding processes by using NSW Spatial Services Capture-on-Demand service. We also worked with local surveyors to reduce the number of hard copy plans required from six to two, saving up to two weeks.
- Moving to an online environment for Private Certifier and Driveway Applications.
- Reducing the determination timeframe for alteration and addition DAs from 72 days to 50 days.
- Trialling an online portal to capture Road Reserve Opening Permit applications, as part of our Asset Protection Program. The key benefits of this online system have been:
 - increased visibility of works being undertaken in Council's Road Reserve by private contractors;
 - a significant increase in the value of bonds held, resulting in a reduction in the number of reinstatement works funded through Council's maintenance budget (a 50% increase from 2017-18);
 - a reduction in risk and liability and improved community safety outcomes, and
 - an improved customer experience.



OUR AWARDS AND RECOGNITION

During 2018-19, Council's efforts and achievements have been recognised in numerous ways.

The Mountain View Reserve in Cranebrook Project, an initiative led by Council's Environmental Health and Compliance Department using Federal Government funding, was named a winner in the Integrated Stormwater Design Category at the 2018 Stormwater NSW Awards for Excellence.

The Penrith Health Action Plan, an initiative led by Council's Community and Cultural Development team, won in the Delivering Integrated Care Category at the 2018 Quality Awards. The Quality Awards recognise the outstanding achievement of staff who contribute to quality improvement in the delivery of healthcare services across their Local Health District.

At the prestigious Local Government NSW Excellence in the Environment Awards, the Jordan Springs Community Hub won the Sustainable Infrastructure category, and a climate-adapted bus shelter in Kingswood was Highly Commended in the Climate Change Action category.

One of Council's 2018 trainees, Sarah Tracy, won a prestigious award at the Ministers' Awards for Women in Local Government at a ceremony at NSW Parliament House. These awards celebrate the contribution of women to local government in NSW and Sarah was successful in the Women in Traineeships or Apprenticeships for a Metropolitan Council award category.

Director City Futures Kylie Powell was awarded a commendation in the Women in Leadership Award for Excellence category at the UDIA NSW Annual State Conference in October. Kylie was recognised for her work with new release areas and rezoning in the South Western Sydney Growth Corridors and more recently for her strong leadership role in delivering the Penrith New West initiative.

Children's Services Childcare Aide Meagan Heeley was recognised at the Seven News Young Achiever Awards in March. Meagan was named a Semi Finalist for the NSW Department of Education Early Childhood Education Award. She was nominated for continuously implementing new ideas and techniques, her passion for sustainability and generously sharing knowledge with her colleagues.

Council also received a Gold Award for our 2017-18 Annual Report in the prestigious Australasian Reporting Awards. This follows Gold Awards for our previous three reports.





Recognising Our Community

2019 Australia Day Honours

Medal of the Order of Australia

- Vincent Le Breton OAM of Penrith was recognised for his dedication to the Brothers Penrith Junior Rugby League Club.
- Maree Johnson OAM of St Marys was recognised for her service to support Vietnam Veterans and their families.

Public Service Medal

- Alan Young of Leonay was recognised for his outstanding public service to local government in New South Wales.
- Laurel Russ of Penrith was recognised for outstanding public service to the Indigenous community of New South Wales.

Council also recognised the community work of six local residents and an outstanding community group at a special Australia Day function on Tuesday 22 January.

- Penrith Citizen of the Year: Farah Madon
- Local Appreciation Award: Grace Brinckley OAM
- Local Appreciation Award: Joh Dickens
- Local Appreciation Award: Marlene Harris
- Local Appreciation Award: Sean Hogan
- Local Appreciation Award: Melissa Spurrier
- Penrith Community Group Award: Orchard Hills Rural Fire Brigade

The 2018 National Awards for Disability Leadership

Anthony Mulholland of Kingswood won the Change Making category for achieving lasting change to policy, programs and legislation which results in greater equity for people with disability.

Queen's Birthday Honours

Medal of the Order of Australia

- Lorraine Cochrane OAM of Penrith
- Pauline Tees OAM of Glenmore Park

Were recognised for their volunteer work in the local community.

OUR CITY



OUR HISTORY

Indigenous Australians lived in Penrith for tens of thousands of years beforehand, but our written history of the area begins on 26 June 1789.

Before this time, within the present boundaries of the City of Penrith there were 1,000 Aboriginal people living close to watercourses such as South Creek and the Nepean River. Local clans included the Gomerrigal, who lived in the vicinity of South Creek; the Boorooberongal, who lived from Castlereagh to the Hawkesbury; and the Mulgowie who lived along the Nepean River and in the lower Blue Mountains from Mulgoa to Penrith and Emu Plains. Each clan lived within a defined area and came together for special ceremonies. People lived in open campsites and gunyahs, which were traditional dwellings.

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 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), Castlereagh (1895), Mulgoa (1893) 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.



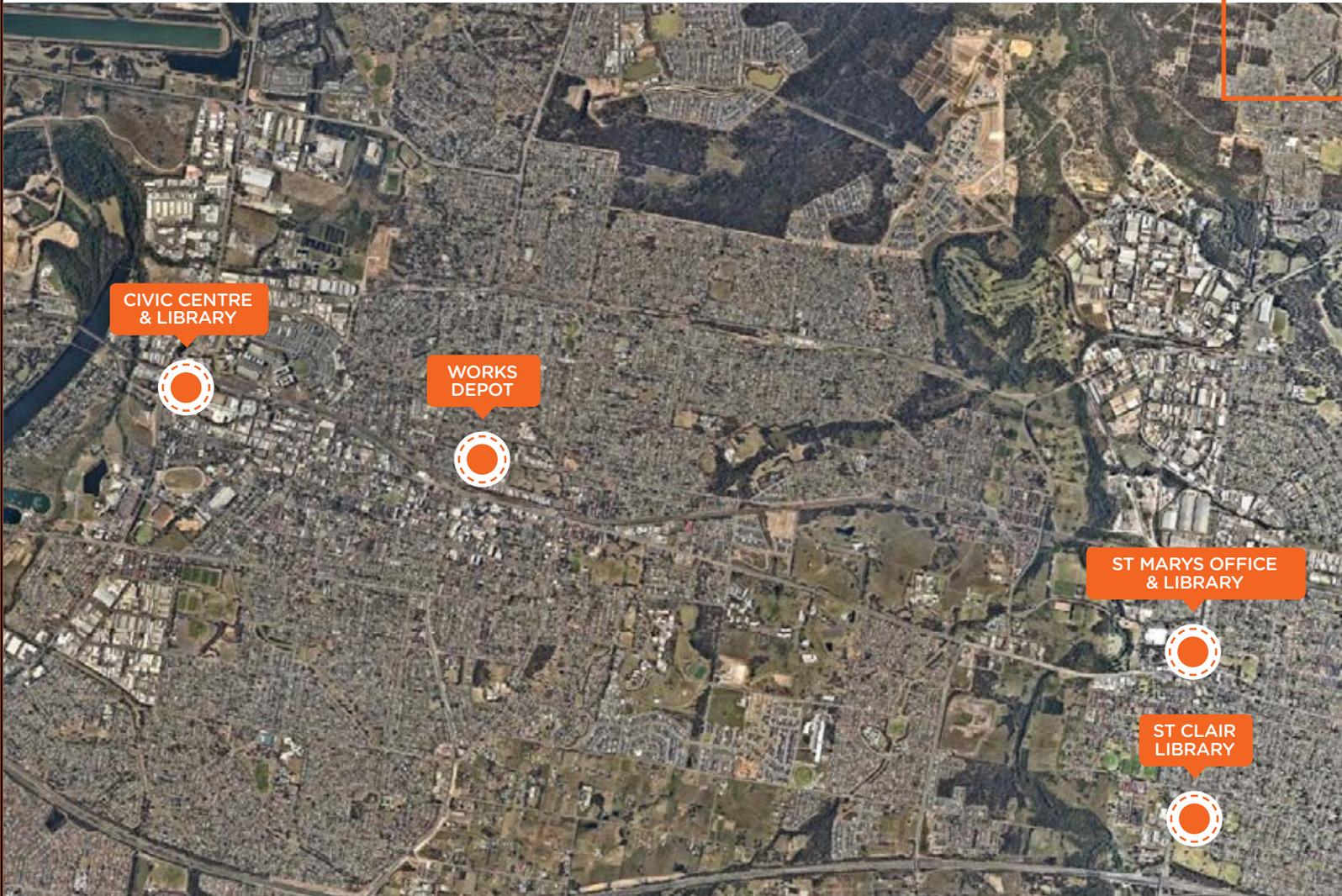
10 November 1959. Last meeting of the Penrith Municipal Council in the Council Chambers on Henry Street, Penrith.



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 Street, Penrith
WORKS DEPOT	34-58 Copeland Street, Kingswood
ST MARYS OFFICE AND LIBRARY	207-209 Queen Street, St Marys
ST CLAIR LIBRARY	Shop 12, St Clair Shopping Centre, Bennett Road and Endeavour Avenue, St Clair



PENRITH AT A GLANCE

POP. EST 2018: 209,000

POP. BY 2031: 260,000

AREA: 404km²

55KM WEST OF SYDNEY'S CBD



1.3 million
ANNUAL VISITORS

71,036
HOMES 

19% of dwellings are medium or high density

47.8HA
of City Centre land owned by Council

LAND USE



4% of our population identify as Aboriginal or Torres Strait Islander

 **58%** of Penrith's workforce are local residents

REGISTERED CATS

25,000

REGISTERED DOGS

80,600



26,266

Businesses

Median resident age 34

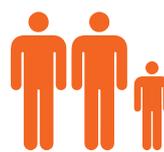
28%
RESIDENTS AGED UNDER 20



6 INTERNATIONAL PARTNERSHIPS

38.5%

COUPLES WITH CHILDREN

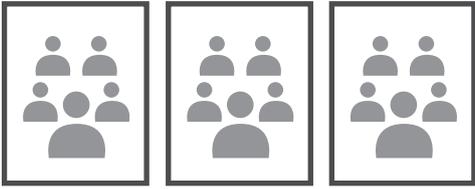


1.6%
OF NSW

\$7.79 billion

GROSS REGIONAL PRODUCT

KEY FEATURES



3 ELECTORAL WARDS
15 Councillors (5 per ward)

38
SUBURBS
PROCLAIMED
A CITY IN 1959



37
Solar power
Systems

OUR CITY



COUNCIL-RUN
CHILDCARE
FACILITIES

Approx.
3,500
children enrolled in
childcare centres



52
SPORTS
GROUND
COMPLEXES

Approx.
32,000

people use Council's
sportsgrounds each
weekend for
organised sport



800
RETAIL FOOD
PREMISES

600

PARKS & RESERVES



153
PLAYGROUNDS



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

694KM
OF DRAINAGE PIPELINE



9,830HA
OF LAND
ZONED NATURE
RESERVES AND
NATIONAL PARKS



2,076

residential street
lights upgraded
to LED as part of
the "Light Years
Ahead" Project

3
LIBRARIES

701KM
OF FORMED
FOOTPATHS



1,109KM
OF SEALED
ROAD PAVEMENT

164
carparks

OUR COUNCILLORS

The Penrith Local Government Area (LGA) is made up of three wards, with five Councillors representing each ward. Our current Councillors were elected in September 2016 with two elected in a May 2018 by-election. Together, the 15 Councillors represent the interests of our community and the Penrith region. They will serve until the next Local Government elections in September 2020. A new Mayor is elected every two years and a Deputy Mayor every year.

Each of our Councillors bring 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.

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

Our North Ward Councillors



Kevin Cramer
OAM



Ross Fowler
OAM



John Thain



Marcus
Cornish



Aaron Duke

Our East Ward Councillors



Greg Davies



Robin Cook



Todd Carney



Bernard
Bratusa



Tricia Hitchen

Our South Ward Councillors



Jim Aitken
OAM



Karen McKeown
OAM



Mark Davies



Kath
Presdee



Brian
Cartwright

Our Mayor

**Councillor
Ross Fowler OAM**

**North Ward
Councillor**

ross@rossfowler.com.au



Cr Ross Fowler OAM

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

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

Cr Fowler holds a Bachelor of Commerce, is a Fellow of the Institute of Chartered Accountants, a registered Company Auditor and Tax Agent and is the Principal of a Chartered Accountancy firm in Penrith.

He has represented Council on CivicRisk West (formerly Westpool) – the local government insurance and risk management mutual – since 1991 and has been Chairman of its Board of Directors since 1994.

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 Chairman of the Board of Directors of Mutual Management Services Limited and also an executive member of the Boards of Penrith Performing & Visual Arts Ltd and Penrith City Children's Services Cooperative. He also represents Council on the Audit, Risk and Improvement Committee.

His extensive financial acumen has been of great benefit to Council. His goal is to help support a strong local economy and ensure Council remains in a sound financial position to best meet the needs and expectations of residents and rate payers.

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

Our Deputy Mayor

Councillor Greg Davies

East Ward Councillor

greg.davies@penrith.city



Cr Greg Davies has been a Penrith City Councillor since 1995. He has served three terms as Mayor, 2002-04, 2007-08 and

2011-12, and three previous terms as Deputy Mayor, 2001-02, 2003-04 and 2014-15. He was awarded the title of Emeritus Mayor, and is a Life Member of the Australian Labor Party.

Cr Davies worked in local government for 27 years before taking up a position as electorate officer to Mulgoa MP, Diane Beamer.

Cr Davies represents Council on the Regional Strategic Alliance committee, and is on the Board of Ripples Aquatic Centre. Previously, Cr Davies was Chair of the Penrith Valley Community Safety Partnership and was on the Board of the Whitewater Stadium. 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.

North Ward Councillors

Councillor Marcus Cornish

marcus.cornish@penrith.city

Cr Marcus Cornish represents Council on various committees including Floodplain Management Australia and Hawkesbury River County Council, and as Chair of the Heritage Advisory Committee.



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

Councillor Kevin Crameri OAM

kevin.crameri@penrith.city

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 has lived in the local area since he was six years old and is actively involved in many local committees and groups, including as a member and former Deputy Captain of the the Llandilo brigade of the Rural Fire Service and the Nepean District Historical Society. 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 particularly committed to good communication with the community and making the City an attractive place to live, work, visit and invest. He is also a Justice of the Peace.

Councillor John Thain

john.thain@penrith.city

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



Cr Thain has lived in North St Marys since 1994 and 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 2016-2018, Cr Thain was the Chair of the Western Sydney City Deal Mayoral Forum.

Cr Thain holds electrical qualifications, is a former senior advisor to a NSW Housing Minister, and is currently General Manager of the Luke Priddis Foundation.

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

Councillor Aaron Duke

aaron.duke@penrith.city

Cr Aaron Duke was elected to Penrith Council in 2016 at the age of 25. He has a keen interest in social justice and community and decided to run for Council to be a



voice for progressive ideas and forward thinking in Penrith. He has a particular interest in ensuring young people are represented in Council's decision making processes.

Cr Duke has lived in Penrith for more than 12 years. He holds a Bachelor of International and Global Studies from the University of Sydney and completed his Juris Doctor at the University of Technology Sydney in 2016.

He believes Council should stand up for our community against unfair decisions made by the state government.

East Ward Councillors

Councillor Robin Cook

robin.cook@penrith.city

Cr Robin Cook was elected to Penrith Council at a by-election in May 2018. Cr Cook has lived in the Penrith area for 37 years and her family's association with Penrith spans many generations. Her great uncle was elected to Penrith Council in 1936.

Cr Cook is passionate about maintaining the balance between development and the protection of our local environment, particularly the Nepean River. 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

tricia.hitchen@penrith.city

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.

Cr Hitchen represents Council on the Access Committee, Penrith Aquatic and Leisure Centres (Ripples) and the St Marys Town Centre Board. As the mother of a special needs child, Cr Hitchen is a strong advocate for people with disabilities, accessibility and equity.

She and her husband run a removal and storage business in Emu Plains.

Cr Hitchen is also a Board member of the Haven Women's Refuge.



Councillor Todd Carney

todd.carney@penrith.city

Cr Todd Carney was born and raised in Western Sydney. He has lived in Glenmore Park since 2008 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.

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.

Aside from his duties as a Councillor, Cr Carney has volunteered as a board member of the Nepean Community College for the past eight years. He also volunteers his time to coach a team for the Colyton/St Clair Chiefs Baseball Club.

Councillor Bernard Bratusa

bernard.bratusa@penrith.city

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

Cr Bratusa firmly believes the City of Penrith has an exciting future, and he constantly promotes the region as the ideal home to raise a family and run a business. Boosting the local economy and creating employment opportunities are priorities for Cr Bratusa, whilst ensuring we respect and protect our rich heritage and rural villages.

Cr Bratusa and his wife Katheryne have three adult children.



South Ward Councillors

Councillor Jim Aitken OAM

jim@jimaitken.com.au

Cr Jim Aitken OAM was elected to Penrith City Council in 1995 and was re-elected in 1999, 2004, 2008, 2012 and 2016. Cr Aitken was Penrith's Mayor in 2008-09 and Deputy Mayor in 2010-11 and 2013-14. He has lived in the local area for more than 50 years and is a patron of many sporting and community organisations.

Cr Aitken is also a successful businessman and employs more than 100 people through the Jim Aitken Group, which includes eight real estate offices and three restaurants.

He is a member of Council's Audit, Risk and Improvement Committee and the Penrith Flood Advisory Consultative Committee. He is also a Floodplain Management Australia committee member.

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



Councillor Brian Cartwright

brian.cartwright@penrith.city

Cr Brian Cartwright was elected to Penrith City Council at a by-election in May 2018. Cr Cartwright has lived and worked in the Penrith area for close to 30 years and is passionate about his local community.

He has extensive management experience gained during his three decades with the Royal Australian Airforce, in the private sector and as a small business owner.

Penrith continues to grow and develop at a rapid pace and Cr Cartwright is a strong advocate for delivering the right services at the right time, with minimal impact on residents and businesses. He also understands the importance of quality sporting fields and facilities and will be keenly pursuing the continued investment in these facilities for our growing City.



Councillor Mark Davies

mark.davies@penrith.city

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 the Hon. Tanya Davies MP, Member for Mulgoa. In his spare time, he enjoys photography and playing the guitar.



**Councillor
Karen McKeown OAM**

karen.mckeown@penrith.city

Cr Karen McKeown OAM was elected to Council in 2004, 2008, 2012 and 2016 and served as Mayor in 2015-2016 and Deputy Mayor in 2006-07. 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.

Cr McKeown has been actively involved with many community organisations and committees including as president of the Australian Local Government Women's Association NSW. Cr McKeown is also currently a Director of Penrith Performing & Visual Arts, a member of the Penrith CBD Corp Committee, Local Traffic Committee and Director of Local Government NSW.

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 Kath Presdee

kath.presdee@penrith.city

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



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

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

Cr Presdee's key priority is to build a strong and resilient city; in particular attracting and retaining smart and sustainable jobs.

OUR COMMUNITY'S VOICE

PROJECTS SHAPED BY OUR COMMUNITY

Council's activities, budget and fees and charges for 2019-20.

Community safety programs for the next four years

Increased awareness for the elimination of violence against women.

Local young people designed new playgrounds in Cook Park, St Marys and Brian King Reserve, Penrith.



COMMUNITY BARBEQUE FESTIVALS POP-UP EVENTS

Residents in Kingswood and North St Marys shared the barriers impacting their ability to find and keep jobs.

North St Marys residents informed Robin Wiles Park Stage 2 building progress.

Local businesses and property owners regularly discussed the works during the High Street upgrade.



WORLD CAFÉ INFORMATION SESSION

ROUNDTABLE DISCUSSION PANEL

Penrith City residents shared their understanding of health and social experiences to support local service planning, funding applications and advocacy initiatives.

Reviving the original production of the Q Theatre performance - St Marys Kid, a theatre play produced in 1978. A range of people were engaged including young people, artists and community organisations to inform a partnership production with Queen Street Riches and Textures 2020 (QSRT) to provide local artists a professional art development and mentorship opportunity.

Residents, workers, students and visitors to the Werrington Enterprise Living and Learning Precinct shared their current and future community facility needs.



WEBSITE SOCIAL MEDIA YOUR SAY

Upgrade of Parklawn Place shops, North St Marys to improve community safety and active spaces to support community life in the area. The project was funded by NSW Government's Community Safety Fund.

Local residents in Kingswood informed the delivery of a range of services and an arts project called 'A little Birdy Told Me' through the monthly pop-up Village Café.

Residents in Glenmore Park and St Marys informed Council's understanding of the social determinants of health to improve future planning of our suburbs so we can support better health outcomes for the community.

Multicultural service providers came together to share their experience and knowledge around breaking down the barriers culturally and linguistically diverse communities face in accessing fair and culturally appropriate services.

Over 55 year olds and their families celebrated the role and contribution of older people in the community and the benefits of active ageing.

Residents in North St Marys informed local service needs and activities to support social connection in the neighbourhood via the monthly pop-up Village Café.



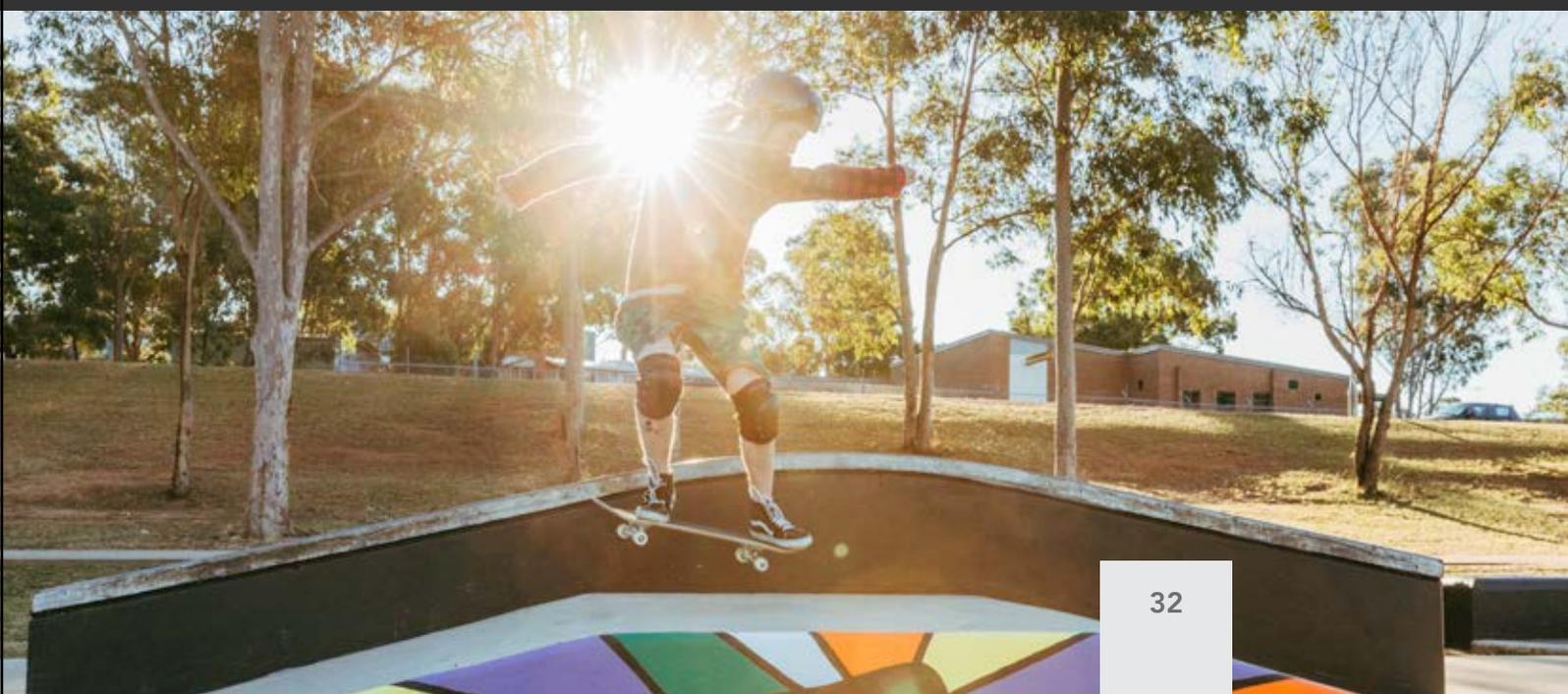
SURVEYS



**INTERVIEWS
FORUMS
WORKSHOPS**

Young people were actively involved in planning and delivering Youth Week activities to celebrate their contributions to the community.

Community members of South Asian background and the wider community helped build stronger connections and reduce isolation of South Asian communities through a food festival in the Mondo, Penrith.



YOUR VOICE



OPPORTUNITIES TO JOIN THE CONVERSATION IN 2019-20



COMMUNITY SATISFACTION RESEARCH SNAPSHOT

Satisfaction research helps us understand how the community feels about Council's services and facilities, with the results used to help plan services and track our performance. Micromex Research did a detailed telephone survey of 551 random residents between 22 March to 2 April 2019 on behalf of Council.



90% of residents are at least somewhat satisfied with Council's performance over the past 12 months

TOP THREE CHALLENGES FACING PENRITH OVER THE NEXT 10 YEARS

1. Traffic congestion
2. Managing population growth
3. Infrastructure catering to growing population



64% of residents believe the services Council provides are 'good' to 'excellent' value for the rate dollar

WHAT WAS MOST IMPORTANT TO OUR COMMUNITY?

1. Household waste management
2. Clean streets and public spaces
3. Infrastructure meets population needs
4. Managing Penrith's future
5. Council is trustworthy

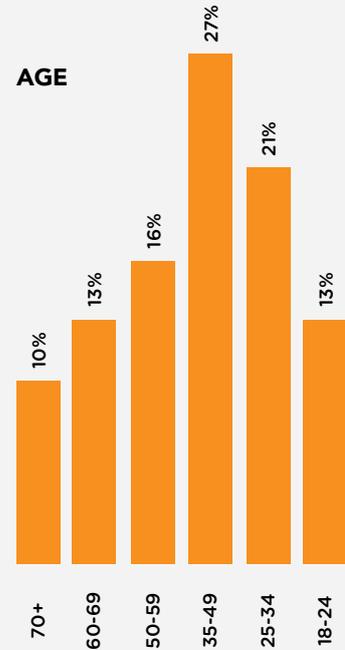


90% of residents rated overall quality of life in Penrith as 'good' to 'excellent'

WHERE DO WE NEED TO DO BETTER?

1. Ease of traffic flow
2. Provision of car parking
3. Infrastructure meets population needs
4. Council listens to the community's needs and expectations
5. Council communicates well with residents

WHO DID WE TALK TO?



48% Urban areas
29% New release areas
23% Rural areas

26% **Speak a language other than English**



62% **have lived in Penrith for more than 10 years**

3%

Aboriginal or Torres Strait Islanders



8% **Identify as having a disability**

33%

Born overseas

OUR PERFORMANCE



HOW DID WE DO

Below is a summary of our performance against the specific actions we committed to for 2018-19.

ACTIVITY	ACTION	PROGRESS
OUTCOME 1 WE CAN WORK CLOSE TO HOME		
Deliver actions identified in the Economic Development Strategy, Penrith Progression and Penrith Health and education Precinct Action Plan	Deliver actions to facilitate The Quarter	✓
Actively promote and market the New West	Develop an economic analysis and long-term marketing strategy for the Western Sydney Airport	✓
Deliver city centre transformation through development of key Council sites	Finalise site readiness and due diligence in preparation for stakeholder engagement and designs for the City Park	✓
	Determine approach to delivery for the City park	✓
Promote Penrith as a place to visit and invest in through marketing and events	Develop and implement a strategic marketing plan for the New west brand	✓
	Review Council's major events sponsorship policy to ensure maximum return on investment	➤
	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	➤
Deliver quality library services that meet the community's changing needs	Implement upgrades to the print and payment system	✓
	Implement Radio Frequency Identification (RFID) to all branches	✓
OUTCOME 2 WE PLAN FOR OUR FUTURE GROWTH		
Assess development proposals efficiently and make decisions that are open and fair	Engage with stakeholders on ways to improve development assessment	➤
	Undertake a program of continuous service enhancement	➤
Ensure our policies, strategies and plans set a clear direction for managing the growth of our City	Commence background studies to inform the preparation of the Penrith Local Strategic Planning Statement	➤
	Complete a review of the planning controls, traffic and parking strategy for the Penrith City Centre	➤
Seek to influence planning legislation and related government policies to ensure the best outcomes for our community	Prepare a submission on corridor preservation for major transport infrastructure	✓
Position the City to harness the opportunities that come from advances in technology to improve everyday life, business and sustainability for our community.	Develop a Smart City Strategy <i>90% complete, will be completed 1st quarter of 2019-20</i>	✗

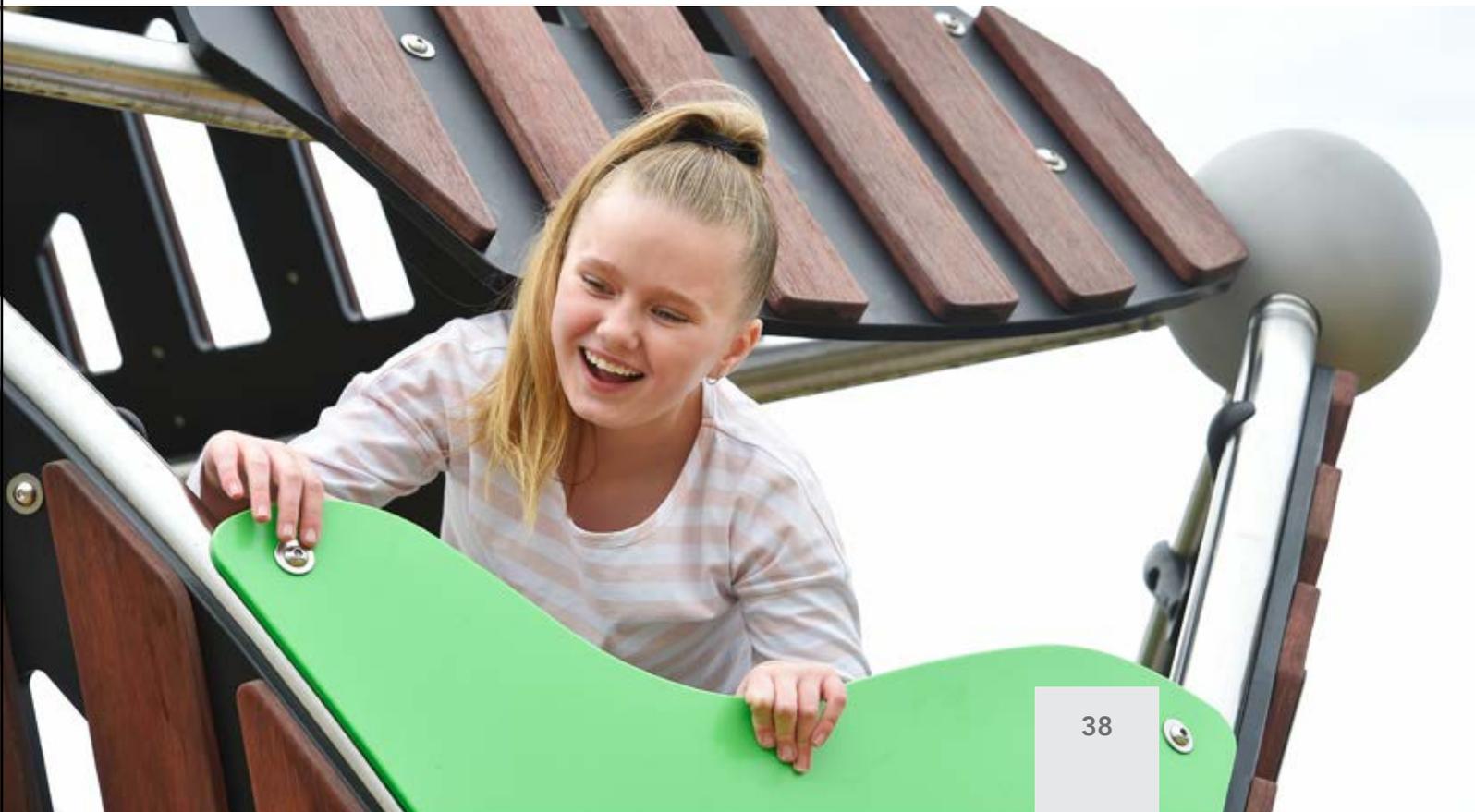
OUR PERFORMANCE

ACTIVITY	ACTION	PROGRESS
OUTCOME 3 WE CAN GET AROUND THE CITY		
Certify future public assets being delivered as part of development	Participate in the development of uniform engineering design standards	➤
Identify areas and causes of traffic congestion that affect main roads	Lobby for funding to upgrade roads where there are identified areas of significant congestion	✓
Provide technical advice on parking issues and plan for the delivery of parking infrastructure	Finalise detailed design for the Soper Place development <i>Works have commenced, tender for Design and Construct to be 3rd quarter of 2019-20</i>	✗
	Finalise the design and commence construction of North Street temporary carpark and upgrade works (roundabout and pedestrian ramp)	✓
	Finalise Development Agreement for the Union Road site that includes delivery of public car parking	✓
Work with government to deliver regional transport infrastructure that meets the needs of our community	Advocate for regional transport infrastructure	✓
OUTCOME 4 WE HAVE SAFE, VIBRANT PLACES		
Manage the development of master plans and designs for Council's public spaces	Finalise design of road alignment for River Road and obtain relevant approvals to commence construction <i>Delays in getting approval from RMS. Tendering for architect in 1st quarter of 2019-20</i>	✗
	Facilitate engagement to determine vision and activation plan for Regatta Park	✓
Maintain a Community Safety Plan for the City	Finalise development and commence delivery of the Community Safety Plan 2018-22	✓
Manage public trees across the City	Review the Street and Park Tree Management Plan	✓
Support the revitalisation of Penrith City Centre and St Marys Town Centre	Actively engage businesses to support the revitalisation of Penrith City Centre	✓
Work with local communities to identify priority issues in their area	Undertake neighbourhood renewal activities in Kingswood	➤

✓ COMPLETE ✗ NOT ACHIEVED ▶ ONGOING

ACTIVITY	ACTION	PROGRESS
OUTCOME 5 WE CARE ABOUT OUR ENVIRONMENT		
Help protect and improve our City's natural environment	Complete the environmental assessment and final validation of site remediation for the former Gipps Street landfill site	✓
	Commence community consultation regarding amendments to the 2007 Masterplan once validation has been achieved <i>Project was on hold for the past 12 months pending the final site audit report.</i>	✗
	Prepare and adopt an amended masterplan for the Gipps Street recreation area <i>As per comment above.</i>	✗
Manage resource recovery and waste collection services	Investigate regional waste initiatives	▶
	Finalise negotiations for the new waste contracts and prepare for implementation from 1 July 2019	✓
Identify opportunities to respond to a changing climate	Complete activities under the Global Covenant of Mayors for Climate Change	✓
	Coordinate the implementation of the Cooling the City Strategy	▶
	Assess tree canopy coverage across the City and look to establish targets	✓

OUR PERFORMANCE



ACTIVITY	ACTION	PROGRESS
OUTCOME 6 WE ARE HEALTHY AND SHARE STRONG COMMUNITY SPIRIT		
Deliver programs and work with government and community organisations to improve health and wellbeing	Implement the Penrith Health Action Plan in collaboration with the Nepean Blue Mountains Local Health District and the Nepean Blue Mountains Primary Health Network	➤
	Contribute to the improved health of residents in older established areas through the Village Café	➤
Provide designs and plans for Council's parks and sportsgrounds	Finalise tender and commence construction of new playing fields and associated facilities at The Kingsway	➤
Deliver library services that support a vibrant, connected community	Assist with refurbishment of Penrith Library PC area and Research Room	✓
Plan and advocate for sport and recreation facilities, services, programs and events for the City	Complete the Penrith Sport, Recreation, Play and Open Space Strategy <i>Will be completed in 2019-20</i>	✗
Ensure privately owned swimming pools are safe and healthy	Undertake an education program for swimming pool safety for existing pools in residential areas	✓
	Undertake a program of swimming pool inspections for existing swimming pools in established residential areas	➤
Develop effective responses to the impacts of growth, redevelopment and change in our community	Complete and launch a demographic profile of the City	✓
	Coordinate the implementation of the Disability Inclusion Action Plan	➤
	Support the Multicultural Working Party	➤
Work with Aboriginal organisations and residents to strengthen our community	Coordinate the implementation of the Working Together Agreement with the Deerubbin Local Aboriginal Land Council	➤
Conduct and support events that include all members of our community	Review Council's community events program to assess impact and develop a proposed plan for community events for implementation in 2019-20 financial year	✓
Create opportunities for residents to learn about different cultures through national and international partnerships	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	✓
Support and implement initiatives which contribute to culture and creativity	Lead the implementation of the priorities from the 2015 Mayoral Arts and Culture Summit	➤
	Implement monitoring initiatives for emerging creatives including Queen Street Riches and Textures Penrith LGA	➤

✓ COMPLETE ✗ NOT ACHIEVED ▶ ONGOING

ACTIVITY	ACTION	PROGRESS
OUTCOME 7 WE HAVE CONFIDENCE IN OUR COUNCIL		
Implement the agreed audit program to help ensure Council's operations are ethical and efficient	Undertake audit program as agreed with the Audit Risk and Improvement Committee	▶
Provide accurate information to Council and the community on council's financial activities	Expand reporting to include new performance and improvement opportunity measures	✓
Support financial sustainability through financial planning and budget management	Review the current investment policy to maximise returns on the investment portfolio	✓
	Undertake a review of Debt Recovery policies and procedures	✓
Manage Council's property portfolio to reduce reliance on rate income	Continue with community engagement for the Open Space Reinvestment Project	✓
Support financial sustainability by managing Council's purchasing policies and procedures	Carry out training on the quotation process to ensure the Vendor Panel is used by all staff	✓
Manage Council's assets to minimise risk, reflect lifecycle costs and meet community needs	Participate in management initiatives with the Regional Strategic Alliance	▶
	Update Asset Management Plans for all asset classes	▶
	Review key asset management processes, including acquisition and disposal	▶
Identify ways Council can use resources more efficiently	Investigate the feasibility of larger scale solar renewable energy projects within the region	▶
Support the business performance of the organisation	Undertake an end to end review of the Development Application process	✓
Provide information technology to support efficient service delivery	Continue delivery of the field services mobility project <i>In progress – Delays have been experienced. Scheduled for completion 2nd quarter 2019-20</i>	✗
	Commence development of a Customer Request Management System	✓
Keep our community informed about what council is doing	Conduct a review of Council's communication tactics to assess effectiveness and impact	✓
	Develop a proposed plan for communication tactics for implementation in 2019-20 financial year	✓
Talk with and listen to our community when planning for the future	Complete and implement a review of community engagement practices <i>Will be completed by end of 2nd quarter 2019</i>	✗

OUR PERFORMANCE

ACTIVITY	ACTION	PROGRESS
Ensure our corporate planning documents are a true reflection of current community needs	Conduct research into community satisfaction and well-being	✓
	Review the business planning process <i>This work has been delayed and will be delivered in the later part of 2019-20</i>	✗
	Trial process to vary the agreed works program <i>This action is not likely to proceed as a stand-alone project and will be reviewed as part of ongoing business improvement</i>	✗
'Future proof for tomorrow's success'. Build partnerships, improve productivity and make the best use of technology	Streamline timesheets to increase efficiency	✓
	Implement a learning management system	✓
'Make your mark'. Build a values based organisation, that engages our workforce and develops their talents and capabilities	Undertake an Employee Engagement Survey <i>Survey was not undertaken during 2018-19 – options for one in 2019-20 will be investigated further</i>	✗
	Complete the Mastertek Salary Review	✓
	Deliver an internal careers expo <i>Careers expo will be delivered after Council's policy review has been completed</i>	✗
	Investigate implementation of the Local Government Capability Framework	✓
'Council safe; Home safe – towards Zero'. Ensure our safety systems provide and respond to the current needs of both our staff and our organisation	Review the drug and alcohol policy	▶
	Implement new processes for safety reporting and accountability	✓
	Conduct incident investigation training for key staff	✓
Respect, Accountability and Innovation. Embed our values across the organisation	Create a new reward / recognition framework to promote Council values	✓
	Trial an ethics hotline Penrith LGA <i>Further investigation into implementation will be carried out in 2019-20</i>	✗
	Continue crucial conversations training <i>Further investigation into implementation will be carried out in 2019-20</i>	✗
Support the endorsed programs of the Regional Strategic Alliance with Blue Mountains City Council and Hawkesbury City Council through active engagement and collaboration	Support programs in the areas of visitor economy, procurement, regional asset management, waste	▶



OUTCOME 1

WE CAN WORK CLOSE TO HOME



How have we done?

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

Utilisation of Council provided child care centres

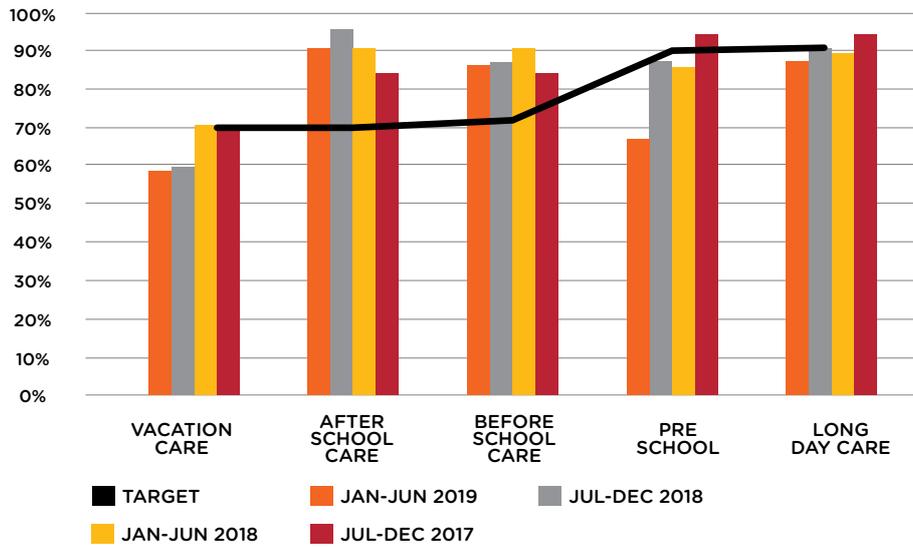
This indicator tracks both whether Council's child care centres are operating at target utilisation rates, and whether parents wishing to work, or study may have difficulty finding care for their child.

Utilisation targets are projected at the time of the budget development process and were adjusted for the financial year to reflect trends, as set out on the opposite page.

The long day care Year To Date (YTD) utilisation rate has dropped to 88% which was 5% below target. Changes to the subsidy payments are continuing to have an impact however the staff have worked hard to fill 172 places across long day care in the month of May and 132 places for June with most families taking up additional days on the 9 or 6 hour option.

YTD utilisation rates for before school care and after school care continue to track well with most services recording favourable utilisation rates. Werrington County Out of School Hours (OSH) has continued to demonstrate strong numbers. Utilisation at Kingswood Park OSH continues to be a challenge.

Utilisation of Council-provided child care centres



WE CAN WORK CLOSE TO HOME

Average number of attendees at Library education programs

This will help Council track whether the programs run in our libraries are popular and meeting community needs.

Average number of adults who attended Library education programs:

45.8

Penrith Library has run 21 educational workshops and talks for adults in the last 12 months. A total of 961 adults attended these workshops and talks which included:

- an Aboriginal family history workshop
- a talk on gut health
- 'Heritage near me' workshops
- employment workshops
- an archaeology talk on the history of the Lochwood estate
- a National Disability Insurance Scheme (NDIS) information session
- author talks by Steven Carroll, Victoria Purmann, Fiona McIntosh and Lee Child.

Average number of attendees at Library Children's programs (including parents and carers):

33.7

A number of 'Pop Up' libraries have also been run over the past 12 months. Our Pop Ups have featured at a number of community events and celebrations including the Australia Day celebration at Jamison Park, Seniors' Week events at Thornton and St Clair Leisure Centre, Village Cafés held at Kingswood and North St Marys and at the Mondo during Library and Information Week.

Penrith Library also offers a range of children's programs for 0-16 years old which include weekly baby time, story time, toy library and after school activities for primary and teenaged children, holiday activities, library tours and outreach visits. The content of these programs regularly change to enrich children's learning capabilities and interests. Over 13,100 children and 7,200 adults attended 602 children's program sessions across three library branches.

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

1.1.1 Deliver actions identified in the Economic Development Strategy, Penrith Progression and Penrith Health and Education Precinct action plan

a. Deliver actions to facilitate The Quarter

Council has played a leading role in establishing The Quarter, Penrith's health and education precinct. We have spearheaded efforts among the stakeholder group – a strong alliance of health and education providers – to deliver the precinct's Action Plan.

The Marketing Plan was endorsed by The Quarter Leadership Steering Committee in May 2019. The plan positions The Quarter as an international destination for research, innovation and healthcare, with the aim of stimulating investment and supporting 6,000 additional jobs in 10 years.

We held a successful stakeholder breakfast, completed a Branding and Style Guide, prepared a business case for a research institute within the precinct, and have undertaken preparation for the development of a structural plan. A travel plan is also being developed in conjunction with Transport for NSW, with the objective of improving travel opportunities within the precinct.

1.1.2 Facilitate investment in the city through partnerships with key stakeholders

Partnerships with key stakeholders are essential in securing a bright future for Penrith City.

Important partners include the Department of Planning, Industry and Environment, with whom we meet quarterly. Council works closely with the Greater Sydney Commission to identify opportunities and deliver the shared vision for the Greater Penrith Collaboration Area. We also continued to work closely with other Western Sydney City Deal councils to develop regional strategies.

The NSW Government's Western Sydney Investment Attraction Office is an important stakeholder in securing targeted investment for Penrith City. During the financial year, we received 16 investment leads from enterprises considering locating in Penrith City. We have also attended major events to build partnerships and promote investment opportunities in our City, including the Urban Development Institute of Australia National Congress and the Together Achieving Better Health Conference.

1.1.3 Actively promote and market the New West

a. Develop an economic analysis and long-term marketing strategy for the Western Sydney Airport

This year we launched Penrith New West – The Edge of Tomorrow, our brand to promote the City, attract investment and create valuable, sustainable jobs. Our City has a bright future as the lifestyle and economic heartland of this area; this is enhanced by the plans for Western Sydney Aerotropolis, the North South Rail Link, The Quarter and the Northern Gateway Precinct. The New West brand weaves this all together into one compelling narrative.

New West – The Edge of Tomorrow was launched at an event attended by over 100 representatives from the Australian Trade and Investment Commission, Goodman Group and the NSW Government.

1.1.4 Deliver city centre transformation through development of key Council sites

a. Finalise site readiness and due diligence in preparation for stakeholder engagement and designs for the City Park

b. Determine approach to delivery for the City Park

We have made major strides in the development of City Park this year. The City Park Strategy and the City Park Activation Report have both been completed; a cost-benefit analysis and concept designs based on different scenarios have also been finalised. The next step is community engagement to inform the design and activation of the park, which will commence in late 2019.

We have also achieved some success in transforming Regatta Park. We successfully secured \$15m of federal and state funding from the Western Sydney City Deal Liveability Fund to realise the community's vision for this space. The transformed Regatta Park will feature an amphitheatre at the water's edge, terracing, cafes, restaurants, public art, as well as new playgrounds and paths. This space will be utilised and enjoyed by generations to come.

1.1.5 Promote Penrith as a place to visit and invest in through marketing and events

- a. *Develop and implement a strategic marketing plan for the New West brand*
- b. *Review Council's major events sponsorship policy to ensure maximum return on investment*
- c. *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 - 2020 financial year*

Tourism and major events injected \$371 million into our local economy over the last year, based on information from Tourism Research Australia. Council worked hard to both facilitate specific events and more generally raise the profile of our City. We actively marketed Penrith as a unique and attractive destination via our Visit Penrith brand, information booths, a highly trafficked website, an eNewsletter, a What's On calendar and an official visitor guide.

Our reputation as an ideal spot for major events continues to grow. Highlights of the last year included the FFA Cup, Nepean Triathlon, NSW Golf Open Championships and the Matildas vs Chile soccer match. This year we have worked with an external consultant to develop a major events strategy for the City; this will provide guidance on which events provide the most benefits to Penrith, and how can attract and retain these events.

We are also working to draft a broad Council Sponsorship Policy. The policy outlines the selection criteria, value and benefits that form the foundation of Council's sponsorship expectations moving forward. It provides greater rigour as to how proposals are evaluated, measured and supported.

Penrith's Destination Management Plan (DMP) was originally drafted in 2015. Given the recent significant changes in our region, an update is required to guide Council in further growing the visitor economy. Once complete, the updated DMP will also deliver a robust benchmarking tool for evaluating Penrith's visitor economy.

1.1.6 Manage Council's property portfolio to stimulate investment

Council owns almost 48ha of City Centre land which can be utilised to support the needs and long-term vision of the community. Significant work has been undertaken over the last year to progress the sites, particularly the City Park, as detailed in 1.1.4 above. Our Property Development team is focusing on being market-responsive, self-funded, investing in capital for the future and on delivering financial returns to Council.

CHALLENGES AND BUDGET EXCEPTIONS

Our work to progress the City's economic prospects is closely related to the funding announcements and infrastructure projects of the NSW and Federal Governments. At times, Council's projects can be delayed while we await outcomes from other levels of government.

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

1.2.1 Deliver high quality children's services

All of Council's Children's Centres are rated as exceeding or meeting the National Quality Standards (NQS) compared to 78% achieving this rating nationally. Over the course of this year, 18 services were assessed.

More than 400 families submitted feedback in our annual parent survey in August 2018. Overall, parents are happy with the care and service we provide, with 92% rating our staff as 'excellent' or 'good'. Suggested improvements mainly related to upgrading equipment and communication



between parents and centres. Recent building and playground upgrades included flooring at Werrington County, Stepping Stones and Yoorami Children's Centres, Carita Children's Centre car park, as well as internal painting and staffroom upgrades at various other centres.

'Secret shopper' evaluations were undertaken in April to gain insight into the enrolment process from the point of view of parents. These evaluations provided feedback on specific areas including how parents are greeted, aesthetics of the building and foyer areas and the information provided during the orientation process. Overall the evaluations were positive, with most services rated between three and five out of five.

1.2.2 Support young children to be successful lifelong learners

The Children's Services team provides innovative programs to cater for a range of learners. The free Mobile Playvan service visits numerous local suburbs during school term time, providing supported play sessions for children under six years old. For the slightly older age group, the Middle Years Mentoring Program has delivered targeted sports and recreational programs to foster resilience and positive social behaviours. A Therapeutic Speech and Language Program was delivered to support children prior to school entry, providing early intervention and linking families to specialist services. Creative approaches are encouraged in the Children's Services team. We ran a photography project which delivered a positive experience for participating children and resulted in some outstanding creative and developmental outcomes. We also encouraged mindfulness through the Children and Parenting Program.

The team actively promotes social inclusion and community harmony in our City. Our range of initiatives is being substantially expanded through federal grant funding under the Inclusive Communities Grants Program. This is benefitting children aged 5-12 years in our OSH services, through a mentoring and sport program which promotes resilience and inclusion.

1.2.3 Deliver quality library services that meet the community's changing needs

- a. *Implement upgrades to the print and payment system*
- b. *Implement Radio Frequency Identification (RFID) to all branches*

Penrith City Library provides access to a range of free online resources to meet the community's research or informational needs. Library members can connect 24/7 at the Library, from home computers or from smart devices. As well as our extensive catalogue of books, we also provide access to online databases, newspapers, journal articles, magazines and eBooks. We have magazines in seven languages, children's bilingual picture books in 24 languages and free access to 14 community language collections via the State Library of NSW's bulk loan community language lending service. Our Toy Library was awarded the 2018 'Innovation in Outreach Services' by the peak industry body, the NSW Public Libraries Association (NSWPLA), in November.

Penrith Library has been working towards digitising our local history records and collections to ensure they are easily accessible to all. These digital archives include thousands of photographs of the local Penrith area (some of which date back to the late 1800s), maps and sound recordings.

In May 2019 our Radio Frequency Identification (RFID) system and the newly refurbished study and research rooms at Penrith City Library were officially launched by the Mayor, Cr Ross Fowler OAM. The refurbishment took three months to complete and the Library remained open to the public throughout the construction. The new RFID system makes borrowing and returning books quicker and easier than ever before. The refurbishment also added additional study desks, two new study rooms, expanded our 'quiet zone' study area and introduced a new-and-improved local history Research Room. A training space is included in the new Research Room, which can now accommodate a wide range of community workshops and classes.

1.2.4 Deliver a work experience and traineeship program that adds value to the community, students and Council

We continue to run a strong Work Experience Program, which we actively market through social media, careers events and at local schools. Over the past year, 108 local young people have accessed work experience across Council.

Our Traineeship Program also keeps going from strength to strength. Across our 2018 and 2019 Programs, we welcomed 37 Business Administration Trainees, two IT Trainees and 63 Child Care Trainees. Of those, 11 people identified as having a disability and three identified as having an Aboriginal or Torres Strait Islander background.

CHALLENGES AND BUDGET EXCEPTIONS

Significant work has been undertaken by the Children's Services team in relation to the Federal Government's Jobs for Families package and the new Child Care Subsidy. Whilst many working families are better off under the new system, there was a risk that some children would have their access to subsidised childcare reduced if their family did not meet the activity test. Children's Services worked hard with families to help them genuinely meet the activity test, change their hours of attendance or transfer to a more viable preschool.



WE CAN WORK CLOSE TO HOME



OUTCOME 2

WE PLAN FOR FUTURE GROWTH



How have we done?

The following indicators track our organisational progress against some of the key strategies around development and planning.

Housing Approvals

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 impact on services and facilities. This indicator will allow us to see trends in development as we continue to track it over time. The dominance of single dwellings reflects the current activity in release areas including Glenmore Park Stage 2, Jordan Spring and Caddens.



Number of formal variations to Penrith LEP

This will help us understand how often we agree to vary our planning instruments. As with planning proposals, some variation is inevitable, however too much may indicate a need to review our controls.

1,088 applications were determined or withdrawn during the 12 month period.

Local Planning Panel

Nine determined applications with formal variations under Clause 4.6

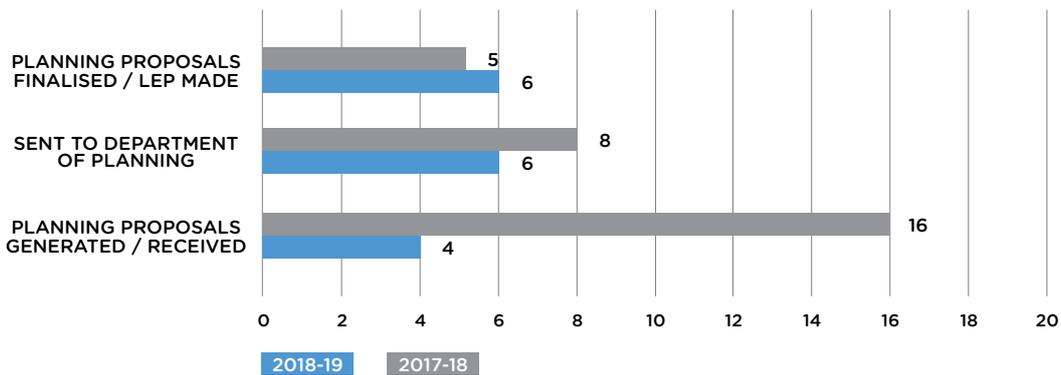
Sydney Western City Planning Panel

Three applications with a Clause 4.6 request determined.

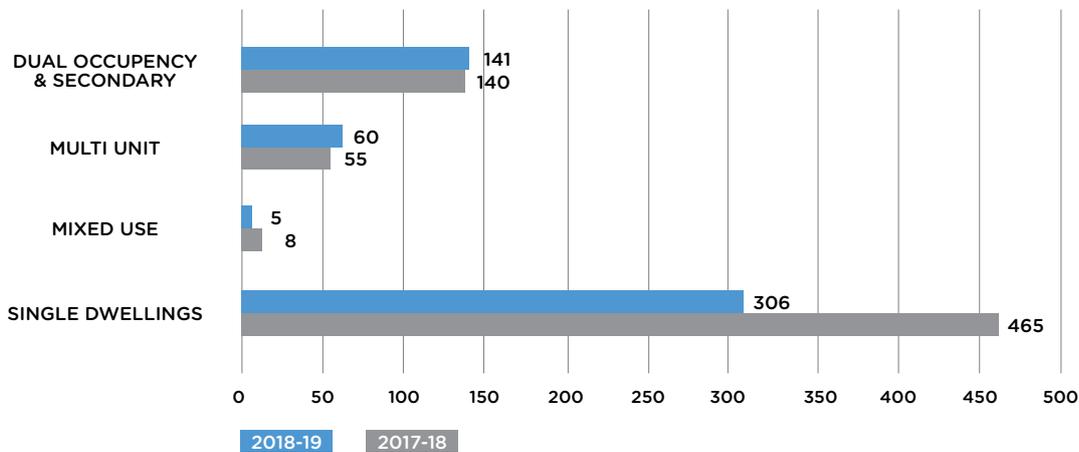
Number of Planning Proposals

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 the 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 LEPs were developed. Too many proposals though, may indicate the controls are out of date and in need of review.



Number of New Development Applications received by Council



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

2.1.1 Plan for and facilitate development in the City

The City Planning team is progressing changes to our planning instruments, in response to requests and opportunities for quality developments which strike the right balance between local jobs, housing options, green spaces, services and infrastructure. These include:

- The Station Plaza St Marys Planning Proposal seeks to facilitate redevelopment of the shopping centre into a new mixed-use development containing apartments, upgraded shops and some commercial floor space. Council received a gateway determination in August 2018, allowing us to start community and agency consultation. We are preparing the technical studies needed for consultation, including a traffic and parking assessment and overshadowing analysis.
- The Orchard Hills North Planning Proposal was submitted to the gateway process in July 2018 and gateway determination was issued on 22 February 2019. Various supporting technical studies are under preparation, with public exhibition anticipated to occur in late 2019 or early 2020. The proposal will allow general residential and associated uses.
- The Planning Proposal for 57 Henry Street was publicly exhibited in May and June 2019. We are currently reviewing the submissions received. The proposal seeks to amend Penrith Local Environmental Plan 2010 to nominate the land as a Key Site, enabling development of the site to access additional floor space in return for the provision of community infrastructure.

- The Chesham Street Planning Proposal was submitted in February 2019, after going through the process of gateway determination, public exhibitions and public hearings over the last year. This planning proposal will convert the site from community land to operational land.
- The Panthers Planning Proposal continues to progress, with involved parties currently negotiating amendments to the planning agreement. The proposed changes will enable the development of a mixed-use and residential precinct.
- In May 2019, a gateway determination was issued for a Winter Sporting Facility in Penrith. The Planning Proposal and supporting information will be publicly exhibited later in 2019.
- Gateway determination for the Australian Arms Hotel Planning Proposal was received in May 2019. This proposal will increase the height and floor space ratio on this site. Public exhibition commenced on 31 May 2019, concluded on 30 June 2019 and will be reported to Council in August 2019.
- Western Sydney Airport Gateway Planning Proposal is moving through the process, with Council staff participating in 3-weekly meetings with the proponents.
- Feedback has been provided on Western Sydney University's Werrington Planning Proposal. Council staff continue to participate in regular meetings with the proponents and other Council teams to resolve specific issues.

2.1.2 Provide engineering advice for development applications, strategic planning and policy development

To ensure our community has sustainable assets, City Planning prioritises engineering input into developments as a critical focus. We refer 100% of proposals to our Engineering Services team before briefing Council. There may be exceptions to this such as some reclassification Planning Proposals that do not require a change in planning controls.



2.1.3 Assess development proposals efficiently and make decisions that are open and fair

- a. *Engage with stakeholders on ways to improve development assessment*
- b. *Undertake a program of continuous service enhancement*

Over the past 12 months, 1,149 development applications were lodged with 1,336 applications determined (including withdrawals). Our Development Services team has also reviewed and responded to over 130 development and infrastructure works proposals from the State Government and telecommunications authorities.

We continued to focus on reducing waiting times for applicants. Determination of single dwelling applications fell to 46 days, down from an average of 48 days in 2017-18. We are well below our KPI target of 50 days.

We ran an apartment building waste workshop in December 2018 with regular customers, architects, and staff from our Waste Management, Development Engineering and Development Services teams to review onsite waste vehicle specifications and identify innovative design options for investigation.

In March 2019 a new system for subdivisions went live, streamlining our work in this area and resulting in faster turnarounds for applicants. The Development Services team also contributed to a pilot program run by the NSW State government for online lodgement of development applications and complying development certificates. The success of the trial will enable further expansion of the program in 2019-20.

2.1.4 Ensure buildings constructed are safe and healthy

Over the past 12 months, we have issued 227 occupation certificates (interim and final) and approved 159 construction certificates. An increase in the number of complex, large scale construction certificates submitted for assessment corresponds with an increase in large residential and commercial buildings under construction. We performed 1,227 critical stage construction inspections and received

2,087 Annual Fire Safety Statements. We conducted 44 Fire Safety Audits on existing commercial buildings, many in response to complaints made by Fire and Rescue NSW or community members.

2.1.5 Contribute to and influence changes in policy to ensure the best outcomes for our community

Our Development Services team continued to provide advice and technical feedback on proposed legislation and policy amendments. Examples of our work over the last year include:

- Providing input to the NSW Office of the Government Architect on draft design excellence competition guidelines
- Making a submission to the NSW Department of Planning, Industry and Environment on proposed amendments to Boarding House provisions within SEPP No. 70 – Affordable Rental Housing (2009)
- Attending forums arranged by the Department of Planning, Industry and Environment on the creation and implementation of best practice guidelines for major development application preparation and assessment
- Providing advice to Sydney Water on procedural recommendations for servicing developments following attendance at the Sydney Water Development Forum
- Attending and providing input into an interagency taskforce on combustible cladding
- Contributing to a successful trial of a new online portal for lodging development applications

CHALLENGES AND BUDGET EXCEPTIONS

Council devotes time and resources to manage the Penrith Local Planning Panel and support the Sydney Western City Planning Panel. The increasing number of applications reported to these panels has required a realignment of administrative resourcing to manage these processes.

A downturn in the building and construction industry over the past year has resulted in fewer construction projects across Sydney. This downturn, along with concerns about professional indemnity insurance in the certification industry and proposed building reforms, has caused some uncertainty in the wider community.

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

2.2.1 Ensure our policies, strategies and plans set a clear direction for managing the growth of our City

- a. *Commence background studies to inform the preparation of the Penrith Local Strategic Planning Statement*
- b. *Complete a review of the planning controls, traffic and parking strategy for the Penrith City Centre*

The City Planning team undertook an initial phase of engagement with the community to inform the preparation of the Local Strategic Planning Statement (LSPS). In May 2019, a Community Panel was also established for more targeted engagement, reflecting a diverse cross-section of our community. The panel provided feedback on the priorities, needs and challenges of our City over the next 20 years. Feedback from members of the panel has been overwhelmingly positive, with members feeling satisfied that their views were heard. The LSPS will be publicly exhibited from 1 October 2019.

The team is also undertaking a review of the Penrith City Centre, including a comprehensive review of planning controls. We are also in the preparation stages for a Transport Management Plan and Parking Strategy, which will include detailed traffic modelling for the Penrith City Centre. This is a two-year project that will continue into 2019-20.

2.2.2 Undertake research and projects in response to emerging issues

As part of the preparation of the Local Strategic Planning Statement, a tender process has been undertaken to appoint consultants for the preparation of the Local Housing Strategy, Rural Lands Strategy (including Scenic and Cultural Landscapes) and an Economic Strategy for St Marys. Consultants have been engaged to prepare and implement an Engagement Strategy.

Peer reviews have been completed for the retail assessments submitted by proponents of the Orchard Hills and Glenmore Park Stage 3 Planning Proposals.

2.2.3 Guide quality development outcomes through provision of expert advice and quality customer service

Council's Urban Design Review Panel reviewed 22 development proposals during the past 12 months. The majority of the proposals considered through this process relate to residential town house and flat building development, shopping centre and commercial developments, concept master plans and mixed-use developments.

In addition, 97 proposals were considered through pre-lodgement meetings. These panel meeting processes give applicants early technical advice to inform development proposals and facilitate quality development outcomes for our community.

Council's heritage advisor provided advice in the consideration of 79 matters including active DAs under assessment, planning proposals and pre-DA advice relating to, or adjacent to, heritage-listed properties. Council has increased the amount of heritage assistance funding available to assist owners of heritage-listed properties to undertake restoration works.

CHALLENGES AND BUDGET EXCEPTIONS

It is an ongoing challenge to encourage applicants to take advantage of Council's urban design and pre-lodgement processes, and prepare complete, high quality proposals that reflect the objectives and controls applying to development in our City.

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

2.3.1 Represent the changing needs of our community to other levels of government

Council continued to advocate in line with the flagship priorities identified in our Advocacy Strategy, which we adopted in April 2018. These priorities include the North South Rail Link, securing investment for the Our River Master Plan and the Western Sydney Airport. We continue to represent the community on the Forum on Western Sydney Airport; we are also part of the National Growth Areas Alliance, which represents many of the fastest growing regions across Australia. In this capacity we regularly meet with members of the Federal Government, the Opposition and stakeholders in the public service.

The State and Federal Elections in March and May 2019 provided us with unique opportunities to represent Penrith's interests. Over \$6b in funding has been announced for projects and other initiatives which will benefit our City. Notably, the Federal Government committed \$3.5b in funding to the North South Rail Link, with the NSW Government contributing \$2bn. Stage 1 will see the Aerotropolis to St Marys section of the rail line open by 2026 when the airport commences operating.

Our advocacy for local roads and healthcare has been effective, with the State Government committing \$260m for Mulgoa Road and \$220m for Mamre Road. In addition, the Federal Government has committed \$63.5m for Dunheved Road. The \$550m Stage 1 Upgrade of Nepean Hospital, funded by the State Government, is well underway.

Council also submitted three motions to the Australian Local Government Association's (ALGA) National General Assembly in relation to federal settlement policy and population growth in June, which were adopted.

2.3.2 Ensure our policies, strategies and plans provide for the services and infrastructure our City needs

As part of Penrith City Council's current major review of our planning policies and strategies, we are also reviewing our Development Contributions Framework to apply best practice, drive innovation and deliver the infrastructure required for growth. The final report was completed in May 2019, recommending actions to upgrade our Framework. We will continue to work with the consultant to implement the recommendations.

The Erskine Business Park Improvement Project utilises approximately \$2.65m in development contributions to enhance the appearance, function and appeal of the estate through expenditure on local infrastructure. Approximately \$1.3m in contributions has been spent on five new bus shelters, an outdoor gym and staff lunch area, landscaping and culvert improvements. Council and Lend Lease have entered into a voluntary planning agreement to support the development of the St Marys Release Area.

2.3.3 Seek to influence planning legislation and related government policies to ensure the best outcomes for our community

a. Prepare a submission on corridor preservation for major transport infrastructure

Council requested the opportunity to work collaboratively with TfNSW on corridor planning, preservation and design. These corridors include the Bells Line of Road-Castlereagh Connection corridor, the Outer Sydney Orbital corridor, the North South Rail Line corridor and the Western Sydney Freight Line corridor. Following concerns raised by affected residents, we established an email address so that residents could share their submissions with us. We received approximately 1,500 emails, and the views expressed by residents informed Council's submission to TfNSW.







While we broadly supported the proposed corridors and their purpose, Council did submit our preference for alternative routes which we believed would cause fewer disruptions to our community. We also encouraged TfNSW to undertake master planning along the corridors, particularly at key interchanges such as St Marys and the Northern Gateway at the Western Sydney Airport. We sought further information on the property acquisition process, the role of future road infrastructure in flood evacuation and the design of future infrastructure within the context of the Western Parkland City.

Council also made a submission on the Western Sydney Aerotropolis Land Use Infrastructure and Implementation Plan – Initial Precincts. We are currently working with the Western Sydney Planning Partnership office on the Stage 2 work related to the Western Sydney Aerotropolis Land Use Infrastructure and Implementation Plan, which includes detailed planning work for various precincts and application of zones.

The final business case for the first stage of the North South Rail Link is currently in development. An integrated project team, including staff from local government, has been established within Sydney Metro. Council has embedded one staff member as part of this business case, also contributing to the process for the broader strategic business case looking at other rail and bus options, including extending connections north, St Marys to Tallawong, and south to Macarthur.

2.3.4 Position the City to harness the opportunities that come from advances in technology to improve everyday life, business and sustainability for our community.

a. Develop a Smart City Strategy

We created a cross-functional Smart Cities Steering Group, as well as a Working Party, to identify and assess technology-based opportunities that could improve everyday life, business and sustainability for our community. These groups have developed and endorsed five principles to guide research and investment decision making: inclusion, current issues, open data, working together, flexibility and agility.

Penrith's Smart City Strategy is almost complete and is expected to be finalised by August 2019. The next stage in this process is to undertake community engagement and examine how the directions identified in the Strategy can be incorporated into upcoming projects and initiatives across Council.

CHALLENGES AND BUDGET EXCEPTIONS

Council continues to receive complaints relating to complying development, which is privately certified and largely outside of our jurisdiction. However, we do consistently respond to complaints and always act in the public interest.

OUTCOME 3

WE CAN GET AROUND THE CITY



How have we done?

The following indicators track our organisational progress against some of the key strategies around transport and parking.

Council's road network is our most used asset, and it needs to be kept in good condition to ensure our community can move safely around our City.

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

Percentage of these complaints resolved within 3 days:

573

95%

Km of path paving added to the network

19.6km

Footpaths are an important asset for our community and a strong focus for Council this term. Council develops a footpath program each year, with a significant proportion this year delivered in the first six months.

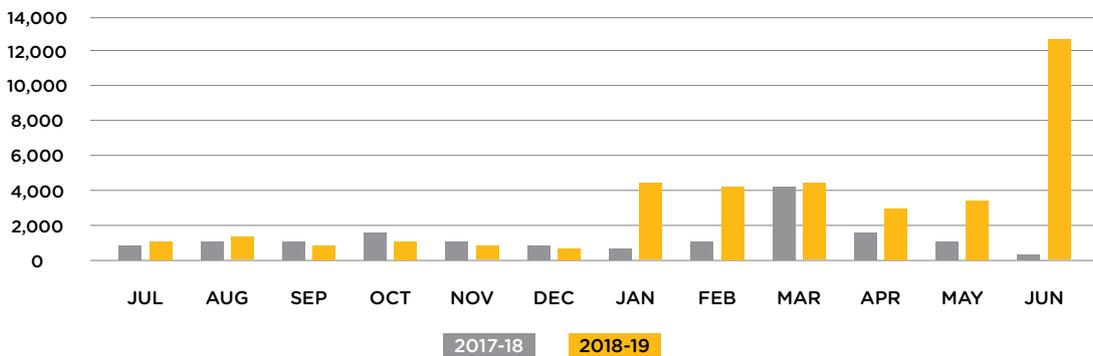


WE CAN GET AROUND THE CITY

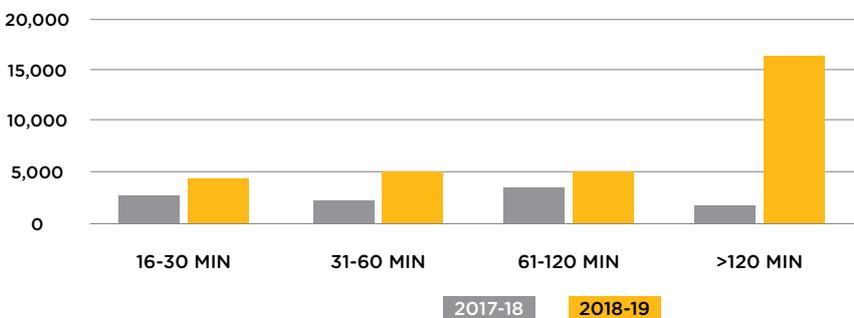
Parking is a key issue for our community and a strong focus for Council this term. Council is committed to supporting more available parking in the CBD and is providing new technology to the community to assist. By the end of this year, Council had installed 1,702 parking pods

throughout the Penrith CBD. This is reflected in the graphs below, where the increase from January to June reflects the availability of more data on overstays as more parking pods were progressively activated.

Number of cars recorded as overstaying parking time limit



Length of time by which cars were recorded as overstaying parking time limit



STRATEGY 3.1 WORK WITH PARTNERS TO IMPROVE PUBLIC TRANSPORT

3.1.1 Implement the bus shelter renewal program

This last year we have installed five new bus shelters at the following locations: Tench Avenue in Jamisontown, Second Avenue in Kingswood, Andromeda Drive in Cranebrook, Solander Drive in St Clair and Oxford Street in Cambridge Park. These shelters will provide commuters with much-needed shade and protection from the weather.

3.1.2 Work with providers to review existing and plan for new public transport services

Over the last year, the Traffic Management, Parking and Road Safety team has worked closely with City Planning on the development of Council's business case for the North South Rail.

These two teams have also contributed to the development of a place-based Transport Strategy for the Greater Penrith Collaboration Area. This area covers the Penrith Central Business District, the health and education precinct, and the tourism precinct from Penrith Lakes along the current length of the Great River Walk to the M4 Motorway. The strategy will guide multi-model integrated transport and land use for this evolving area.

We also made a submission to Transport for NSW in December 2018 regarding its Review of Environmental Factors for the Kingswood Station Upgrade.

CHALLENGES AND BUDGET EXCEPTIONS

No significant challenges were experienced this year, and all service activities have been delivered within budget.

STRATEGY 3.2 PROVIDE A SAFE AND EFFICIENT ROAD AND PATHWAY NETWORK

3.2.1 Maintain the City's roads and pathways

Council's Civil Maintenance and Renewal team continues to proactively maintain the road and pathway network, ensuring they remain in a serviceable and safe condition. This includes both scheduled maintenance programs to improve the lifecycle and quality of the network, as well as responding to community requests.

Road surfaces have been reconstructed along The Driftway, Londonderry; Eighth Avenue, Llandilo; Chain-O-Ponds Rd and Littlefield Rd, Mulgoa; Cook Parade, St Clair; Lansdowne Rd, Orchard Hills; Andrews Rd and Borrowdale Way, Cranebrook; and John Oxley Dr, Werrington. The team has responded to 573 complaints about potholes.

New roundabouts have been constructed at the intersections of Andrews Rd and Greygums Rd, Cranebrook; and York Rd and Ikin St, Jamisontown. Three new pedestrian refuges were constructed in Carpenter St, Colyton; Swallow Dr, Erskine Park; and O'Connell St, Kingswood. Council has constructed 20 new speed humps across the City, in Pendock Rd, Cranebrook; Bennett Rd, Colyton; Rugby St, Werrington; Greenbank Dr, Werrington Downs; York Rd, Penrith; Glenmore Parkway and The Lakes Dr, Glenmore Park. One new raised pedestrian crossing has been constructed in High St, Penrith.

A total of 11km of road, with a value of \$12.3m, was dedicated to Council by developers during 2018-19, primarily as part of the development of new residential estates.

3.2.2 Implement the road asset renewal program

A total of 228,234m² (equivalent to almost 26 Panthers Stadium playing fields) of road pavement has been resurfaced or reconstructed as part of the Road Asset Renewal Program. Those roads include:

SUBURB	ROAD
Agnes Banks	Wilshire Road
Berkshire Park	First Road, Fourth Road
Cambridge Park	Oxford Street
Castlereagh	Castlereagh Road
Colyton	Barr Street, Coral Pea Court, Iron Bark Way, Lindridge Place, Marsden Road
Cranebrook	Goldmark Crescent
Emu Heights	Wedmore Road
Erskine Park	Swallow Drive, Mohawk Place, Ohio Place, Weaver Street, Snowbird Place, Pollux Close
Glenmore Park	Talara Avenue, Tuga Place, Banjo Patterson Close, Miles Franklin Close, Candlebark Circuit, Sheoak Place, Bunya Place, Atkinson Close, Neilson Close
Jamisontown	Blaikie Road, Penrith Street, Glenbrook Street, Knapsack Place
Kemps Creek	Abbotts Road
Londonderry	Carrington Road
Mt Vernon	The Appian Way
Mulgoa	Nepean Gorge Drive, Henry Cox Drive
North St Marys	Athel Street, Cypress Road
Orchard Hills	Calverts Road, Kent Road
Penrith	Darling Street, Tornaros Avenue
South Penrith	Brockamin Drive, Gloria Place, Miranda Street, Nardu Place, Tamina Place, Triton Place
St Clair	Clyde Avenue, Como Close, Corio Drive, Dakota Place, Iowa Close, Ontario Avenue, Jeffrey Avenue, Lilley Stret, Tapi Glen
St Marys	Lonsdale Street
Werrington	Parkes Avenue, Reid Street
Werrington County	Lavin Crescent, Henry Lawson Avenue
Werrington Downs	Dovecot Glen, Greenbank Drive



WE CAN GET AROUND THE CITY



3.2.3 Implement the footpath and shared pathway program

We continued to deliver on our footpath and shared pathway programs, with a total of 15.8km of footpath and 3.8km of shared pathway constructed by or on behalf of Council over the last year.

The new footpaths were built at various locations around Werrington Downs, St Clair, Cranebrook, St Marys and Londonderry, among others. The new shared pathways were constructed in Penrith and South Penrith.

3.2.4 Provide detailed designs for Council's roads and pathways

The Design and Projects team has produced designs to support delivery of roads and footpaths within the required timeframes, as outlined above. Additional design work has also been undertaken to capitalise on grant and election funding opportunities.

3.2.5 Manage the delivery of Council's major transport infrastructure projects

Council has continued to progress the delivery of major transport infrastructure projects. The \$27m Erskine Park Road project involves two sets of traffic signals, two seagull traffic islands and the partial widening of the road to four lanes. Significant work has been undertaken to relocate utilities, including \$2.7m of work to adjust gas services impacted by the project.

The Northern Road project has been delayed after the contractor was terminated in late 2018. A new contractor is now on board and remaining works focus on the intersection of Derby St and The Northern Road at Parker St. This will improve outcomes for traffic on both sides of Derby St.

In order to upgrade a stretch of Caddens Rd, we have applied for \$11m of funding from the Western Sydney Infrastructure Project Local Roads Project. We are awaiting the final assessment and a funding announcement to confirm whether this project can proceed.

The North Street car park in Penrith has been completed and opened, delivering 243 new parking spaces close to the City Centre. As part

of this project, a pedestrian ramp now links the car park with Lemongrove Bridge, providing easy access to nearby businesses at the top end of High Street and the station precinct. Plans for the new multi-deck car park at Soper Place are also progressing, with construction due to commence in late 2019.

3.2.6 Certify future public assets being delivered as part of development

a. Participate in the development of uniform engineering design standards

This year our Development Engineering team received 67 applications for approvals through the Roads Act, Local Government Act and Environmental Planning and Assessment Act.

New housing continued to be delivered in Jordan Springs, Glenmore Park, Werrington, Caddens and Claremont Meadows; we have ensured that all infrastructure delivered as part of new release area developments complies with Council's standards and specifications. At the same time, we have ensured that public assets delivered as part of developments are sustainable for existing and future communities.

We are participating in a project with eight other Western Sydney Councils to develop Uniform Engineering Design Standards for local government. Fortnightly meetings are held between the nine participating Councils, with the project currently due for completion in April 2020. Once complete, these standards will be incorporated into the development standards associated with the Western Sydney Aerotropolis. The new design standards will:

- lead to high quality urban design outcomes
- be achievable, cost effective and take local conditions into account
- provide clarity and certainty to industry and the community, resulting in more efficient development assessments
- be flexible and support innovation and emerging technology, and
- represent best practice for Western Sydney in the context of relevant government policy.



3.2.7 Provide technical advice on traffic issues and plan for the delivery of roads and shared pathways

Over the last year, we have continued to provide technical advice for improving road safety. Projects listed within the budget have progressed as planned; matters have been reported to Local Traffic Committee, put forward for community consultation and scheduled for construction accordingly.

3.2.8 Manage programs and initiatives that improve road safety and efficiency

Council worked on numerous road safety projects and initiatives over the last year, to help ensure our road network is as safe and efficient as it can be. All federally funded blackspot projects were delivered within deadline and within budget.

Our free Helping Learner Drivers workshops have been attended by 23 people over the course of the year. We ran a free Child Car Seat Check Day in November 2018, checking 66 seats in 43 cars. Our team gave senior pedestrian safety presentations to approximately 70 people across two events at Glenmore Park.

Approximately 100 children's bicycle helmets were distributed at the Community and Road Education Scheme (CARES) facility. The helmets were provided by the Roads and Maritime Services Aboriginal Road Safety Unit with two new Indigenous designs on them. All children who received them were asked to sign their first name to a pledge poster, promising to wear their helmet when riding their bicycle or scooter, and to always click up the strap.

New road safety resources have been prepared and distributed to local schools for the information of parents and carers.

3.2.9 Identify areas and causes of traffic congestion that affect main roads

a. Lobby for funding to upgrade roads where there are identified areas of significant congestion

Council officers continued to identify issues relating to traffic congestion on main roads.

We put forward expressions of interest to the Western Sydney Infrastructure Plan for the following projects, and are awaiting Ministerial approval to know whether these applications have been successful:

1. The construction of Caddens Road, from Gipps Street to Heaton Avenue
2. Construction of Dunheved Road, from Greenbank Drive to John Oxley Avenue
3. Investigation and detailed design for the road widening of Coreen Avenue to four lanes between Castlereagh Road and The Northern Road
4. Investigation and design for the upgrade of two existing intersections on Jamison Road, at Station Street and Woodriff Street

In November 2018, Council made a submission to Roads and Maritime Services for a Review of Environmental Factors for the Mulgoa Road Upgrade between Jeanette Street and Blaikie Road. Our submission noted the importance of the Grey Gums located within the project area and provided commentary on the design concepts about minimising the impact on them.

CHALLENGES AND BUDGET EXCEPTIONS

No significant challenges were experienced during this year and all service activities were delivered within budget.

STRATEGY 3.3 PROVIDE PARKING TO MEET THE NEEDS OF THE CITY

3.3.1 Maintain Council's car parks

All car parks were maintained in accordance with Council's adopted maintenance standard, remaining clean and serviceable for our community.

3.3.2 Help ensure efficient and fair use of parking spaces across the City

Our Parking Rangers continue to patrol the Penrith and St Marys CBDs, the hospital precinct and Emu Plains on a daily basis to enforce restrictions.

Bicycle patrols continued to be effective in regulating parking, allowing Rangers to cover areas more efficiently and respond to complaints quickly.

By the end of this year, 1,702 in-pavement parking sensors had been installed as part of the Parking Enterprise Management Scheme. These will allow Rangers to better respond to capacity issues by integrating real-time intelligence into regulation programs and schedules.

3.3.3 Provide technical advice on parking issues and plan for the delivery of parking infrastructure

- a. *Finalise detailed design for the Soper Place development*
- b. *Finalise the design and commence construction of North Street temporary carpark and upgrade works (roundabout and pedestrian ramp)*
- c. *Finalise Development Agreement for the Union road site that includes delivery of public car parking*

We know that parking remains a key issue of concern for our community, and a number of parking projects are underway to meet the various needs of residents, visitors, shoppers, workers and commuters.

We engaged Bitzios Consulting to develop a Parking Policy and Strategy for Penrith City Centre to help us understand and meet future parking demands. The design of infrastructure for the Soper Place development has started and is expected to be completed in December 2019, which will allow for the tender process to commence.

We also continued negotiations for delivery of a multi-decked car park in Union Road to provide an additional 1,000 public parking spaces for Penrith CBD. A planning proposal will be required, followed by a Development Application, before construction can commence.

CHALLENGES AND BUDGET EXCEPTIONS

No significant challenges were experienced this year, and all service activities are within budget.

STRATEGY 3.4 IMPROVE PASSENGER AND FREIGHT TRANSPORT CONNECTIONS IN THE REGION

3.4.1 Work with government to deliver regional transport infrastructure that meets the needs of our community

- a. *Advocate for regional transport infrastructure*

We have continued to be involved with the planning and design of critical State Government projects including upgrades to the Great Western Highway, Mulgoa Road, Jane Street, The Northern Road, Elizabeth Drive, the M12 (linking The Northern Road and the M7) and Mamre Road.

Council has consistently advocated for additional commuter parking at Penrith's train stations, and we are now seeing the results of those efforts. At the 2019 State Election, the NSW Government announced \$71m in funding for a new multistorey carpark at Emu Plains station. The Federal Government also announced \$55m for parking at St Marys, Kingswood and Emu Plains stations. The NSW Premier and Australian Prime Minister visited St Marys in March and reaffirmed their commitment to Stage 1 of the North South Rail Link being operational by 2026, allocating funding of \$2b and \$3.5b respectively. Mulgoa-Castlereagh Road was promoted as one of Council's priorities and was allocated significant funding of \$260m during the state election campaign. This funding will accelerate upgrades to the major arterial between Glenmore Parkway and Jamison Road. The Mamre Road upgrade between M4 and Erskine Park Road was also allocated \$220m, after several years of consistent advocacy from Council.

Through the City Deal deliberations, we consistently made the case for North South Rail and ensured the commitment to Stage 1 – Aerotropolis to St Marys stayed on track for a 2026 delivery. Through the Greater Sydney Commission's Collaboration

Area framework, we secured a commitment for an integrated transport strategy to be led by Transport for NSW, as well as a Travel Plan for the Quarter Health and Education Precinct.

3.4.2 Contribute to all processes that support delivery of the North South rail link, in time for the opening of Western Sydney Airport

Council continued to work with NSW State Government agencies and other Councils in the implementation of the Western Sydney City Deal and to support delivery of the North South Rail Link.

CHALLENGES AND BUDGET EXCEPTIONS

No significant challenges were experienced this year, and all service activities are within budget.



Case Study: Parking Sensors

The Penrith City Centre Parking Strategy includes a range of short, medium and long-term strategies to improve the supply and turnover of parking in the City Centre which is consistently in high demand. Over the past two years, Council has investigated ways to improve the use of on-street parking spaces in the Penrith City Centre – including introducing the in-ground sensor technology being rolled out by many other Councils committed to a Smart City vision.

Over the past three years, our trial of parking sensors in the Edwards Place car parks showed

they helped reduce overstays and generated high turnover rates, making it more likely motorists will be able to find a parking space.

This financial year, Council worked with Duncan Solutions to roll out an integrated parking management system in our City Centre. The system includes 1,702 parking sensors that will provide real-time data on parking use and availability, allowing our Rangers to respond more quickly to parking breaches. The new system will also provide data to inform future decisions about parking management and supply.



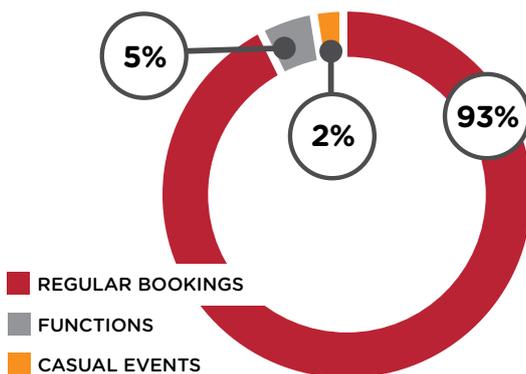
OUTCOME 4

WE HAVE SAFE, VIBRANT PLACES



How have we done?

The following indicators track our organisational progress against some of the 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

Utilisation rate of community facilities tells us whether they are meeting community needs. Changes in the nature of use (casual, permanent, event etc) will show us community expectations of our facilities.

During the past 12 months, Council's community facilities hosted just under 19,500 events, with 93% of these being regular bookings by community groups. Overall usage was around 21% of total capacity, with some centres used more than others. These figures indicate that our buildings have additional capacity and we are reviewing community expectations for how this service is delivered.

Number of community / customer requests related to public amenity:

6,452

During the past 12 months, a total of 6,452 community/customer requests relating to public amenity were received and actioned by the City Presentation service. This included requests for public spaces maintenance works, building maintenance and works, and civil matters

Customer requests about our public domain will help us understand whether our service levels are adequate, or if the community expects more.

Number of reported incidents of graffiti:

1,158

During the past 12 months, a total of 1,158 community/customer requests relating to graffiti were received and actioned by City Presentation service. A total of 6,633 sqm of graffiti was removed. Normal graffiti removal jobs were completed within 3 business days with all reported offensive graffiti removed within 24 hours.

Graffiti impacts the perception of how safe a place is – the more graffiti, the less safe people feel. Fast removal of graffiti is also the most effective way of reducing how often it occurs. Fewer reported incidents will show that our strategies are working, and should help people feel safer in our public areas.

Progress on Key Revitalisation Projects



WE HAVE SAFE, VIBRANT PLACES



CBD Improvement

The High St works were completed in early 2019. At this point no substantial works are planned in the CBD for the 2019-20 period with efforts focused on plant and tree establishment and ongoing maintenance.



Our River

Implementation of the 2013 Our River Masterplan continues, with significant additional pathworks in Tench Reserve & the installation of additional waters edge viewing decks. The Boat Ramp and Trailer parking area is nearing completion and will be put into use early in the 2019-20 year. The adjoining Wharf Precinct designs are complete and Council is negotiating with a State Agency regarding specific allocations of announced grant funding to that project.

STRATEGY 4.1 MAKE OUR PUBLIC PLACES SAFE AND ATTRACTIVE

4.1.1 Maintain and renew Council's public buildings

Council's City Presentation team continued to provide scheduled and reactive maintenance services to Council's public buildings, as per agreed service standards and schedules. Over the last year, we have particularly invested in Ripples, St Marys Library, Penrith Civic Centre and Library, the Joan Sutherland Performing Arts Centre and Penrith Senior Citizens Centre. We carried out specific maintenance at Stepping Stones, Tamara, Kids Place and Werrianda Childcare Centres, as well as Emu Plains Before and After School Care. We also replaced the damaged awning at Ripples Hydrotherapy and carried out heritage restoration works at Penrith Gallery Bathhouse.

4.1.2 Implement the Public Amenity Replacement Program

A new amenity block for Tench Reserve is in the design phase and a tender has been released for a new amenities block for Mulgoa Park. The design has been completed for the upgrade of the Rance Oval public amenities at Werrington. This work will be tendered for construction in 2019-20.

4.1.3 Manage Council's cemeteries

The three operational and two heritage cemeteries under Council's care continue to be maintained and enhanced regularly.

Over the past year, there have been 179 burials and 39 ashes placements across our three operational cemeteries. Cemetery staff work closely with bereaved members of the community in relation to the allocation of burial sites, ashes placements and memorial plaques. New walkways, hand railings and plantings were installed before Mother's Day 2019 to complete Memorial Garden 3 at Penrith Cemetery. Progress has also been made towards transferring ownership of Castlereagh Cemetery to Council from the Anglican Church.

Council cemetery staff continue to memorialise returned servicemen on Anzac Day by installing a small Australian Flag and poppies on their graves.

4.1.4 Provide designs and plans for Council's buildings

The Design and Projects team has delivered all designs for Council's buildings as programmed. These included designs for a range of Council services including City Presentation, Recreation and Children's Services.

4.1.5 Manage the development of master plans and designs for Council's public spaces

- a. *Finalise design of road alignment for River Road and obtain relevant approvals to commence construction*
- b. *Facilitate engagement to determine vision and activation plan for Regatta Park*

In 2018, our team devoted resources to developing the masterplans and designs for the upgrade of Regatta Park. In January 2019, we announced a \$24 million funding package for this project. Community engagement to inform the vision for the design has now been completed. Local residents have also been consulted about designs for local playgrounds such as Mulgoa Park.

Council has received in principle approval from Roads and Maritime Services to relocate the River Road and Great Western Highway intersection. The proposed widening, which will add a third lane and adjust the configuration to suit the geometry of the road network, is currently being reviewed. The tender process for an architect will have been finalised by July 2019.

4.1.6 Manage the delivery of Council's major capital projects

Council is delivering a number of large scale capital projects. Our Design and Projects team is working with stakeholders to ensure community needs are met while delivering some exciting and attractive projects including public domain, park amenities and building renewals across the City.



Major capital projects completed over the last year include:

- The play and recreation facilities in Sienna Gardens, Claremont Meadows
- City Centre improvements including the High Street upgrade between Riley Street and Woodriff Street

Major capital projects which were largely completed in the last year include:

- The Gross Pollutant Traps (GPTs) at Forrester Rd in St Marys and Ikin St in South Penrith, due to be completed in August 2019
- The Grey Gums amenities building, due for completion in September 2019
- The Robin Wiles Park upgrade is underway, scheduled for completion in September 2019
- The Tench Reserve boat ramp and trailer parking is nearing completion and expected to be ready for use in October 2019
- The Kingsway Sporting Complex expansion and new amenities building is under construction and due for completion in December 2019

4.1.7 Maintain a Community Safety Plan for the City

a. Finalise development and commence delivery of the Community Safety Plan 2018-22

A new Community Safety Plan for 2018-22 was adopted by Council in November 2018. The plan was developed through extensive community consultation and analysis of local crime data. It identified actions for the next four years under three priority areas of Public Space Safety, Domestic and Family Violence and Community Cohesion and Resilience. The Community Safety team is working with the Department of Justice over the coming months to have the plan endorsed as a Safer Community Compact.

Our innovative Good Neighbour project launched in 2019, providing tools for residents to build stronger, safer local networks.

The team has also delivered a number of other projects and initiatives aimed at providing safe and vibrant public places across the city. Lights Bollards Activate delivered 20 custom-designed bollards to pedestrian plaza areas on High Street Penrith, to stop vehicles entering the areas and make it safer for outdoor dining. This project was funded by a \$267,000 grant from the Federal Government under its Safer Communities Grants Program. Council also secured \$400,000 in funding for Light My Way Kingswood, which will bring improved pedestrian lighting and contribute to the night time economy in the busy hub of Kingswood.

The delivery of the successful Warner Group Graffiti Education Program to local primary and secondary schools continues to have a positive impact for local young people and contributes to the ongoing reduction of graffiti vandalism across the City. The development of a Citywide CCTV Strategy provides an important framework for the effective and sustainable use of Council-operated CCTV systems across the city. This draft will be presented to Council in the coming quarter for discussion and endorsement.

After holding successful White Ribbon Day events in November 2018, Council is now undertaking the White Ribbon Workplace Accreditation process, which will further embed our values around zero tolerance to violence.

4.1.8 Maintain Council's public spaces

Council undertakes ongoing work to ensure our City is well presented, with a focus on the central business districts of Penrith and St Marys, including public toilets, laneways and shopping areas. This has involved responding to over 2,600 community requests relating to public space maintenance and over 1,100 requests for graffiti removal. We also continued to implement the plan of management for natural areas, including weed management and bush regeneration. The Public Spaces Maintenance team supports volunteer bush care groups, which make a significant contribution to the maintenance and presentation of natural areas within the City.

4.1.9 Manage public trees across the City

a. Review the Street and Park Tree Management Plan

Council has an ongoing program of scheduled and reactive maintenance of park and street trees, including pruning, removal and stump grinding. Our new mobile wood chipper unit is reducing the amount of tree material requiring transportation to and from Council's nursery.

The Park and Street Tree Management Plan has been reviewed and appendices have been drafted. Under this plan and our Cooling the City Strategy, we will increase the number of trees at appropriate locations, on the basis that 'the right trees in the right place' have many benefits for the community. We engaged with local residents on the Living Places St Marys project, which saw 400 new street trees planted in the cooler months of 2019.

4.1.10 Help make our public spaces and community facilities safe and pleasant places to be

Council's Rangers perform a range of regulatory functions seven days a week, to ensure our City is a safe and pleasant place to be. Our team enforce heavy vehicle parking regulations and monitor the movement of vehicles on weight-restricted roads. Abandoned vehicles are identified and removed from public areas. Rangers respond to littering from vehicles, and the recent appointment of two dedicated Waste Rangers will increase compliance by property owners, tenants and real estate agents in relation to dumped waste. We also work to ensure unhealthy or overgrown properties are dealt with in a satisfactory timeframe.

4.1.11 Implement the Building Asset Renewal Program

Council has continued to implement the Building Asset Renewal Program, with a focus on sustainability and accessibility. Locations where work has been carried out over the last six months include:

- Penrith Library
- Yoorami Child Care Centre
- Joan Sutherland Performing Arts Centre
- Ripples St Marys
- Castlereagh Hall
- Harold Corr Hall Canteen
- Cambridge Park Hall Canteen
- Potter Fields Canteen

4.1.12 Provide security for Council property and public areas

Ongoing security has been provided at Council properties and public areas during 2018-19. This has been through our current provider and has included the provision of security at Judges Place carpark.

An external consultant carried out an audit of Council's security systems and identified areas that required improvement. The required improvements, which range from equipment renewal to systems upgrades, will be undertaken in stages as funds permit. A master specification is also being developed to inform the future implementation of CCTV at identified sites.

CHALLENGES AND BUDGET EXCEPTIONS

The installation of 10 additional CCTV cameras on Queen Street, St Marys was delayed while underground cabling was prepared.

Large construction projects, such as the widening of River Road, have been delayed due to the involvement of multiple stakeholders and the requirement for long lead times for approvals. The delivery of the Parklawn Place-Makers Project in North St Marys presented a number of challenges and lessons learned for effective project management across teams. Although several positive outcomes were achieved, the project was delivered behind schedule. Given the delay, an extension has been granted until the end of the first quarter 2019-2020 by the NSW Department of Justice. A celebratory event will be held once all works are completed.

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

4.2.1 Support the revitalisation of Penrith City Centre, St Marys Town Centre and other key centres in the City

a. Actively engage businesses to support the revitalisation of Penrith City Centre

Our Neighbourhood Renewal and Community Safety teams have consulted the community ahead of planned improvement works in the Kingswood shopping area along the Great Western Highway and Bringelly Road. Consultants have been engaged to deliver a Pedestrian Lighting Study and Strategy in Kingswood.

We have continued to consult regularly with the Penrith CBD Corporation and the St Marys Town Centre Corporation and provide financial support for their efforts to support local businesses and activate our local centres. We liaised with them to minimise disruptions while major streetscape and drainage upgrades of High Street Penrith were carried out.

We continued to implement actions from the Penrith Night Time Economy Strategy. Consultants have been engaged to deliver creative pedestrian lighting in Woodriff Lane and the Broadwalk in Penrith City Centre. The St Marys Night Time Economy Audit was undertaken in November 2018 and a focus group was held with local stakeholders including St Marys Town Centre Corporation, NSW Police, Busways and local traders in early December.

4.2.2 Help ensure our important community places meet the needs of the people that use them

Council's Place Management team continued to work with residents, businesses and other stakeholders to develop places where people feel safe and welcome. Initiatives such as the Magnetic Places Program and the Welcoming Village projects foster a sense of pride in the unique attributes of our diverse communities.

Work continued on the Gen Connect North St Marys Community Safety Project, thanks to an \$81,000 grant under the NSW Department of Justice's Community Safety Fund. A series of fortnightly community engagement activities provided opportunities for local school students and older residents to connect and work alongside local businesses, design consultants and professional artists to help improve Parklawn Place.

Young people had the opportunity to help plan the renewal of a playspace in Cook Park, St Marys through the annual Mayoral Challenge. The playground design by students from St Marys Public School was endorsed by Council in August 2018 and has now been completed.

We undertook further community engagement as part of the Londonderry Local Charm project, and our Neighbourhood Renewal team continued to coordinate the delivery of the Oxley Park Place Plan. Engineering Services refreshed the line markings in Oxley Park in response to ongoing resident concerns about road safety. Following extensive promotion of the Magnetic Places grants program, Council endorsed funding for five exciting community placemaking projects in Cranebrook, Kingswood, Kingswood Park, Llandilo and St Marys.

The Triangle Park Activation Strategy is being delivered through a seasonal events program. This includes Alive After 5 events, which bring the space to life through street food, live music and drinks in the early evening. Lunch Time Tunes has also continued throughout the year; we have trialled different times and performers to test the appeal with users of the space and sought feedback from local businesses. In addition to the Open Mic Nights, these events assist in making Triangle Park feel vibrant, attractive and safe. The Creative Lighting Project will continue to roll out over the coming years, enhancing the night time economy of the Penrith City Centre. For neighbouring St Marys, an audit of evening activity was completed this year, giving us a greater understanding of the strengths of that locale. This will be the basis of a strategy to support a vibrant and safe night time in economy in St Marys.



Case Study: Growing our Night Time Economy

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

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

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

Alive After 5

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

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



Open Mic Night

Council held our first Open Mic Night in Triangle Park in April 2019. This free Thursday night event brought live music to the City Centre and raised awareness of our Street Performers Policy.

Eighteen talented local musicians performed on a stage hung with festoon lighting. The audience were provided with comfy bean bags and deck chairs, while a food truck and pop up record shop transformed the outdoor space. The music was also enjoyed by people dining in nearby restaurants.

More than 250 people attended the family friendly events, increasing local business' turnover by 100%. Applications for busking permits also increased by 100%, which has had a flow-on effect of more musicians performing at busking sites across the city.



4.2.3 Use Council's property portfolio to help make our major centres and important community places safe and attractive

Council generally encourages uses of public space that help make our streets more vibrant, active and attractive, create opportunities for positive social interaction and help local businesses to thrive.

Given that outdoor dining can have social and economic benefits, Council has put significant work into the development of the Outdoor Dining Policy and Guidelines, which were adopted in June 2019.

Our team has also furthered the proposed City Park Precinct, which will provide a high quality, attractive destination for residents, workers and visitors and help transform the Penrith City Centre. We continued to work towards what the community has told us they would like to see around the Nepean River. We are working with the Department of Planning to transfer key sites into Council's ownership, in order to progress the upgrade of Regatta Park.

CHALLENGES AND BUDGET EXCEPTIONS

Local businesses are a diverse group with differing needs and expectations. Council is committed to understanding how to support local businesses, which does require connecting face to face at times. This requires significant resources but ultimately leads to strong relationships between Council and the drivers of the local economy.

The Property Development team is undergoing a shift in its focus and efforts. There is a growing commitment to sustainable development and accelerating new concepts in urban, regional and industrial development. The team is trying to focus on current customer needs and expectations while creating a strong platform for the future.



WE HAVE SAFE, VIBRANT PLACES

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

4.3.1 Manage the use of Council's community buildings

The Community Facilities and Recreation team manages facilities, services and events. Our community facilities hosted just under 19,200 events and activities over the last year, attended by approximately 500,000 people. We provided access to Council facilities for 149 not-for-profit groups and 70 local businesses.

We continued to offer support to three committees and two community development organisations who manage the Penrith Seniors Centre, Andromeda Community Centre, North St Marys Neighbourhood Centre, Autumnleaf Neighbourhood Centre, Cook Parade Neighbourhood Centre, Coowarra Cottage and South Penrith Neighbourhood Centre. We recruited, trained and provided ongoing support to 15 new volunteers for the Jordan Springs Community Hub.

The new Thornton Community Centre opened to the public in August 2018, and is being used by the local community for small family gatherings and regular activities such as yoga and English classes. The team proudly advocated for and received Federal Government grant funding of \$1.5 million to upgrade Floribunda Community Centre, Arthur Neave Memorial Hall, St Marys Community Hall and St Marys Senior Citizens Centre.

4.3.2 Implement the Neighbourhood Facilities Improvement Program

The Neighbourhood Facilities Management team work hard to provide safe, efficient and pleasant facilities. We continued to enhance and upgrade the internal spaces of community buildings. Improvements made in the last year include:

- New fridges installed at St Marys Tennis Court Clubhouse, St Marys Community Centre and Claremont Meadows Community Centre

- The fit out of Jordan Springs and Thornton Community Centres, including new furniture and blinds
- New internal signage for all 40 neighbourhood facilities
- Installation of solar panels at Cranebrook and South Penrith Neighbourhood Centres
- Installation of solar monitoring devices on 13 neighbourhood facilities which already have solar panels, to help us monitor and optimise their performance

We also continued to ensure our facilities, including the new Thornton Community Centre, have all the required fixtures, fittings and furniture. Reviews of Council's Building Asset Renewal Program, scopes of work, designs and priorities have been established ready for facility renewal in 2019-20.

4.3.3 Work with local communities to identify priority issues in their area

a. Undertake neighbourhood renewal activities in Kingswood

Council's Place Management team continued to support high quality engagement with residents and other stakeholders to identify and respond to priority local issues, particularly in North St Marys, Kingswood and Oxley Park. #NorthStMarysMatters continued to grow and strengthen the capacity of residents to respond to issues within their own neighbourhood. Regular meetings, activities and events were held to extend the reach of the program.

Our Neighbourhood Renewal team continued to deliver the Oxley Park Place Plan, liaising with teams across Council to get things done; this included refreshing line markings in Oxley Park in response to residents' concerns about road safety.

The Kingswood Place Plan, focusing on a safe community with access to services, was endorsed following resident participation in the Capture Kingswood project. Many actions are underway, including the submission of grant applications for community safety related projects, the investigation of local speeding hotspots

and delivery of the Village Cafe project. Our Neighbourhood Renewal team has led the delivery of the Kingswood Place Plan 2018-22 over the last year, with 67% of all actions within the plan now either underway or complete. As part of the plan, a pedestrian lighting strategy has been developed, a new traffic refuge and bus stop constructed and \$400,000 in funding has been secured for the delivery of upgraded pedestrian lighting.

We also delivered a six week program of Community Action Training to a diverse group of 18 Kingswood residents, to equip them with the skills to make a difference in their community, including community leadership, advocacy, community engagement, event planning, effective communication and collaboration.

The team has also delivered 14 sessions of the Village Café in Kingswood, with an average of 40-50 participants attending each one. Village Café supports residents in making new connections and accessing vital services, and has been warmly received. Over 240 residents attended Bright Nights Kingswood in June, a project aimed at securing the night time safety of the area.

4.3.4 Deliver projects that address local issues and improve the wellbeing of local communities

This period we delivered a number of projects that improved community connection and wellbeing.

The upgrade of Robin Wiles Reserve in North St Marys, which Council has worked with residents to design, is a step closer after local construction company Romba Pty Ltd was appointed to deliver stage one of the works. Matched funding of \$50,000 for the upgrade has been sought through the NSW Government's Everyone Can Play program for a shade sail and accessible picnic shelters. In addition, a shade sail at Lincoln Park in Cambridge Park has been constructed, funded by the NSW Community Building Partnership.

Planning is currently underway to deliver a new playground in Brian King Reserve, Oxley Park. We are also planning improvements to the facilities in Robin Wiles Reserve, Lincoln Park in Cambridge Park and Cook Park in St Marys.

CHALLENGES AND BUDGET EXCEPTIONS

No major challenges were experienced and all service activities are on budget.



OUTCOME 5

WE CARE FOR OUR ENVIRONMENT



How have we done?

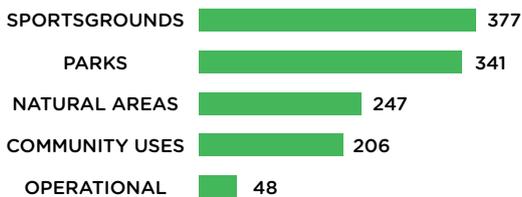
Council has adopted a number of indicators to track our organisational progress against some of the key strategies around protecting the environment and using resources wisely.

Corporate waste generation and diversion from landfill

In 2018-19 Council generated 24,649.45 tonnes of waste, with the majority of this made up of recyclable wastes including paper, cardboard, concrete, asphalt, soil and green waste. Only 4,443.95 tonnes was sent to landfill resulting in a diversion rate of 82%.

Hectares of land under active management

A total of 1,219 hectares (hA) of land is under active management (August 2016 review).



(Note: Hectares of land under active management will be updated when a new review is carried out. These areas do not take into consideration recent land that has been dedicated since August 2016, particularly from Jordan Springs, Caddens and Mulgoa Rise)

For details of the below indicators please refer to Appendix 8 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**

STRATEGY 5.1 | PROTECT THE ENVIRONMENT OF OUR CITY

5.1.1 Maintain Council's drainage infrastructure

Over the last year we have delivered successful programs to protect our natural waterways and ensure our drainage networks are clean and functional.

We have installed one km of new drainage infrastructure, including four Gross Pollutant Traps (GPTs). We completed drainage improvement works in Eighth Ave, Llandilo; Short St, Emu Plains; Caddens Rd, Claremont Meadows; Fairlight Rd, Mulgoa; Silverdale Rd, Wallacia; Mills Rd and Muschary Rd, Londonderry. We upgraded three GPTs in Glenmore Park to improve pollutant retention and protect water quality.

In the 2018-2019 financial year, a total of 789 tonnes of pollutants have been removed from our GPTs.

5.1.2 Provide designs and plans for Council's drainage infrastructure

Designs were completed for drainage projects in line with the 2018-19 Operational Plan and in advance for 2019-20.

5.1.3 Help protect and improve our City's natural environment

- a. Complete the environmental assessment and final validation of site remediation for the former Gipps Street landfill site
- b. Commence community consultation regarding amendments to the 2007 Masterplan once Validation has been achieved
- c. Prepare and adopt an amended masterplan for the Gipps Street recreation area

Recreational water monitoring was undertaken weekly at three key sites along the Nepean River. Results were assessed applying National Health and Medical Research Council Guidelines to provide a guide on the suitability of sites for swimming. Macro-invertebrate sampling was also conducted during spring. Seasonal monitoring of waterway health helps to identify changes in water quality and the ecological condition of local waterways and is also used as a general indicator of water health.

Council's On-Site Sewage Management (OSSM) Systems program continued to focus on the City's 4,465 OSSM systems, assessing installation and operational approvals, auditing non-domestic and non-complying systems and responding to complaints. We assessed 365 applications or referrals for new OSSM systems or alterations to existing systems, issued 1,370 operational approvals and investigated or audited a further 125 existing systems during this reporting period.

We are working on several stormwater improvement projects; these projects include water sensitive urban design capacity building, design for stormwater harvesting and reuse, and stormwater treatment devices standard drawings. Council's Environmental Health team continues to manage and monitor the performance of the Leachate Management System at the Gipps Street Reserve (a former landfill site) to ensure



it is effectively protecting the local ecosystem, including South Creek. This includes carrying out weekly site inspections, quarterly water sampling and monitoring landfill gas.

In 2018, the Cranebrook Wetland & Bushland Restoration Project won the 2018 Keep Australia Beautiful NSW - Coastal and Waterways Protection Awards. Stormwater harvesting and reuse is being incorporated into the design of Cook Park, which will include an enlarged flood storage basin to mitigate local flooding issues.

5.1.4 Provide advice on protection of the environment and community health

Three schools participated in the Catchment Tour program, engaging over 120 students on water quality issues and the impacts of stormwater pollution. Around 500 native trees were planted as part of the tours. This marked the end of the ten year program, which over its lifetime has engaged over 2,800 students from 82 schools. Through their efforts, around 13,530 trees and shrubs have been planted throughout Council's reserves.

Council has also continued our environmental education programs in local schools. Keep NSW Beautiful was engaged to conduct stormwater education sessions; we have also focused on delivering online resources for use by school and community groups.

Council has continued its water quality sampling program with sites at Tench Reserve, the Rowing Club (Nepean River Weir) and Devlin Road at Castlereagh. Results indicate that the water quality at these individual sites is generally good, except immediately after rain; water quality in the river has been fairly consistent from year to year. Next season we intend to add one more sampling site to our regular tests, bringing the total up to four.

5.1.5 Maintain Council's natural areas

Council continued to deliver an ongoing program of weed management, vegetation management, planting and education. We also coordinate and support a range of volunteer bushcare groups that make a valuable contribution to improving the quality of our natural areas. We continued a strong

partnership with the Hawkesbury River County Council for the control/management of priority weeds.

Our team also manages a number of new riparian corridors within Mulgoa Rise and Jordan Springs. Keeping the land adjacent to rivers pollution-free supports cleaner water, reduces pests and retains important nutrients in the soil.

5.1.6 Collaboratively manage illegal dumping across Western Sydney (RID Squad)

We continue to host the operations of the Regional Illegal Dumping (RID) Squad on behalf of other member Councils, which currently includes The Hills, Cumberland, Fairfield, Blue Mountains and Blacktown. Along with the Environment Protection Authority, we have been actively engaging with other Councils to encourage them to join. Blue Mountains was successfully recruited and discussions with Hawkesbury are continuing.

In the 2018-19 financial year, the RID Squad conducted 2,343 investigations and issued 110 penalty notices with a value of \$155,09. Based on the number of matters investigated, productivity has increased by 28.2% from the previous year.

5.1.7 Help minimise impacts on the environment from unauthorised activities

We have continued to make changes to improve the efficiency of our Development Compliance team and reduce the number of outstanding compliance matters. We are making better use of technology such as tablets out in the field. We have implemented an electronic penalty infringement notice system and improved the use of Council's Property and Rating System.

The new Compliance and Enforcement Policy was endorsed in March and is in operation. New performance indicators, a reporting dashboard and additional staffing resources have now been put in place. Response times and customer service outcomes have significantly improved as a result of the additional resources.



CHALLENGES AND BUDGET EXCEPTIONS

All activities were delivered within budget. The complexity of the audit for the Gipps Street landfill site meant that community consultation on the design of the recreation area could not proceed as planned. This will go ahead next year.

STRATEGY 5.2 SUPPORT OUR COMMUNITY TO USE RESOURCES WISELY

5.2.1 Provide information to our community on resource use and living sustainably

Council has again delivered a range of activities and events which increase understanding of sustainability, so that residents can build these principles into their everyday lives. Our efforts were recognised at the Local Government NSW Excellence in the Environment Awards, where the Jordan Springs Community Hub won the Sustainable Infrastructure category; the Climate Adapted People Shelter in Kingswood was also named Highly Commended in the Climate Change Action category.

We distributed 10 issues of our Sustainability eNews to over 550 subscribers, promoting local sustainability events and news from Council, as well as organisations like Conservation Volunteers Australia, Greening Australia, Penrith Observatory, The Joan Sutherland Performing Arts Centre and Penrith Regional Gallery. Topics included biodiversity, waste, household sustainability and more.

Advice was also available to the community at various events during the year including Grandparents Day, the Reimagine Ageing Festival, Day of Peace and the Village Café. We also hosted local events for the University of New South Wales as part of their citizen science project looking at urban heat and worked closely with Western Sydney University to host events for students. We developed and delivered a community engagement program in support of the St Marys Street Tree Planting Project, which was warmly received by the community.

A survey was undertaken to understand local residents' thoughts and goals around growing their own food. We received more than 100 responses and developed a range of actions to respond to the feedback, including home gardening workshops held in November. Topics included building healthy soil, growing veggies in small spaces, herb gardening, natural pest control and preserving. All workshops were fully booked and received positive feedback.

5.2.2 Manage resource recovery and waste collection services

- a. Investigate regional waste initiatives
- b. Finalise negotiations for the new waste contracts and prepare for implementation from 1 July 2019

Early in the year, Council signed the new 10 year Waste Collection contract with Suez after a long and competitive tender process, and it came into effect on 1 July 2019. This is another step towards protecting Penrith's local environment through effective waste management for years to come. It provides significant service enhancements, including an online system which residents can log into, linking them directly to the on-board systems of the fleet of waste collection trucks. In addition, the regional waste group is currently providing a project review to the board of the Regional Strategic Alliance which includes Penrith, Blue Mountains and Hawkesbury Councils. This review used to seek input from the Alliance on strategic directions for waste and resource recovery services across the region.

Over 240,000 compostable bags were distributed to three-bin households throughout 2018-19. The green bin service was extended to some multi-unit dwellings. Our e-waste drop off days in September 2018 and March 2019 saw 1,521 vehicles drop off 42.23 tonnes of e-waste, 99.85% of which were recycled. There was a 30% decrease in the number of attendees and tonnage received. This is most likely the result of increased patronage at the Penrith Community Recycling Centre, where items such as TVs and computers are accepted throughout the year, meaning residents can drop off items as they need to rather than waiting for the e-waste day.





Our Waste Rangers have undertaken over 1,000 inspections, engaged with 600 members of the community and directly provided information to more than 595 residents while out in the field. The results of this work are evident in increased amenity and fewer incidents of illegal dumping.

5.2.3 Help our community understand how they can better manage waste

Our waste education program has seen organics bin contamination rates drop to 4%. This is largely due to our Resource Recovery Field Team who conduct inspections of bins and provide tailored feedback and personalised assistance to households to help them sort their waste correctly. This is a significant improvement from the initial contamination rate of approximately 30% when the system was first introduced.

Community education programs have been rolled out in targeted areas where food and organics waste collection services have been recently made available; these include rural properties and smaller multi-unit dwellings. We plan to offer education programs around food and organic waste more widely across the LGA from November 2019 onwards.

CHALLENGES AND BUDGET EXCEPTIONS

The Sustainability team has been operating on reduced staff numbers for the majority of this reporting period.

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

5.3.1 Manage the risk to and impact on life and property from the existing and potential future use of the floodplain

Council provides critical advice on flooding to stakeholders on an ongoing basis, directly and via our website. Stakeholders include residents, developers, consultants, the State Emergency Service and a range of authorities and individuals who require information of this nature. During this



Case Study: Electric Vehicle Pilot

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

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

Importantly, the electric vehicle is allowing us to test real world running costs and practicalities. Our financial modelling and data collected since the car's launch show that even with a higher

purchase cost, the electric vehicle will save us money over its lifetime thanks to reduced running and servicing costs.

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

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



reporting period our team completed the South Creek Floodplain Risk Management Study and Plan, as well as the Peach Tree Creek Catchment Risk Management Study and Plan. We successfully secured grant funding for two more local studies.

5.3.2 Provide advice on floodplain and stormwater management

Council makes our risk management studies for various creeks and waterways available to residents, property developers and other government agencies via our website; we also provide tailored advice on a one-on-one basis to assist with understanding the possible impact of flood on particular properties.

5.3.3 Help protect our community by supporting emergency services to prepare for and respond to emergencies

Council continued to support our City's emergency service agencies to prepare for and respond to emergencies. We have continued to actively support the Local Emergency Management Committee during this period, chairing Committee meetings and reviewing the risk management plan. Our team has worked closely with the Penrith State Emergency Service, providing all requested equipment and resources. We also supported the SES in several severe storm events in November and December of 2018. Our team also worked closely with the Rural Fire Service (RFS) to identify a suitable site for a new Mulgoa RFS station. A site was identified and construction of their new facility will commence once the development application has been approved and the tender process has been undertaken. It is expected that this will occur in December 2019 or early in 2020.

5.3.4 Identify opportunities to respond to a changing climate

- a. *Complete activities required under the Global Covenant of Mayors for Climate and Energy*
- b. *Coordinate the implementation of the Cooling the City Strategy*
- c. *Assess tree canopy coverage across the City and look to establish targets*

We continue to implement our Cooling the City Strategy, which was adopted in 2015. An essential element has been planting trees to create shade cover and mitigate the Urban Heat Island (UHI) effect. Council's Living Places St Marys project saw nearly 400 trees planted on nature strips and in local parks in St Marys. Feedback from the community about this initiative has been overwhelmingly positive.

Staff and managers across Council have participated in a climate change risk assessment, in line with the Global Covenant of Mayors for Climate and Energy. We rolled out our annual Beat the Heat summer campaign, which is designed to help vulnerable residents be more resilient to extreme heat. Council also supported the launch of Western Sydney Regional Organisation of Councils' Turn Down the Heat strategy.

5.3.5 Work with partners to enhance the resilience of the City

The Resilient Sydney Strategy was launched in July 2018 and covered all of metropolitan Sydney; it is an innovative way to approach some of the issues and risks that affect the wider City, bringing a wide range of stakeholders on board. The input of our Sustainability team ensured that issues relevant to Penrith, and Western Sydney more broadly, were well represented.

A climate change risk assessment process has commenced and will inform the preparation of the Penrith Resilience Strategy, which will be developed in the near future.

CHALLENGES AND BUDGET EXCEPTIONS

Providing flood advice is extremely challenging when the relevant areas are yet to have flood studies completed. We are pursuing funding in order to conduct further studies.

The summer of 2018-19 saw increased media attention on urban heat. We have been working to address this issue since 2015, when we adopted our Cooling the City Strategy. However, engaging with the State Government on this issue continues to be a challenge.



OUTCOME 6

WE ARE HEALTHY AND SHARE STRONG COMMUNITY SPIRIT



How have we done?

The following indicators track our organisational progress against some of the key strategies around community health and access to community services and programs.

Council run and supported community events

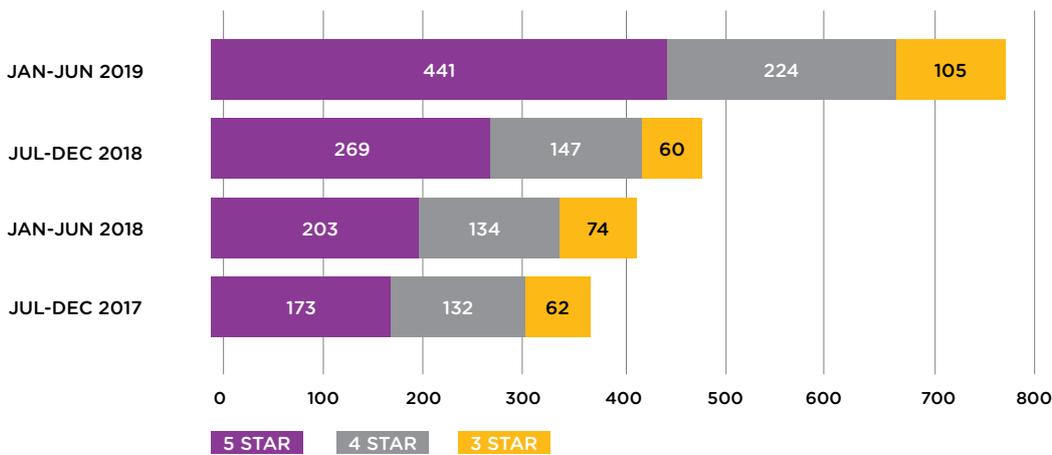
A comprehensive program of community events have been delivered during the 12 months that have showcased the City. For more details please refer to Service Activity 6.2.6 within this Outcome, and the Calendar of Events in Appendix 3.

Number of food premises with 5 stars in the 'scores on doors' program

This will provide an indication of the effectiveness of Council's food safety regime in promoting good practices and protecting public health.

At the end of the reporting period, of the 857 food businesses that are part of the Scores on Doors program, 441 received a 5 star rating, 224 received a 4 star rating, and 105 received a 3 star rating. Only 87 or approximately 10% of eligible businesses did not qualify for a rating.

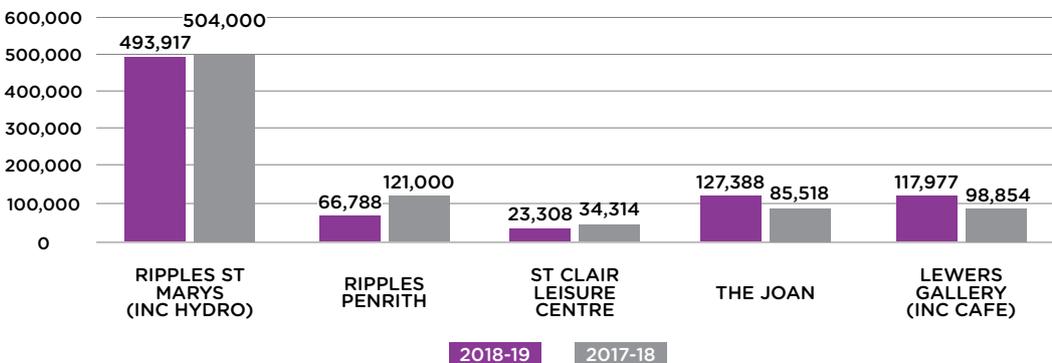
Scores on Doors



Number of visitors to Council's leisure and cultural facilities

The number of people are accessing leisure or cultural facilities run by Council or our entities will tell us whether programs offered are popular with the community and respond to community needs.

Council's leisure and cultural facilities continued to be well utilised, with visitor numbers indicating Ripples St Marys is our most used facility, with approximately 494,000 visits (including swimming carnivals and swimming lessons).



Use of Council's libraries

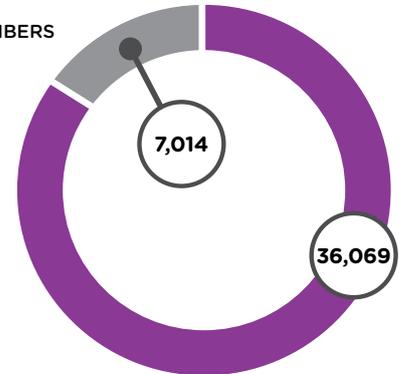
How many people are accessing Council's library facilities, resources and programs:

Number of visitors:

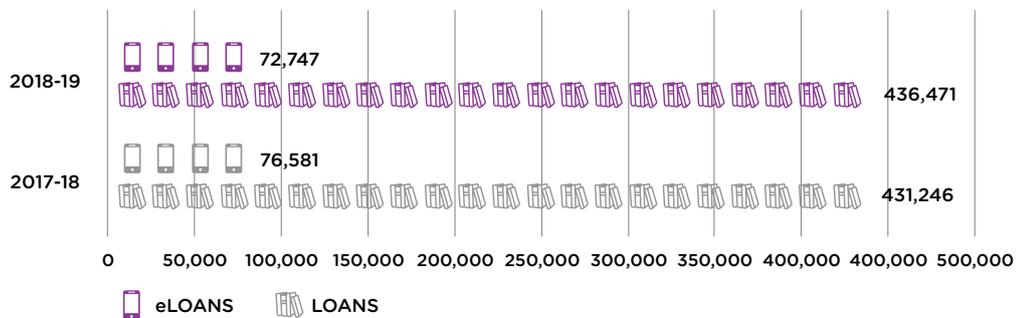
463,759

Membership Numbers

■ EXISTING MEMBERS
■ NEW MEMBERS



Items borrowed



In the past year a total of 509,218 items have been borrowed from Penrith Library branches. This number includes online loans (eLoans) such as eBooks, eAudio and eMagazines.

7,014 new members joined in the last twelve months bringing the total number of active library memberships to 43,083 at the end of the 2018-19 financial year.

Over this same period 14,733 reservations were placed (this number includes reservations for eResources such as eBooks) and 463,759 people

visited one of our three library branches. Our Digital Help Desk, which operates from 10am-12pm every day at the Penrith library branch provides customers with free assistance with their digital enquiries ranging from issues with using smart devices and accessing the library's eResources to helping customers use our photocopying, PC and printing facilities. In the past 12 months 2,149 customers have sought assistance from the Digital Help Desk which is a 47% increase in the number of customers assisted compared to the previous financial year.



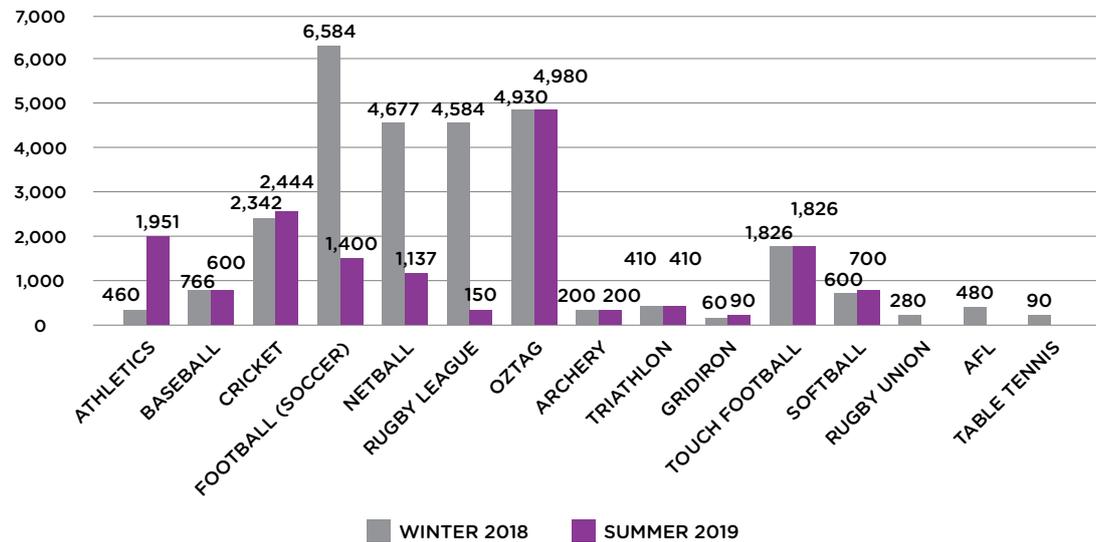
Number of local club sporting members that utilise Council facilities as a % of the population aged between 5 and 50

Membership of local sporting clubs is out of the control of Council, but it does provide an indication of potential utilisation rates of Council sporting facilities. This will help us to track growth in particular sports or in particular clubs to anticipate where facility upgrades may be required.

These numbers represent membership numbers over the 12 month period for both the winter (1 March 2018 – 30 August 2018) and summer seasons (1 Sep 2018 to 28 Feb 2019). The results

indicate that our sportsgrounds are more utilised in the winter season with 23% of the population aged between 5-50 being members of a sporting group, and 13% for the summer season. Council will continue to monitor utilisation rates, surface conditions and maintenance schedules to ensure our community's recreational needs are met.

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



Data based on information provided to Council from sporting clubs.



WE ARE HEALTHY AND SHARE
STRONG COMMUNITY SPIRIT



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

6.1.1. Implement the Parks Asset Renewal Program

Council manages 153 playgrounds and 600 parks across our 38 suburbs. We have a rolling schedule of upgrades, replacing assets to ensure our parks continue to be safe, accessible and well-used, meeting the needs of the community now and into the future. In this period, the program focused on playgrounds, floodlighting, irrigation, sports field surfaces and facility upgrades.

Over the last year, works have been carried out at Chapman Gardens, Londonderry Oval, Cook Park and Jamison Park. Our team has upgraded playgrounds at Eileen Cammack Reserve Grays Lane, Cranebrook; Applegum Reserve, Glenmore Park; Richardson Place, Glenmore Park; Pioneer Park, South Penrith and Bunyarra Reserve, Emu Plains.

In addition, we reconstructed two fields at Cook Park, St Marys and installed watering systems and renewed playing field surfaces at Jamison Park, Penrith and Chapman Gardens, Kingswood.

6.1.2 Deliver programs and work with government and community organisations to improve health and wellbeing

- a. *Implement the Penrith Health Action Plan in collaboration with the Nepean Blue Mountains Local Health District and the Nepean Blue Mountains Primary Health Network*
- b. *Contribute to the improved health of residents in older established suburbs through the Village Café*

As part of the Health Action Plan, Council collaborated on several projects with the Nepean Blue Mountains Local Health District (NBMLHD) and the Nepean Blue Mountains Primary Health Network, including the Village Cafes in North St Marys and Kingswood. Our programs have made important contributions to community capacity building and wellbeing.

In November 2018, a new Penrith Health Action Plan was signed by the three levels of government in conjunction with the Greater Western Aboriginal Health Service. The Action Plan formalised a commitment to support the public communications and health messaging of other signatories, as well as working together to improve Penrith's built environment for health outcomes. The Action Plan won two awards in 2018 for best practice in collaboration and for service delivery to local communities which lead to improved health and wellbeing outcomes; one was awarded by Local Government NSW and the other by the NBMLHD Best Practice Awards.

Over the last year, we have made excellent progress with implementing the plan, providing flu immunisations for people experiencing homelessness and supporting local men's sheds. Council supported the St Clair and District Men's Shed with a Community Assistance Program grant to provide its members with first aid training. In addition, we also partnered with the Nepean Men's Shed volunteers for the Grandparents' Day community event and Men's Health Week in June.

Another innovative program we have offered is the FoodREDI program in St Clair, which we ran in partnership with the Red Cross and Community Junction. A free 6-week healthy eating education and cooking program, FoodREDI supports local residents who may be vulnerable to food insecurity. Participants learn practical skills around food safety, budgeting and understanding food labelling. The majority of participants reported improved eating habits, including increased fruit and vegetable consumption.

6.1.3 Provide designs and plans for Council's parks and sportsgrounds

- a. *Finalise tender and commence construction of new playing fields and associated facilities at the Kingsway*

Stakeholders of the new playing fields and facilities at the Kingsway have agreed on the scope for the project. The design phase is now in progress, due to be completed in the coming month and tenders will shortly be advertised.



The process of upgrading parks and sportsground requires detailed designs, to ensure they complement the surrounding natural and urban environments. A significant workload has been achieved in the 2018-19 year. 361 shade trees have been planted at 11 of our existing sports fields. Mulgoa Park is undergoing a significant suite of upgrades including court resurfacing, a new amenities block, playground upgrades and extensive landscaping. Additional buildings have been completed at Gow Park, Andrews Road Rugby and Baseball, Grey Gums Oval, The Kingsway West, and building upgrades completed at Harold Corr and Saunders Park. Playgrounds and shade structures have been completed at various parks with an extensive ongoing program underway.

6.1.4 Help protect and improve the health of our community

Council carries out a number of public health services, including food safety programs, public swimming pool inspections and arbovirus surveillance programs. We continued to deliver programs promoting safe food handling practices and protecting the health of our community. We have 921 registered food businesses, and in this period we completed 1,021 primary food safety inspections and 275 re-inspections. We issued 62 Improvement Notices, six Prohibition Orders, 30 Penalty Infringement Notices and investigated 113 food complaints.

Council has incorporated the NSW Food Authority's Scores on Doors Program into our Food Safety Program, so that food businesses we inspect are assigned a rating of five stars, four stars, three stars or no stars at each inspection. As at the end of June 2019, there were:

- 441 businesses rated five stars
- 224 businesses rated four stars
- 105 businesses rated three stars

Our Temporary Event and Mobile Food Safety Program issued 352 approvals for temporary events and 26 approvals for mobile food vending vehicles. We also carried out food safety inspections at many community events including

the Penrith District Show, St Marys Spring Festival and Real Festival. We sent three issues of our quarterly newsletter to all food businesses and held four free food handler education seminars for food proprietors and their staff. Our Environmental Health team is represented at the NSW Food Authority State Liaison Group and Council continues to work with the NSW Food Authority on food safety and hygiene.

At the end of June, Council's Skin Penetration Safety Program had 103 registered businesses. We carried out 103 primary skin penetration business inspections and 18 re-inspections, issuing four Improvement Notices and one Prohibition Order. We sent a newsletter out to all skin penetration businesses.

At the end of June, our Legionella Safety Program had 59 registered businesses, and we also carried out 59 inspections of cooling towers and warm water systems.

At the end of June, our Public Swimming Pool, Spa and Splashpark Safety Program had 21 registered businesses, and we carried 21 inspections of public swimming pools and splashparks, issuing one Improvement Notice.

6.1.5 Deliver library services that support a vibrant, connected community

a. Assist with refurbishment of Penrith Library PC area and Research Room

We continue to evolve to meet community needs and expectations, including an increasing focus on digital resources such as eBooks, and support services for young families, school students and seniors.

Our library service has attracted 7,014 new members, loaned 509,218 items and clocked up 463,759 visits. The Pop Up Library brings the library into the community, making meaningful local connections while demonstrating the range of resources we offer for everyone in the community. Over the last year our library popped up at the Day of Peace, Spicy Penrith, Children's Week, Grandparents Day, the Westies Markets and International Day of People with Disability.





Our Research Services team has delivered a comprehensive program of workshops, talks and exhibitions that have connected our residents to their local community and local history. The team also designed our popular annual local history calendar for 2019 and published the final Our Fallen 1918 which included biographies of all the local soldiers who died during the First World War.

The newly refurbished PC area and Research Room was opened to the public in March 2019, on time and on budget. Equal access to our library services is essential for an inclusive community and we have undertaken a number of initiatives to ensure our libraries can be enjoyed by everyone. People with visual and hearing impairment are catered to in all three branches, with screen readers, hearing loops and 'Smart View Magnifiers'. Our Penrith and St Marys library branches also have electric adjustable height tables, so people who use wheelchairs can sit at our study desks or use one of our public PCs with ease. We will be installing this accessible furniture in our St Clair branch within the coming year.

Our Home Library Service is also available to customers who live in the Penrith LGA and are unable to visit our library branches due to age, illness or disability. With the help of dedicated volunteers, Home Library Service staff deliver books, magazines, talking books and DVDs to the 104 residents who meet the requirements of this service on a fortnightly basis.

6.1.6 Maintain the City's sportsgrounds, parks and open spaces

Council maintains approximately 600 parks and playgrounds as well as 153 sporting facilities and 1,270 hectares of open space. We continued to deliver our program of scheduled and reactive maintenance to make sure these facilities meet the community's needs; this includes mowing, litter removal and general maintenance.

6.1.7 Manage sport and recreation facilities, programs and services to meet community needs

Council has continued to allocate and manage use of sportsgrounds, parks and reserves; operate

St Clair Leisure Centre and Council tennis courts; and complete, progress and plan for infrastructure projects.

Over the 2018-19 summer season, 13% of the population aged between 5 and 50 were registered with a local sporting club, with 23% being registered for the winter season.

In the next financial year, St Clair Leisure Centre will be refurbished to ensure it meets contemporary community needs. After a competitive tender process, an architectural firm has been engaged and the design phase has begun.

6.1.8 Plan and advocate for sport and recreation facilities, services, programs and events for the City

a. Complete the Penrith Sport, Recreation, Play and Open Space Strategy

Significant work has been put towards our 10 year Sport, Recreation, Play and Open Space Strategy, following extensive community consultation. We anticipate that the strategy and its associated work plan will be presented to Council before the end of the year.

Following requests from local residents for a youth skate and scooter space, Council commissioned PLAYCE consultants to speak with the community, investigate the proposed site and come up with concept designs for the community to consider. We held a community BBQ in November 2018, attended by approximately 120 residents, to inform more detailed designs.

Council has realised more than \$6 million in funding for sport and recreation community projects through 42 grant applications to the Federal and State Governments, as well as NSW sporting organisations. Our 11 projects being funded by the NSW Government's 2018 Community Building Partnership have progressed well, with two projects at Saunders Oval and Allsopp and Patterson Reserve already complete. The remaining projects have progressed to design and procurement stages, with anticipated completion in March 2020.

In January 2019, Council successfully secured funding from the NSW Government Greater

Sydney Sports Facility Fund for three projects:

- Jamison Park, South Penrith: the installation of a double size multi-purpose synthetic field, with an estimated total project cost of \$3.7m
- Mark Leece Oval, St Clair: the replacement of existing and the construction of a new amenities building, with an estimated total project cost of \$1.5m
- Mulgoa Rise Sportsground, Glenmore Park: the extension of the amenity building to include additional change rooms, with an estimated total project cost of \$650,000

A further five successful Australian Government Sport Infrastructure Grant program projects were announced including:

- \$500,000 for Floodlighting at the Kingsway Playing Fields
- \$50,000 each for Parkes Avenue Playing Fields and Roper Road Reserve amenity upgrades
- \$15,000 for a safety fence at Cook Park, St Marys
- \$49,000 for shade structures in Jamison Park.

Council is well advanced with upgrades to Mulgoa Park, which include a new toilet block, additional playground equipment, a new multi-sport court, new fencing and landscaping to create shade. The additional playground will provide equipment for younger children. We anticipate this will be complete by November 2019.

6.1.9 Support sport and recreation partners

Council has facilitated a range of meetings, briefings and workshops focusing on sports facility development, program delivery and enhancing opportunities for our community to be healthy and active. Detailed engagement was undertaken with local and state sporting associations and organisations to finalise successful funding agreements. Projects our team has contributed to during this reporting period include:

- Working with the Penrith District Netball Association to complete a feasibility study for the indoor multi-use sports facility in Jamison Park

- Developing the clubrooms at Grey Gums Oval at Cranebrook, due for completion in August 2019
- Designs for a renewed and expanded amenity block at Chapman Gardens, Kingswood
- Installation of irrigation and field improvements to the baseball diamonds at Chapman Gardens, Kingswood
- The construction of a storeroom and an awning at Gow Park at Mulgoa
- Renovation of five sports fields including Eileen Cammack, Cook Park, Londonderry Oval and Jamison Park
- Floodlight upgrades at Peppertree Reserve, Andromeda Drive Reserve and Myrtle Road Playing Fields
- Construction of a new enclosed off-lead dog area at Windmill Park, Glenmore Park
- Provision of four new cricket practice nets at Ched Towns Reserve in Glenmore Park
- Renewal of the long jump facility at Saunders Park in St Clair

6.1.10 Help promote responsible pet ownership

Officers continued to promote responsible pet ownership and engage animal owners across the City. We do this by talking to the community at shopping centres, preschools and at key sites such as along the Nepean River walk and off-leash dog areas. We ran a community education campaign about caring for pets over the summer, including on hot days and during holiday periods.

In February, the Companion Animals team participated in the Reimagine Ageing event for Seniors Week. The purpose of this event was to help educate our elderly community about behavioural issues with companion animals. We gave practical advice on handling techniques before answering questions from community members. We also distributed water bottles for dogs and educational materials. The team also conducted a free microchipping day in March. A new promotional approach led to the highest number of chipped animals recorded in the

history of this event. During this reporting period, the team was required to impound 401 cats and 395 dogs. Routine patrols and educational opportunities were conducted at Tench Reserve, the Great River Walk, Blue Hills Wetland at Glenmore Park and other off-leash areas.

6.1.11 Ensure privately owned swimming pools are safe and healthy

- a. *Undertake an education program for swimming pool safety for existing pools in residential areas*
- b. *Undertake a program of swimming pool inspections for existing swimming pools in established residential areas*

Council's Swimming Pool Compliance team continued to undertake both reactive and proactive inspections on swimming pools, portable pools and spas. Action is taken where pools are not registered or not compliant with the requirements of the Swimming Pools Act 1992. In the last year, the number of inspections that resulted in a certificate of compliance being issued was 310; the number of non-compliance certificates issued was 34. We developed and hosted a Swimming Pool Compliance Forum in August, bringing together 30 officers from nine councils to discuss trends in swimming pool compliance and how each council is interpreting and enforcing the legislation.

The Swimming Pool Compliance team worked closely with the Communications and Marketing team to roll out an education and compliance campaign on the dangers of portable pools. The campaign, launched by the Mayor in March 2019, utilised various communication channels including social media, newspaper articles and Council's website to convey this important message to the community. During 2018-19 the team inspected 818 swimming pool barriers. Our proactive swimming pool inspections program utilises aerial imagery to identify properties that contain swimming pools.

CHALLENGES AND BUDGET EXCEPTIONS

The Swimming Pool Compliance team was understaffed for a period with one officer on extended leave, and this affected the number of inspections completed this period.

Resourcing and competing priorities have prevented completion of the Sport, Recreation, Open Space and Play Strategy. No other projects have experienced significant issues.

STRATEGY 6.2 HELP BUILD RESILIENT, INCLUSIVE COMMUNITIES

6.2.1 Support children and families, particularly those living in vulnerable circumstances.

Council continued to deliver targeted education programs for children and families. Our regular Mobile Playvan sessions continued to be well attended and the van was also popular at events such as Children's Week, Cinema in the Park, Music by the River and Real Festival.

Council's children's centres provide care for 95 children with disability and additional needs. There are currently approximately 150 Aboriginal and Torres Strait Islander children enrolled across Children's Services, which is representative of the percentage of Aboriginal and Torres Strait Islander people living in our local government area. Aboriginal and Torres Strait Islander cultural awareness conferences continued to be mandatory for all Children's Services staff. Federal funding awarded to Children's Services under the Indigenous Advancement Strategy (IAS) since July 2015 has had many positive outcomes; however, the component relating to access ended in December 2018.

Federal funding for the Children's Services Children and Parenting Program Support project has been extended to June 2020, allowing us to continue and build on this successful parenting education program. We have delivered a number of evidence-based programs to support families and provide practical tools, skills and knowledge



Case Study: Kingswood Bright Nights

Bright Nights is a series of evening activations designed to promote community connection and safety in Kingswood. The idea was developed with residents in response to concerns raised about the perception of Kingswood after dark. Many Kingswood residents commute daily and walk to the station, often arriving home after dark.

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

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

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

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



around mindful parenting. The program has also provided individual support to vulnerable families. The Therapeutic Speech and Language Program has provided families with skills and practical resources to support their children in developing communication skills.

6.2.2 Develop effective responses to the impacts of growth, redevelopment and change in our community

- a. *Complete and launch a demographic profile of the City*
- b. *Coordinate the implementation of the Disability Inclusion Action Plan*
- c. *Support the Multicultural Working Party*

Council launched its first Penrith community profile at a breakfast for local community service providers and other stakeholders in November 2018.

The profile draws on a range of data sources to examine who the people of Penrith are – where we live and work, our education, health and lifestyle, the strengths of the communities we belong to and the challenges we face as our communities grow and change. This information assists with advocacy, business and service planning, and funding applications.

Our Social Planning team provided advice on a broad range of developments across the City, including boarding houses, childcare centres, seniors living, and disability group homes. We also contributed to Council's advice to other levels of governments in relation to the Mulgoa Road widening, Kingswood station upgrade, John Moroney Correctional Complex upgrade, the Greater Sydney Commission's Housing and Liveability Technical Working Group, various City Deal projects and the NSW Department of Planning's proposed amendments to affordable rental housing planning policy. We have undertaken research and planning to support the new and growing communities of Jordan Springs and the WELL Precinct to help ensure they get the community facilities they need. Advice has been provided for Council's submissions to other levels of governments in relation to the State Significant Development of Jordan Springs Public School and a logistics hub at Kemps Creek. A

submission was also made to Liquor & Gaming NSW regarding an application to increase gaming licenses in Kingswood.

In January 2019, Access Committee member Farah Madon was named Penrith Citizen of the Year, recognising both the contribution of the Access Committee and Farah's personal commitment to promoting inclusion for all. Council's Equal Employment Opportunity Management Plan includes an objective to increase the number of people we employ who have a disability. We are on our way to achieving this objective, with a record number of 2019 trainees identifying as having disabilities.

6.2.3 Work with partners to deliver events that strengthen our community

Council organised and supported a range of events to promote an inclusive, harmonious and welcoming community that celebrates our diversity. We were on the organising committee for the Nepean Disability Expo in September, which brought together more than 100 service providers and businesses that enhance the lives of people with a disability. We hosted the Day of Peace event on 22 September in partnership with the Penrith Multifaith Peace Group, to encourage understanding, cooperation and good relations between different faiths in our City. The event was attended by approximately 400 people. Further highlights include the Penrith Volunteer Showcase and the event celebrating Refugee Week. The Meet Your Neighbour event provided an opportunity for around 70 staff from a diverse range of mental health services, including Likemind and the Mental Health Coordinating Council, to discuss best practices for the wellbeing of their clients. National Youth Week in April was hugely successful, with over 1,000 young people attending three events: Skate Clair, the Cranebrook Colour Run and Mondo Monumenta Festival. A highlight of the festival was local young people interviewing the Mayor about issues that affect them.

6.2.4 Support community service organisations working in our City

Council takes a leading role in helping local



services including the Penrith Youth Interagency, the Homelessness Interagency, the Community Care Forum and the Penrith Multicultural Interagency to collaborate across the City. Through these networks we have been tackling youth homelessness, encouraging access to legal aid and promoting local services available to Aboriginal people.

Multicultural Health raised a community concern for the Polynesian community as a number of young people from this community had tragically committed suicide. Three concerts have been organised in partnership with a number of organisations to raise awareness of the issue and let young people know there is support. Council joined the partnership, with staff organising venues and supporting the young people attending on the night.

We also continued to coordinate the Penrith Homelessness Interagency, which advocates to other levels of government on homelessness issues and promotes professional development opportunities for staff working in the sector. In September 2018, the steering group launched its service mapping research on the homelessness service system, helping to identify gaps and following up on the recommendations of the research.

6.2.5 Work with Aboriginal organisations and residents to strengthen our community

a. Coordinate the implementation of the Working Together Agreement with the Deerubbin Local Aboriginal Land Council

Council continues to partner with the Deerubbin Local Aboriginal Land Council (DLALC) on the Working Together Agreement. During this reporting period, we met with DLALC and discussed their lands in the northern rural areas of the City, plus their plans for an outdoor education centre for young people.

The Theme for NAIDOC 2018 was 'Because of Her – We Can', providing a platform to celebrate the great contribution Aboriginal women make to their families, communities and society. Our

NAIDOC Family Gathering Day on 13 July at Jamison Park was attended by around 5,000 people. Partners in this event included the DLALC, Penrith and St Mary's Local Area Command, the NBM Primary Health Network, the Nepean Blue Mountains Local Health District, Penrith Rotary Club, Platform Youth Services, Nepean Community and Neighbourhood Services and local Aboriginal Community members. The day consisted of over 40 information stalls, entertainment, cultural activities, children's activities and sports. NAIDOC week provides Council with the opportunity to work with partners on an event which is of major symbolic and practical importance to Aboriginal and Torres Strait Islander people, and to promote a greater understanding of Aboriginal and Torres Strait Islander people and their culture.

Supported by the Lewers Bequest, Penrith Regional Gallery developed The Hat Project to assist the gallery in engaging with Aboriginal and Torres Strait Islander residents. The Hat Project celebrates the skills that some Aboriginal elders possess in dressmaking and millinery, tracing back to a time when many Aboriginal people were in domestic servitude. The project has captured oral histories by asking participants to offer their personal reflections. The hats were displayed during NAIDOC Week and will be exhibited in again in Penrith Library.

The National Apology day in February was a heartfelt opportunity for the community to gather, led by Mayor Cllr Ross Fowler OAM who opened the event.

6.2.6 Conduct and support events that include all members of our community

a. Review Council's community events program to assess impact and develop a proposed plan for community events for implementation in 2019 -2020 financial year

Throughout the year, we have delivered comprehensive programs of civic and community events which have showcased the City. As highlighted in our Calendar of Events earlier in this report, we delivered a diverse

and comprehensive program of 57 civic and community events this year.

- Real Festival returned for its third year on 2-3 November with a world-class program of performances, entertainment and activities on the banks of the Nepean River. The event was a huge success with record crowds of 25,000 across the weekend. The festival received local and metro media coverage and was named by 7Travel as one of the Top 5 Family-Friendly Festivals in Sydney. Event surveys showed an 83% overall satisfaction rate with the festival and 89% of respondents saying they would come again
- Council again supported Ballet Under the Stars, a free outdoor performance of the full-length production of Giselle, which attracted around 4,000 people
- Music by the River and Cinema in the Park again proved popular. Two Cinema in the Park events were held, along with one Music by the River. A second Music by the River in March 2019 was cancelled due to inclement weather
- Australia Day at Jamison Park was affected by oppressive heat conditions resulting in significantly lower crowds. We are rethinking the location for Australia Day 2020.
- We commemorated the 100th anniversary of World War 1 at Penrith Paceway. Council worked closely with local RSL clubs and the Penrith CBD Corporation to hold a large community event that featured a moving memorial service, stalls, memorabilia, entertainment and a new poppy park. The day kicked off with a Freedom of Entry to the City March through the streets of the Penrith CBD in the morning
- Council again worked closely with Football Federation Australia to deliver another international match that saw 15,000 spectators watch the Westfield Matildas face off against Chile at Penrith Stadium.

Highlights of Council's civic events program included:

- The Australia Day Awards Dinner

- The naming of Ron Mulock Oval
- The Pink Up Penrith Campaign - Lighting of the Penrith Civic Centre during October
- The Westfield Matildas civic reception
- The welcome reception for the Sydney International Whitewater Festival
- Primary and Secondary School Leaders reception
- 11 citizenship ceremonies that saw 698 people become new Australian citizens

The Visit Penrith website continues to be a valuable resource for visitors planning a visit to Penrith. The number of website users has increased by 71.36% compared with the last year. Visit Penrith's social media pages are growing with a steady increase in followers over the past 12 months, with a 59% increase in Instagram and more than double on Facebook.

CHALLENGES AND BUDGET EXCEPTIONS

No significant challenges were experienced and all service activities are within budget.

STRATEGY 6.3 ENHANCE THE CULTURAL VITALITY OF THE CITY

6.3.1 Create opportunities for residents to learn about different cultures through national and international partnerships

The Penrith International Friendship Committee continues to meet on the first Tuesday of every month. In 2019, six students from Penrith travelled to Fujieda for three weeks, with Penrith hosting 16 early childhood students from Kinjo College in the city of Hakusan in Japan in March. Students stayed with local host families who gave them an authentic homestay experience. Students visited Penrith High School, Rainbow Cottage and Cook Parade as part of their study tour. In May, we welcomed a five-person delegation from Kunshan in China; discussing culture, tourism and healthcare, and exploring opportunities for future collaboration. The itinerary included a visit to Western Sydney



University and Nepean Hospital. Penrith Council has been invited to visit Hakusan and Fujieda in Japan in October, to celebrate our 30th and 35th friendship anniversaries respectively. Planning for this visit is underway. We also invited delegations from Gangseo-gu in Korea and Xicheng in China to visit Penrith over the coming 12 months.

6.3.2 Support and implement initiatives which contribute to culture and creativity

- a. *Lead the implementation of the priorities from the 2015 Mayoral Arts and Culture Summit*
- b. *Implement mentoring initiatives for emerging creatives including Queen Street Riches and Textures*

DiG Space ran 16 week programs from September to December and from March to June. The residency supports local digital artists and designers within their first five years of professional practice and provides access to studio space, creative technologies, professional mentoring and industry networks. Council advocates for equity in arts and cultural funding between Eastern and Western Sydney, and we continued to work in partnership with other organisations and individuals to push for this agenda. We are currently negotiating with Western Sydney University to pursue research on this subject.

Council once again supported ARTWEST, which was opened by the Mayor Clr Ross Fowler OAM and attracted over 200 visitors over the two days. Over 60 artists participated, with over 120 artworks exhibited, many of which were sold at the event. We also continued to offer subsidies to a number of organisations working in the City, including the Acting Factory, City of Penrith Eisteddfod, Penrith Musical Comedy Company and Penrith Symphony Orchestra. These subsidies assist vital cultural organisations to work with the Penrith community, developing the skills and talents of local residents.

6.3.3 Create opportunities for residents to learn about different cultures

- a. *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 – 2020 financial year*

We continue to provide a variety of different cultural experiences to residents by offering a range of diverse events. We also support cultural activities and events delivered through other departments of Council by developing and implementing relevant marketing activities.

The annual Student Ambassador Program is underway for 2019. Five local students have been selected, representing Nepean CAPA High School, Richard Johnson Anglican School, McCarthy College and Jamison High School. Penrith will welcome six students from Fujieda in Japan for three weeks in July. Penrith students will then enjoy a visit to Japan in September for three weeks. Years 5 and 6 students at Llandilo Public School and Japanese language students at Penrith High School continue to build relationships with their Fujieda counterparts through an ongoing Skype program. This program provides students with the opportunity to make friends, exchange ideas and share stories from their classrooms.

Our Lady of the Rosary Primary School will continue their annual Christmas card exchange with Hakusan. The friendship between Penrith City and Lachlan Shire in Central West NSW continues to give our residents unique opportunities to understand the values and challenges of a rural community. We are currently considering a variety of new projects including a tour of the Hat Project exhibition, a school exchange between Clontarf Academy Penrith and Condobolin High School, and have invited Lachlan Shire to participate in our annual Volunteer Expo.

CHALLENGES AND BUDGET EXCEPTIONS

Council was unsuccessful in obtaining further grant funding from Create NSW for the DiG Space Mentorship and Residency Program. However, we will continue to pursue other funding opportunities for this well-received program.

Case Study: Penrith Mayoral Challenge 2018 – Cook Park, St Marys



WE ARE HEALTHY AND SHARE
STRONG COMMUNITY SPIRIT

The Penrith Mayoral Challenge is an exciting and innovative engagement program, part of Council's award-winning Neighbourhood Renewal Program. It involves primary school students from older, more established parts of our City working with Council to reimagine and renew local playgrounds.

Cook Park, St Marys was the site for the most recent challenge and the sixth playground to be upgraded through the program. Council staff developed and delivered a series of interactive place-making workshops with 25 young people from St Marys Public School to co-design a new and inclusive playground. The workshops helped foster the students' leadership skills and strengthened their understanding of local government and civic responsibility. They also provided a creative safe space for participants to comfortably share their ideas while developing a greater awareness of the needs of others.

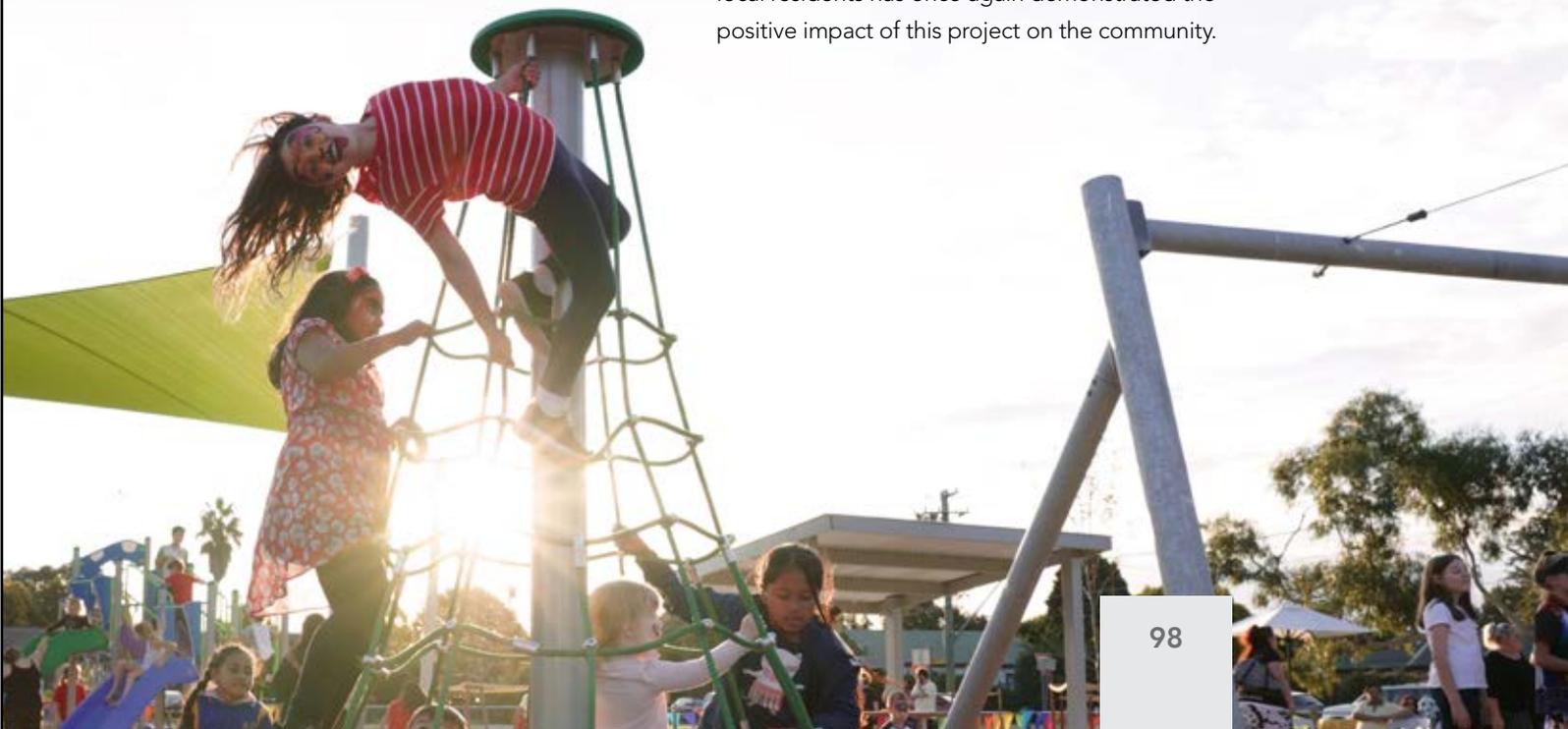
The students from St Marys Public worked closely with the Neighbourhood Renewal team to host two community engagement events and consult with local residents about the new park space. This meant participants engaged with over 250 local residents and gained important insights into community priorities for the park.

Penrith Mayor Ross Fowler OAM is a keen supporter of the program and met with students throughout the process, including when the students visited Council's Civic Centre to share their findings and present their design to the Mayor and other Council leaders.

Staff from across Council enjoy being part of the challenge team and delivering important infrastructure to a neighbourhood that is experiencing change and development. As in previous years, the participatory approach to designing the new playground has given the program's participants and the St Marys community a sense of ownership and pride in Cook Park.

For many of the students the most exciting part of the project is planning the official opening of the park and to unveil their work to family and friends. These events are a source of pride for the students, some of whom were able to speak alongside the Mayor, to welcome everyone and share their experiences.

The Penrith Mayoral Challenge is an excellent example of Council's commitment to working in collaboration with community to improve infrastructure that celebrates and builds on the strengths of our neighbourhoods. Feedback from local residents has once again demonstrated the positive impact of this project on the community.



OUTCOME 7

WE HAVE CONFIDENCE IN OUR COUNCIL



How have we done?

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

Compliance Matters

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. Additional resources have been provided to the compliance team and this will help reduce the number of compliance matters resolved over time.

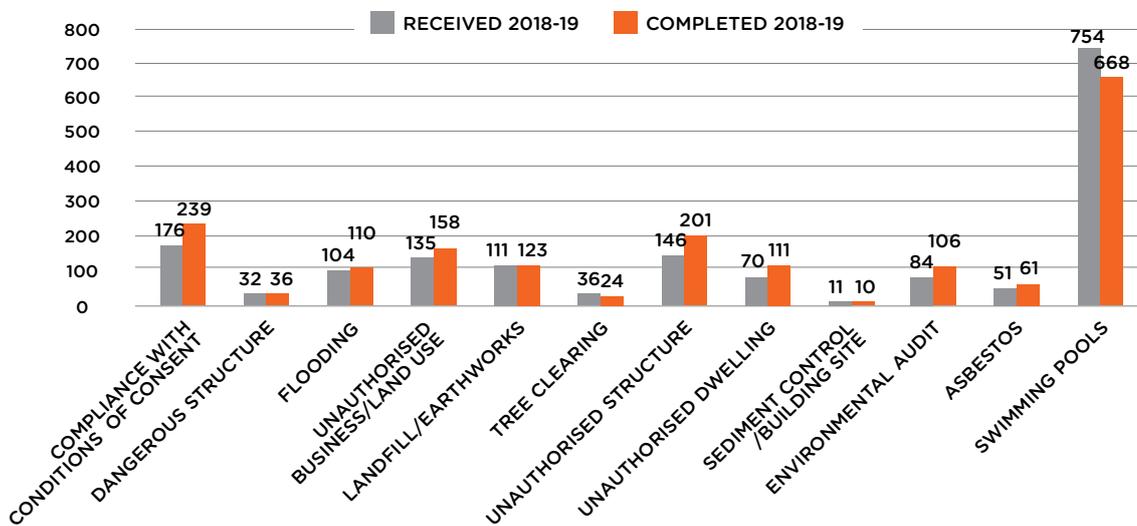
INSPECTIONS OF PRIVATE SWIMMING POOLS

number of inspections of tourist and visitor accommodation	3
number of inspections of premises with more than 2 dwellings	0
number of inspections that resulted in issuance of a certificate of compliance under s22D of the SP Act	310
number of inspections that resulted in issuance of a certificate of non-compliance under cl 21 of the SP Reg	34



WE HAVE CONFIDENCE
IN OUR COUNCIL

Compliance Matters 2018-19 by matter type

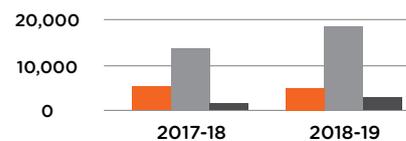


Change in Council's digital presence

In the last 12 months the Penrith City Council website has received over 1 million hits which is an increase of approximately 10% over 2017-18. We also experienced almost 1.9 million pageviews, which is also an increase of 6% over 2017-18. Our new users were also up by about 6% from the previous year.

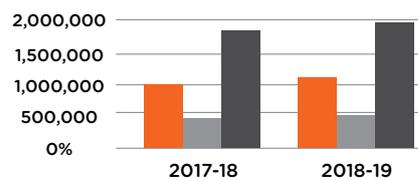
The Penrith City Council social media platforms Facebook, Twitter and Instagram continue to provide users with engaging and informative content. These platforms have all seen an increase in followers over the past 12 months; the Facebook audience has grown by almost 3,000 followers bringing the total number to 18,702 followers, while Instagram has grown from 1,846 to 2,552 followers in the past 12 months. Twitter has seen a growth of 87 to a total of 6,152 followers.

Social Media



Platform	2017-18	2018-19
TWITTER	6,065	6,152
FACEBOOK	15,728	18,702
INSTAGRAM	1,846	2,552

Website Traffic



Metric	2017-18	2018-19
WEBSITE HITS	942,195	1,033,186
NEW USERS	468,454	496,485
PAGE VIEWS	1,772,662	1,887,679

% of informed participants in community engagement activities:

37%

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. Over the last 12 months the website was visited 29,800 times and approximately 11,100 people were 'informed' – indicating they have taken the next step from simply being aware and clicked through to something, showing deeper interest.

We aim to ensure everyone participating in engagement activities has the opportunity to learn and contribute. As we continue to review our community engagement we will be better able to report on this indicator.

Work Health & Safety (WHS) Performance

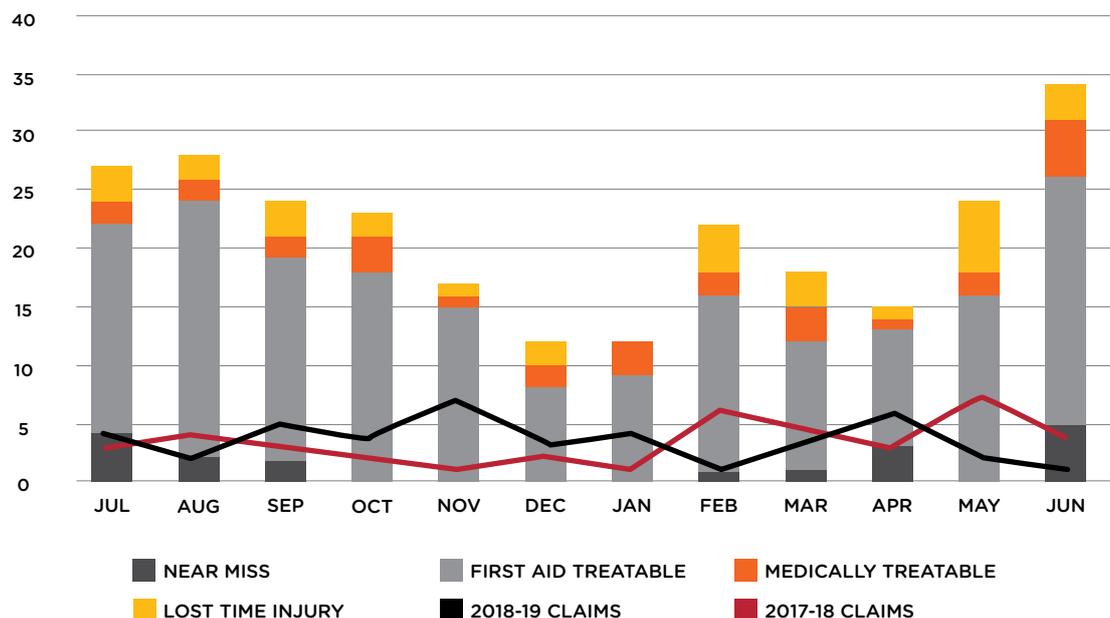
Council as an organisation has continued the journey towards a safer workplace, and whilst we can continue to improve, there has been a further reduction in the number of injuries across the organisation.

Council has continued to roll out safety inspired training, with further Hazard Identification and Risk Assessment Training held across the organisation. This further assists our workers to identify and be aware of the hazards that they encounter across our diverse range of operations.

Manual handling incidents are down and this is, in part, due to the provision of mechanical aids and better understanding of work requirements.

As the organisation grows, and the functions that Council involves itself in diversify, the ability to continue to provide the in-depth knowledge required, places a further strain on our Health and Safety resources. New technology and an improvement in eLearning and online reporting will assist in meeting these needs.

WHS Performance



Annual average sick leave days taken (per employee):

9.14

Tracking how sick leave is used can provide an indication of employee engagement – a high level of single days of sick leave taken could indicate that staff are not engaged.

In addition, tracking the average number of days taken per employee helps us identify areas where sick leave is higher than average, which may in turn help us look at where we may need to change things to increase employee satisfaction and engagement. In 2019-20, system improvements will be made to assist in coding unplanned leave more accurately.

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

51

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 51 decisions were made in the confidential Committee of the Whole for 2018-19. Governance staff actively test the legitimacy of items being sent to Committee of the Whole.

Deviation from budget:

+\$258,185

Council has managed its finances to achieve a \$258,185 favourable Budget surplus for 2018-19 (after proposed June Review variations).

It is recommended that Council allocate this end of year surplus balance into a Reserve to provide Council with the capacity to respond to emerging priorities in 2019-20 onwards.



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

9%

2018-19 CLAIMS

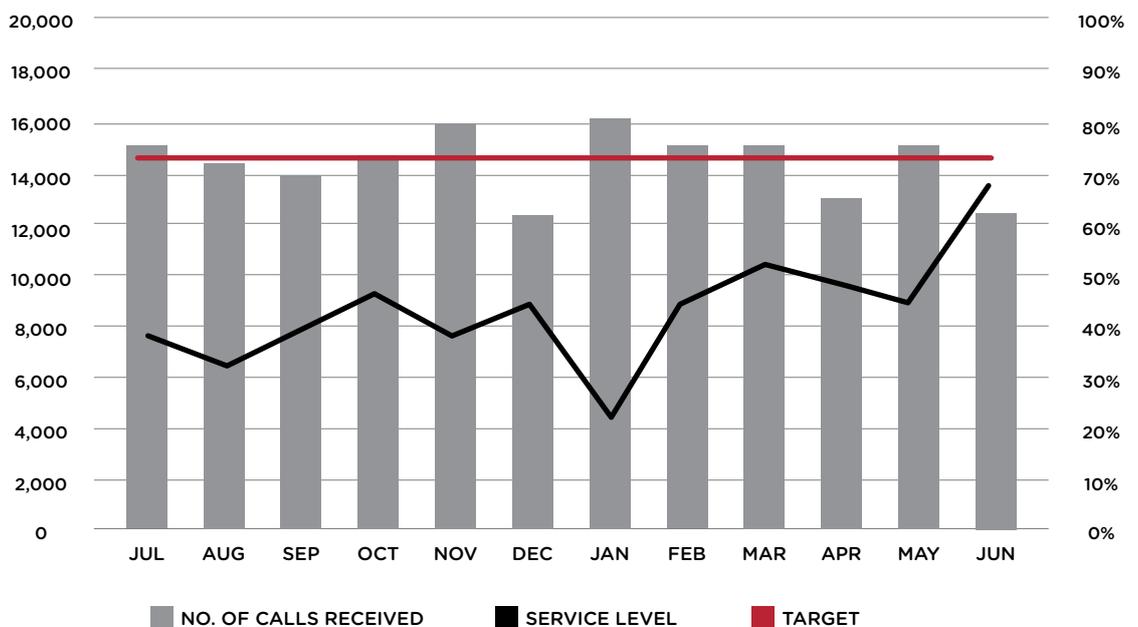
Claims which were allocated payments for 3rd party damages during the reporting period	12
Number of claims received and closed during the reporting period	64
Number of open claims as at 30 June 2019	72

Service level of calls received by Council

Our Customer Experience Contact Centre received approximately 172,000 calls through the in scope call queues, achieving a service level below the required 80% target at 69.87%. The service level was impacted due to resourcing constraints and various system and telephony issues experienced. Customer Experience also took on board additional queues and call types during the last 12 months which significantly increased call volumes. An increase in social

media, web and email requests also needed to be resourced accordingly and unfortunately we do not have data to accurately record the increase in enquiries through these channels. Since receiving approval to recruit new Contact Centre staff, customer wait times have reduced and the service level has increased to a satisfactory level. The service level for 2019-20 is a requirement for 80% of calls to be answered in 2 minutes or less.

Service level of Calls received by Council



Increase in employee satisfaction for top 3 opportunities and maintained for top 3 strengths:

In 2017 Council undertook an Employee Opinion Survey which identified our strengths and weaknesses as an organisation from the perspective of our staff. A number of programs are being implemented at different levels across the organisation to address these, and a further survey will be carried out to help us understand where we have improved and where we still have work to do. This indicator will be reported on as we receive results from follow up surveys.

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

7.1.1 Provide accurate and timely planning information

During 2018-19, the City Planning team has generated, reviewed and issued 5,561 planning certificates. We ensured that 99% of certificates were issued within our standard delivery timeframe of 2-3 business days, with 167 urgent certificates issued within one business day.

7.1.2 Promote ethical behaviour and open and fair decision making

The Governance team provides advice on request, often through formal channels such as Tender Advisory Groups. In order to continuously improve Council's ethical practices, we developed additional policies during this reporting period, including a Delegations Policy and a Probity Management Policy.

7.1.3 Manage Council's meeting calendar, meeting process and business papers

Over 2018-19 there were 11 Ordinary Council meetings, nine Policy Review Committee meetings and 25 Councillor Briefings. The Governance team was tasked with attending every meeting; ensuring meetings were advertised, set up and coordinated; the preparation and distribution of business

papers to Councillors and the community; and with providing advice to the community and Councillors about meeting processes.

After consultation with Councillors, Governance put forward a revised meeting schedule for the remainder of the year. This will reduce the burden on Councillors while still meeting the needs of the organisation and our statutory obligations.

7.1.4 Support the Councillors in meeting their obligations and roles as community representatives

Councillors have continued to be supported in their role through the provision of advice about Council policies, Codes of Conduct and meeting practices.

7.1.5 Provide advice to assist the organisation in meeting its lawful obligations

Advice is provided on a daily basis to the organisation on a variety of matters including secondary employment, conflicts of interest, pecuniary interests, probity, policy and delegations. Our Governance team also organised e-learning modules to facilitate Code of Conduct training.

7.1.6 Implement Council's Code of Conduct to a high standard with respect to allegations, breaches and investigations

Council continues to meet all of our governance and statutory requirements to ensure the organisation is run in an open, fair and transparent manner. Senior staff in the Governance team have attended training organised by the Independent Commission Against Corruption during this reporting period. This training aims to improve investigation skills, and since undertaking it we have implemented measures to ensure a more consistent approach to allegations. A number of allegations have been investigated in this period, highlighting the need to improve communication and clarify role responsibilities.



7.1.7 Provide a quality customer experience through the contact centre and front counter

Our Customer Promise has now been rolled out across Council. It was built on feedback from residents and aims to create a higher level of focus within our team and across the organisation by identifying four priorities: to be proactive, keep it simple, build respectful relationships, and to listen and respond. These priorities guide our staff in every interaction we have with the community. We have also increased staffing levels in the Contact Centre to ensure adequate time with each and every customer.

7.1.8 Help improve customer experience for everyone that contacts council

Council focuses on continuous staff training and quality assurance to ensure all staff have the skills, knowledge and confidence to provide accurate information and a high level of customer service to residents. We continued to listen to customer feedback and review our processes in line with best practices and community expectations. This year, approval for a Customer Interaction Call Coach was granted and we have now recruited for this position. This role will assist in standardising and further improving our service across the board.

Our team has also been working on projects which will come to fruition in the upcoming year. These include the installation of a cash recycler, a new counter queuing system and the relocation of our service area within St Marys Library. These initiatives demonstrate our commitment to continuous improvement.

7.1.9 Provide general legal services and advice to Council

Council's Legal Services team continues to provide effective and efficient legal services and advice for the organisation. We responded to over 1,000 requests during this reporting period; these ranged from advice, to conveyancing services, to drafting and review of contracts and general legal administration.

7.1.10 Provide dispute resolution and litigation services to Council

Over the past year, our Legal Services team was involved in 21 continuing litigated matters, with the majority being in the NSW Land and Environment Court. We successfully recovered \$337,632 in costs.

7.1.11 Manage access to information requests

Council received 269 informal requests and 53 formal requests for information in accordance with the Government Information (Public Access) Act 2009. For more information, please refer to Appendix 2.

7.1.12 Support compliance and risk management across Council

A realignment of resources in the last year has enabled a stronger focus on risk and compliance. Compliance is mainly reviewed through the conduct of internal audits, while risk management is supported through the ongoing development and implementation of the Enterprise Risk Management Framework.

A Legislative Compliance Framework project is now in its early stages. This project will provide Council managers with the means to monitor compliance with the approximate 150 Acts relevant to our work.

Training on Council's new Business Continuity Framework has been provided to key staff, and a practical test was conducted using a simulated crisis event. Having undertaken this work, Council will be better positioned to minimise the consequences of a major crisis.

7.1.13 Manage insurance and claims

Council has been an active member of the CivicRisk Mutual local government insurance pooling scheme since its inception in 1988. Our policies with CivicRisk cover all of Council's insurable risks. We have an in-house claims management function but can also access a network of external assessors and experts via CivicRisk.



There were two major hailstorms during December 2018 and March 2019 which caused extensive damage to Council fleet vehicles. Council's Motor Vehicle Policy responded to 16 claims from December and 18 claims from March. To date the total damage estimate is \$145,500, but the actual cost to Council (for excess payments) has been limited to \$55,000. It made financial sense to auction off five vehicles instead of repairing them. A major public liability claim was settled for \$350,000 in April 2019, with a total cost to the insurance pool of \$404,000 (including legal costs). The total cost to Council was \$100,000, which is Council's excess for public liability claims. There were no other notable claims or claim events during 2018-19. Public and professional liability claim quantities have remained stable over the last three years.

7.1.14 Undertake audits to help ensure Council's operations are ethical and efficient

a. Undertake the audit program as agreed with the Audit Risk and Improvement Committee

Eight out of the eleven tasks included in the 2018-19 Internal Audit Annual Plan were finalised by the end of June 2019, and the remaining three audits were carried forward to the 2019-20 plan. Two of these were completed in early September 2019, and the last one is to be completed by early December 2019.

The Internal Audit team provides insights into the efficacy of Council operations and projects. The completed internal audits resulted in 140 recommendations for improvement. Our managers have shown their commitment to continuous improvement by accepting and working towards implementing almost all of these recommendations.

7.1.15 Manage Council's records responsibly

Records are being managed appropriately and in line with Council's Records Management Program. All incoming records are now being captured at their source making them immediately available to view, access and action, improving efficiency across the organisation. We are developing a new, better integrated and more flexible Information Management System, which is being implemented in 2019. We reduced the amount of physical files and safely disposed of them in preparation for migration to this new cloud-based system.

7.1.16 Respond to community requests for use of Council's land (licences, easements, road closures)

Over the last year, the Property Development team continued to respond to requests to use landholdings, for both community and commercial operations, within appropriate timeframes. Council has supported short-term licensing of Council land for community projects and projects with City-wide benefits, including the Mulgoa Road/Jane Street upgrade.

CHALLENGES AND BUDGET EXCEPTIONS

As the demand for access to information held by Council increases, the challenge is to ensure that all requests are dealt with the statutory timeframe. The integration of risk management into Council's decision-making processes at all levels of the organisation is also an ongoing challenge.

This year the Contact Centre has experienced an increase in overall call volumes. We now manage numerous contact channels and a larger scope of customer enquiries across several operational areas. Contributing factors to this increase include an increase in development across Penrith LGA, resourcing constraints and system outages.

Our Legal Services team has faced increasing demands, without access to additional resources. The Internal Audit team was unable to finalise all programmed audits, falling short of their target by two.

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

7.2.1 Provide accurate information to Council and the community on council's financial activities

a. Expand reporting to include new performance and improvement opportunity measures

Our Financial Services team has developed a new reporting system to keep track of all productivity initiatives agreed upon across the organisation. This report is continually refined and updated as new assumptions are made or more accurate information is obtained.

Council's financial activities and performance were also reported through Quarterly Reviews, Monthly Investments Reports and our End of Year Financial Statement, all reported at Ordinary Council meetings. Additionally, various financial matters including Rating Reviews and audits are tabled at Councillor Briefings and Working Parties.

7.2.2 Support financial sustainability through financial planning and budget management

a. Review the current investment policy to maximise returns on the investment portfolio

b. Undertake a review of Debt Recovery policies and procedures

After recent improvements made by Council, residents can now access information and services online more easily. We have made information and rates more easily accessible and added a BPAY payment option. We have also improved communication around due dates in local newspapers and on our website, plus added an SMS reminder for direct debit payments to reduce outstanding fees. These initiatives assist in minimising the need for debt recovery.

We have managed our finances to achieve a \$258,185 budget surplus for 2018-19, after proposed June Review variations. It is recommended that Council allocate this end-of-year surplus into a reserve, to strengthen our capacity to respond to emerging priorities in 2019-20 and beyond.

We are also on track with our financial strategies focused on productivity improvements with the aim of achieving \$10m in ongoing savings over four years to 2019-20.

7.2.3 Manage Council's fleet, plant and equipment to minimise risk and reflect lifecycle costs

Plant and fleet maintenance programs have been delivered in the 2018-19 financial year, complying with the provisions of the National Heavy Vehicle Scheme. Council has an ongoing program to replace assets as they age, to improve productivity and reduce maintenance costs. We regularly review this taking into account income received from the sale of vehicles which is offset against purchases. We have replaced several vehicles during this period: one flocon, one truck, two wing mowers, two rollers and two mowers. In total, we have completed 1,416 scheduled maintenance jobs and 3,501 unscheduled maintenance jobs in the 2018-19 financial year.

7.2.4 Manage Council's property portfolio to reduce reliance on rate income

a. Continue with community engagement for the Open Space Reinvestment Project

The Property Development team seeks to realise the potential of land and leverage Council assets to benefit the entire community. We adopt an integrated approach to development, balancing social and environmental outcomes while also acting commercially in order to provide financial returns to the community. We are reducing reliance on rate income by diversifying Council's income streams. Council's property portfolio is being leveraged to help make our community spaces safe and attractive, and we continue to engage with residents to ensure we are responding to community needs and expectations.

The Public Open Space Reinvestment Project aims to deliver quality open spaces for our more established neighbourhoods. Council is working with the community to decide how the local open space network in these suburbs can be improved and whether there are underutilised parcels of land



that provide little recreational value, that can be sold to fund these improvements. The pilot project in Erskine Park delivered valuable improvements to the quality of local open space, footpaths and public domain in Erskine Park. The next phase of the project will finalise the sale of rezoned land in Erskine Park. The sale proceeds will be used to fund further improvements to public open space in this suburb. Further stages of this project (in South Penrith/Jamistown and Colyton) are awaiting the completion of the Sport, Recreation and Open Space Strategy.

7.2.5 Support financial sustainability by managing Council's purchasing policies and procedures

- a. Carry out training on the quotation process to ensure the Vendor Panel is used by all staff*

Training continues for all relevant staff on the quotation process to ensure the Vendor Panel. We do this as part of inductions, while also running refresher sessions for staff who may not procure on a regular basis and need to update their knowledge.

Work is continuing on the development of new procurement policy.

7.2.6 Manage Council's assets to minimise risk, reflect lifecycle costs and meet community needs

- a. Participate in asset management initiatives with the Regional Strategic Alliance*
- b. Update Asset Management Plans for all asset classes*
- c. Review key asset management processes, including acquisition and disposal*

Council is part of the Western Sydney Planning Partnership City Deals project, which will develop a Uniform Engineering Design Manual for the nine participating Councils. The long term costs of asset selection are being embedded into the manual.

An Asset Engineer was appointed in late 2018 and a project plan has been developed, which will see all Asset Management Plans updated by October 2020. Our Asset Risk Framework has been revised and risk assessment of our building portfolio is now 30% complete, in preparation for the development of the Building Asset Management Plan.

We are undertaking a review of the key asset management processes and procedures; this is a two year project and is on track to be completed in 2021. Strategic Asset Management is being embedded within the organisation to ensure assets are managed to minimise risk, reflect lifecycle costs and meet current and future community needs.

7.2.7 Help staff understand how to be sustainable in their everyday actions

All new staff are given a basic overview of the range of Council's sustainability programs and initiatives as part of the induction process. Our MyIdea program encourages staff to think about how sustainability relates to their own area of work and suggest ideas or improvements. We've had 23 suggestions submitted over the last year, and that number continues to grow.

The 2018 Louise Petchell Learning for Sustainability Scholarship allowed six staff from across the organisation, including one outdoor staff member, to participate in a 'liveable cities study tour' to see award-winning local government projects in practice including sustainable buildings, public spaces, playgrounds and parks. These staff gained valuable insight into the application of quality urban design and liveability principles and how they can be applied in Penrith.

As well as the main scholarship, this year also saw the introduction of a dedicated study for City Presentation staff, focused on understanding best practices for nurseries.

7.2.8 Identify ways Council can use resources more efficiently

- a. Investigate the feasibility of larger scale solar renewable energy projects within the region*

Council's Sustainability team continues to work closely with staff from across the organisation to encourage the uptake of resource efficiency projects. A Renault Kangoo electric vehicle has been purchased, to replace our existing small delivery vehicle. This provides us with real-world experience to determine suitability and actual running costs of electric vehicles, which will inform future fleet purchases. Our electric vehicle also creates an opportunity to engage with local

residents around sustainability and actions they can take in their own lives.

We strive to ensure our Council buildings are as energy efficient and sustainable as possible. We have audited energy use at the Joan Sutherland Performing Arts Centre to ensure the solar system is working as anticipated, with savings redirected to Council's Sustainability Revolving Fund for future investment. Solar systems were installed at South Penrith and Cranebrook Neighbourhood Centres. The online solar monitoring project is complete, with monitoring now installed at eight of our childcare centres and 10 neighbourhood and community centres to allow for the fast and simple detection of faults and issues.

We completed a lighting upgrade at our Queen Street Centre in November, replacing inefficient lighting on the ground floor with energy efficient, long lasting LED lighting. This will reduce electricity consumption by 65%, bringing projected savings of \$2,280 and 17 tonnes of greenhouse gas emissions each year.

The Sustainability team has also continued to investigate opportunities for additional large scale solar projects within the region. A feasibility assessment of installing solar on the Civic Centre has found that currently the project is not financially viable.

CHALLENGES AND BUDGET EXCEPTIONS

The feasibility report for solar panels carried out on the Civic Centre identified significant obstacles. The technical nature of the installation would mean that multiple crane locations would be required, significantly increasing the estimated installation costs. Unfortunately the outcome is that the project is not viable.

STRATEGY 7.3 DELIVER OUR SERVICES TO PROVIDE BEST VALUE FOR MONEY

7.3.1 Support the business performance of the organisation

a. Undertake an end to end review of the Development Application process

Our Innovative Performance team has continued to streamline, improve, build capacity, increase revenue and reduce risk across Council. Some of the highlights from the last year include:

- An end to end review of the rezoning and development application process, identifying several improvement projects to make it more efficient and effective
- Streamlining the subdivision certificate and planning coding process by using NSW Spatial Services capture on demand service and working with local surveyors. This enabled Council to be more responsive, resulting in up to two weeks time saved
- Implementing a trial of a web-based software to move to an online platform and improve customer experience for Road Reserve Opening Applications
- Moving to an online environment for Driveway Applications and Private Certifier Applications
- Leading the delivery of the Customer Promise which outlines key principles that should underpin all customer interactions

7.3.2 Tell our community and stakeholders about how we are delivering on our commitments to them

a. Review the Business Planning process

Due to conflicting priorities the business planning process has been delayed and will be rolled over into the priorities for 2019-20. Aside from business planning, Council has continued to produce quality documents within agreed and statutory timeframes. Over the last six months, Council reported on our progress, achievements and challenges through the December 2018 and March 2019 quarterly Organisational Reports. For

the fourth consecutive year, we won a gold award for our 2017-18 Annual Report at the Australasian Reporting Awards.

7.3.3 Provide information technology to support efficient service delivery

a. Continue delivery of the Field

Services Mobility project

b. Commence development of a Customer

Request Management System

Our ICT team continue to deliver more effective uses of current or newly-implemented Council information systems, resulting in improved customer and staff experiences.

The Field Services Mobility Project will enable effective communication with the community, closing the feedback loop through timely notifications at each stage of work including acknowledgement, progress and final closure. We have deployed 175 tablets among 300 field staff and training has commenced. Our Waste Management CRM is now addressing customer enquiries and creating service requests which integrate directly with our service provider Suez. Further rollout of this system will continue over the next two years. The ICT team are also rolling out Infostore, a new Sharepoint solution for Council's record keeping activities which streamlines, automates and most importantly complies with State Records Legislation. Other achievements from the last year have included introducing audio recordings of Development Planning Meetings, and the publication of an interactive Penrith City Centre Parking Map.

7.3.4 Manage our mapping and geographical information systems to meet Council's needs

Council's Mapping and Geographical Information Systems team continued to provide a variety of information to internal staff and external customers. Approximately 200 maps and reports have been prepared for internal and external clients, including Local Environment Plan amendments and flooding maps.

The team has worked hard to keep the GIS data and systems up to date in a continuously changing

environment. Extra layers have been added, bringing in data from recently completed flood studies. Thanks to new software, we now have far more realistic visualisations of the City, including more accurate shadow diagrams and views of proposed large scale buildings.

CHALLENGES AND BUDGET EXCEPTIONS

Resourcing constraints have led to some teams being understaffed over the last year. This has a flow-on effect to the work that can be achieved: for instance, constraints within the Corporate Planning team meant that scheduled business planning tasks could not be completed. Other ongoing challenges include:

- the need to maintain up to date knowledge of new and emerging technology, and
- transitioning our large and diverse outdoor workforce to a mobile digital environment.

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

7.4.1 Seek to influence decisions made by other levels of government to ensure the best outcomes for our community

Council prepared a dedicated document of advocacy priorities, called Penrith's Priorities, and sent it to local representatives and candidates ahead of the 2019 NSW State and Federal Elections. We did this to ensure the important local projects were front of mind during the election campaigns. As our flagship priority, the North South Rail Link was highlighted at every given opportunity and received significant funding commitments of \$5.5bn. We also successfully advocated for funding from other levels of government for key recreation projects including the Kingsway Sporting Fields, the multi-sport synthetic fields at Jamison Park, upgrades to Mark Leece Oval at St Clair and upgrades to the Mulgoa Rise amenities building.







We also made a number of submissions on relevant City issues during the second half of 2018, including the Western Sydney Aerotropolis Land Use and Infrastructure Implementation Plan. Council's submission to the Parliamentary Standing Committee on Infrastructure, Transport and Cities Inquiry into the Australian Government's role in the development of cities was referenced in the Committee's final report. The report, titled Building Up and Moving Out, calls for a national plan of settlement, providing a national vision for cities and regions across the next 50 years. The report makes 37 recommendations across a broad range of subjects, many of which are in line with Penrith's submission. Recommendation three specifically referenced Penrith Council's input about employment self-sufficiency, and recommended planning which focuses on:

- accessibility and liveability, promoting health and quality of life;
- economic, social and environmental sustainability;
- high quality natural and built environments;
- access to employment;
- a more compact urban form, and
- the concept of the 30 minute city.

Clr Ross Fowler OAM, Mayor, represents Council and the community on the Forum on Western Sydney Airport.

7.4.2 Keep our community informed about what Council is doing

- Conduct a review of Council's communications tactics to assess effectiveness and impact.*
- Develop a proposed plan for communications tactics for implementation in 2019 – 2020 financial year*

Council uses a range of communication techniques and channels to keep the community informed. We continue to use print media to advertise Council notices, which ensures our statutory obligations are met. Print media, including posters, brochures and newsletters, is also used to convey information relevant to our residents.

New and emerging channels also provide opportunities to more effectively inform and engage our community. Social media, including Facebook, Instagram, Twitter and Linked In, helps Council get information out to those members of our community who frequent these platforms; and followers on social media continue to increase. Our website continues to receive large amounts of traffic, as residents access it to find a wide variety of information. During the last year, we worked towards moving Council's website to a new platform to offer greater functionality and a better user experience.

Aside from our main website, the Your Say Penrith website has enabled the community to give input on a range of issues and projects, including several playground upgrades. A new culture and creativity website was developed to showcase our initiatives and opportunities in these areas; we also launched a new animal services website to provide important information for pet owners. Our existing Real Festival website was redesigned to include more dynamic features.

Visit these websites at:

- www.culturecreativity.com.au
- www.penrithpeteducation.com.au
- www.realfestival.com.au

7.4.3 Talk with and listen to our community when planning for the future

- Complete and implement a review of community engagement practices*

Our community engagement website Your Say Penrith was visited 29,900 times over the last year, with approximately 1,200 submissions made. We are reviewing our community engagement strategy and community satisfaction survey. The survey results in particular will inform ongoing communication with our community about service levels and broader issues. We are preparing to engage with the community around the review of our LEP and the development of the 2019-20 Operational Plan.

The Community Engagement Review has focused on ensuring Council's engagement practices are better coordinated; this will ensure that all residents can participate in decisions which impact them. During this reporting period, we have investigated a wider variety of engagement methods to include all members of our diverse community. We are also looking at new ways to provide the community with information on our performance, to ensure total transparency.

7.4.4 Ensure our corporate planning documents are a true reflection of current community needs

- a. Trial a process to vary the agreed works program*
- b. Conduct research into community satisfaction and wellbeing*

Significant work was done to revise the community satisfaction survey, reducing the length and ensuring data collected is useful. Field work for the 2019 survey was completed and the final report received in May 2019.

Overall results were positive, with improved ratings in categories such as customer service and value for the rate dollar. Residents continue to report that the impact of development is a critical challenge for the future, particularly its effect on local amenity, infrastructure and services.

The Delivery Program and Operational Plan were publicly exhibited, helping the community to understand the activities we will undertake this year to deliver the Community Outcomes. Engagement during the exhibition was significantly higher than last year, which was reflected in the number of submissions we received. Issues raised ranged from the facilities planned for different suburbs to the overall direction of Council.

A formal process to vary the agreed works program is to be incorporated into the business planning process; delays to business plans have impacted this. When developed and tested, business plans will allow informed, risk-based decision making when unexpected demands on Council resources result in planned tasks no longer being feasible for completion.

7.4.5 Participate in reviews and forums and make submissions that affect the community in respect to local government governance

There have been numerous reviews during this period, looking at best practices for our Code of Conduct, meeting practices and Councillor professional development. Our Governance team has made submissions with respect to these matters; in addition, we have contributed to a review of local government election costs.

CHALLENGES AND BUDGET EXCEPTIONS

Reaching specific communities and ensuring our engagement is truly representative of our community remains a challenge. All service activities under this strategy are within budget.

STRATEGY 7.5 INVEST IN OUR PEOPLE

7.5.1 'Future proof for tomorrow's success'. Build partnerships, improve productivity and make the best use of technology

- a. Streamline timesheets to increase efficiency*
- b. Implement a Learning Management System*

Council has invested in new systems for recruitment, onboarding, succession planning and learning management. A new recruitment system, called PageUp, was successfully implemented in early 2019, ensuring consistency and providing an engaging employee experience. We are currently transitioning to a new learning management system, which enables staff to conveniently access eLearning materials in order to refresh their skills and knowledge.



7.5.2 'Make your mark'. Build a values based organisation, that engages our workforce and develops their talents and capabilities

- a. Undertake an Employee Engagement Survey
- b. Complete the Mastertek Salary Review
- c. Deliver an internal careers expo
- d. Investigate implementation of the Local Government Capability Framework

We have continued to use the results of our 2017 Employee Engagement Survey to inform our review of workforce policies and programs, as well as the development of our learning management system.

Council conducted the most recent employee engagement survey through research and advisory company Gartner. Gartner no longer provides an all-encompassing engagement survey, favouring pulse surveys instead, which is not Council's preferred method. Consideration will be given to methods to measure employee engagement in 2019-20. Following the results of the most recent Employee Opinion Survey, it was determined that Council would deliver an Internal Careers Expo. Work has begun in developing a program for this. Mastertek has provided Council with a reward/ recognition framework. As part of that framework, a review was conducted on Council's salary structure to ensure it was market competitive, consistent and equitable. In addition, a review of Council's workforce policies is currently being undertaken which will review a number of employee benefits.

7.5.3 'Council safe; Home safe – towards zero'. Ensure our safety systems provide and respond to the current needs of both our staff and our organisation

- a. Review the drug and alcohol policy
- b. Implement new processes for safety reporting and accountability
- c. Conduct incident investigation training for key staff

Council staff are encouraged to be actively involved in day-to-day safety matters across our varied work sites, which include offices, childcare

centres, outdoor construction and maintenance and public spaces. Council has implemented an online portal for our Work Health and Safety Management System. We continue to investigate and resource best practice options to ensure health and safety of our staff and customers. The past 12 months has seen a 4.8% reduction in the number of injury claims lodged (43 down to 41) compared to 2017-18. All identified key staff have been trained in incident investigation and are supported by WHS officers.

Council has provided numerous training opportunities for staff to ensure that our Council Safe, Home Safe campaign becomes part of our everyday culture. Through their safety representatives, staff have continued to identify improvements in the way Council operates. In terms of safety practices, major gains have been made in contractor management and in major projects.

7.5.4 Respect, Accountability and Innovation. Embed our values across the organisation

- a. Create a new reward / recognition framework to promote Council values
- b. Trial an ethics hotline
- c. Continue crucial conversations training

Anti-fraud and corruption training was rolled out to embed the importance of our values across every department.

During 2018-19, Council has undertaken a number of gender equity projects including parental leave morning teas. With the introduction of the new Model Code of Conduct, we have begun face-to-face training of all staff. The Code of Conduct outlines a set of behaviours which align with Council's values and expectations.

CHALLENGES AND BUDGET EXCEPTIONS

Issues around safety and workers compensation are continually changing and evolving. Ensuring we maintain the resources and knowledge to minimise impacts on staff and provide a safe work environment is a critically important challenge.

We must also continue to maintain a robust injury management program that provides best care for our staff if they are injured at work.

The trial of an ethics hotline and the continuation of crucial conversations training were delayed. We will consider these two projects in 2019-20.

STRATEGY 7.6 WORK WITH OUR ALLIANCE PARTNERS, BLUE MOUNTAINS CITY COUNCIL AND HAWKESBURY CITY COUNCIL, TO SHARE SKILLS, KNOWLEDGE AND RESOURCES AND FIND WAYS TO DELIVER SERVICES MORE EFFICIENTLY

7.6.1 Identify and explore employee and resource opportunities within the Alliance

a. Support programs in the areas of visitor economy, procurement, regional asset management, waste management, customer experience, community services and internal audit

We work with Hawkesbury and Blue Mountains City Councils to identify shared opportunities including tourism, asset management and waste management for example. This includes our continued support for the Regional Strategic Alliance.

7.6.2 Inform and support the development of a new strategic alliance to support the implementation of the City Deal

Progress towards this strategy will occur in conjunction with the other Councils of the Western Parkland City over the coming years. We are currently considering future actions of the Regional Strategic Alliance.

7.6.3 Respond to opportunities and obligations associated with the implementation of the City Deal

Council plays a central part in implementing City Deal commitments. This includes actively participating in various working groups across the commitments, including digital connectivity, health alliance, skills and education. A City Deal Manager was appointed in late 2018 to ensure we respond to the opportunities and obligations associated with the deal. A Memorandum of Understanding has been signed between participating Councils, plus a Project Plan was developed for the Multi-User Depot Site.

CHALLENGES AND BUDGET EXCEPTIONS

All service activities and actions under this strategy are within budget, and no major challenges were experienced within the last year.

Case Study: Our Customer Promise

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

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

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

Our Customer Promise is an overarching commitment to our customers and colleagues. It fosters excellence and puts customers at the heart of everything we do. The Promise states that when our staff interact with customers and each other they should be proactive, keep it simple, build respectful relationships, and listen and respond.



BE PROACTIVE



KEEP IT SIMPLE



BUILD RESPECTFUL RELATIONSHIPS



LISTEN AND RESPOND



OUR PEOPLE

Our employees are the key to our success. It is through our employees that we deliver our services. Our employees are encouraged to improve efficiency and increase quality of services through innovation and empowerment. The majority of our employees are also residents, and therefore interact with our community on a daily basis, which helps us be across what our community expects from their Council.

OUR LEADERSHIP TEAM



During the year a strategic realignment process was undertaken which included removal of two senior positions, changes to some senior position titles, and realignment of responsibilities among remaining senior staff. The aim of the realignment was to build a high performance team to drive Council's continuous improvement, and develop a more inclusive and strategic management culture. The following people have made up our Leadership Team since 4 March 2019:

Warwick Winn

General Manager (August 2018 – present)

- 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)

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

Stephen Britten

Chief Governance Officer (December 2008 – present)

- 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

Responsibilities: Governance and Legal Services. This area primarily provides service to internal customers and looks after meeting practice, code of conduct, risk management, internal audit, legal services and records management.

From left to right: Stephen Britten, Brian Steffen, Wayne Mitchell, Sandy Davies, Warwick Winn, Kylie Powell and Andrew Moore on the Yandhai Nepean Crossing.

Andrew Moore

Director - Corporate Services
(June 2016 – present)

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

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

Brian Steffen

Director - City Services
(March 2016 – present)

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

Responsibilities: The City Services Directorate includes Asset Management, Community Facilities and Recreation, Design and Projects, Waste and Resource Recovery and City Presentation. This Directorate looks after Council's assets, including planning, acquisition, construction, renewal, maintenance and disposal, along with our waste and recycling operations.

Kylie Powell

Director - City Futures (February 2017 – present)

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

Responsibilities: The City Futures Directorate includes City Deals, City Planning, Community and Cultural Development, Economic Initiatives and Place Management. This Directorate is focussed on helping create local jobs, creating great public spaces and planning for the growth of the City.

Sandy Davies

Director - Community and People
(June 2016 – present)

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

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

Wayne Mitchell

Director - Development and Regulatory Services
(December 2008 - present)

- Bachelor of Applied Science (Environmental Health) (Hawkesbury Agricultural College)

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.

Former Leadership Staff

Craig Butler

(Assistant General Manager until February 2019 - 41 years of service with Council)

Vicki O'Kelly

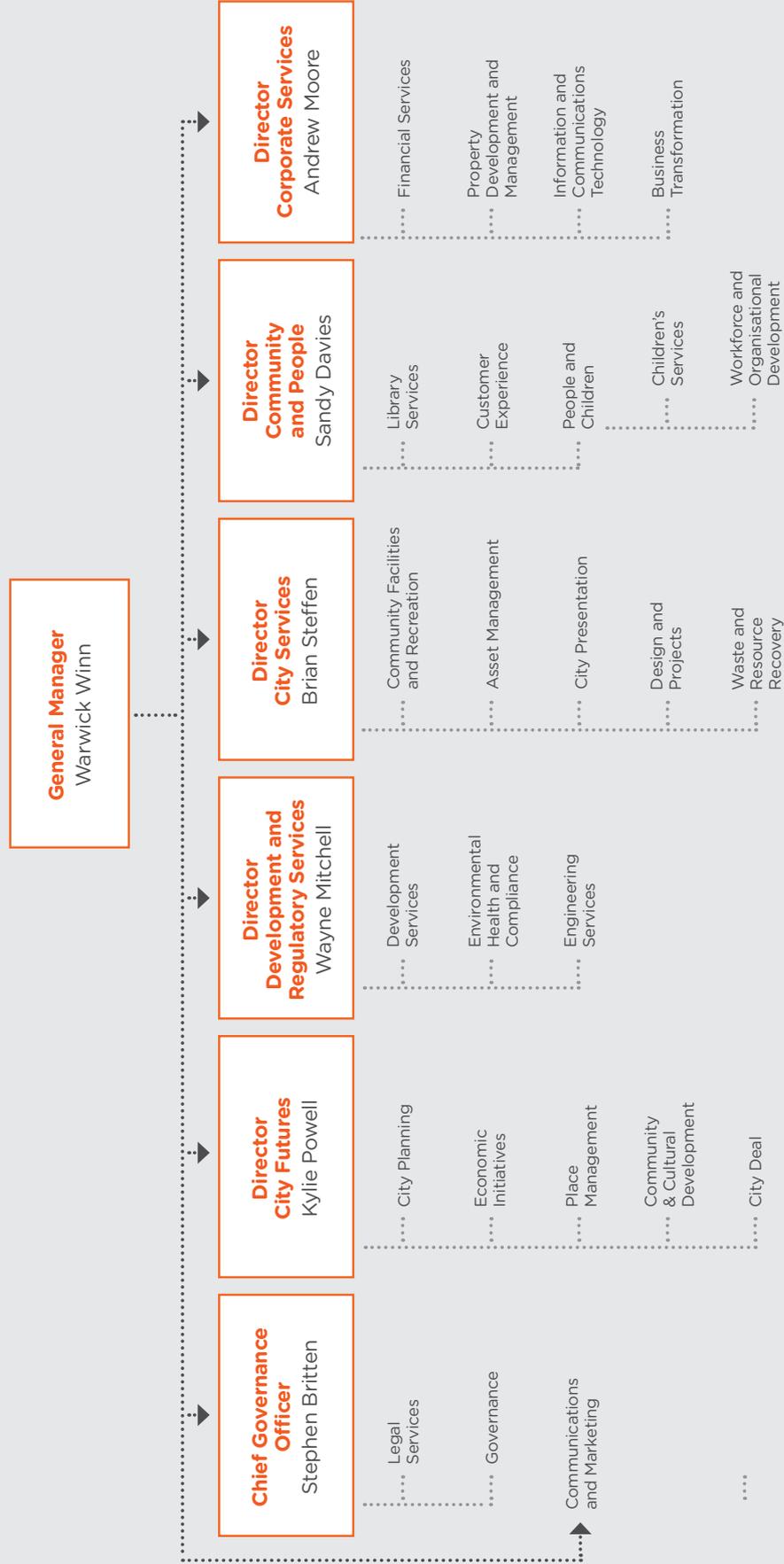
(Chief Operating Officer and Executive Manager - Community until 1 July 2019 - 18 years of service with Council)

Council wishes to thank both Craig and Vicki for their valuable service and contribution to Council during their time here.

Entities

Council also supports three entities – Ripples Leisure Centre St Marys and Penrith; Penrith Performing and Visual Arts; and Penrith Whitewater Stadium. The workforce data in this report excludes the workforce of Council's entities.

ORGANISATIONAL STRUCTURE (AS AT 30 JUNE 2019)



OUR PEOPLE



Case Study: Meagan Heeley

Penrith Council's Children's Services Childcare Aide Meagan Heeley was recognised at the Seven News Young Achiever Awards in March.

Meagan, who works at Emu Plains Kids Place, was nominated for continuously implementing new ideas and techniques, her passion for sustainability and for generously sharing knowledge with her colleagues. She was named a semi finalist for the NSW Department of Education Early Childhood Education Award.

There to congratulate her at the event were Acting Children's Services Manager Amanda Collins, Children's Services Coordinator Natasha Lee, Centre Director Renee Riles and NQF and Sustainability Coordinator (and Meagan's Mum) Trish Heeley.

Meagan is no stranger to accolades, and rightly so.

In 2015, she and colleague Mitchell Llewellyn championed a Stop Laminating Challenge – initially for their service, and then extended to all of Penrith City Council's Children's Services. As a result of this challenge, 13 services stopped laminating altogether, and others dramatically reduced their use of the laminator, instead finding more sustainable ways to display certificates and policies or make resources. The pair received a

NSW Early Childhood Environmental Education Network Sprouts Practice Award in the Reducing Resource Footprint category. They also presented their Stop Laminating Challenge poster and concept at the Australian Association for Environmental Education conference in 2016.

Meagan later inspired fellow educators to reduce their use of plastics, including plastic bottles, during Plastic Free July. These combined efforts led to her receiving the 2016 Blue Star Sustainability Award for Environmental Achievement.

"Mitchell and I also hosted our own sustainability night where we gave away goodie bags to inspire people to reduce and reuse while watching The War on Waste," she said.

Last year, Meagan was also ahead of the major supermarket chains in proposing a ban on plastic bags at Council's Childcare Centres.

And her crusade continues.

"I think waste is something that could be looked at closer at my Centre – the waste we are creating, if there are any alternatives, and how we can avoid sending the waste to landfill," Meagan said. "Being truly sustainable is a really huge undertaking and I believe that every small step that we take in a more sustainable direction is a big win."

From left: Children's Services Coordinator Natasha Lee, Centre Director Renee Riles, award winner Meagan Heeley, NQF and Sustainability Coordinator Trish Heeley and Acting Children's Services Manager Amanda Collins.

Our Workforce Profile

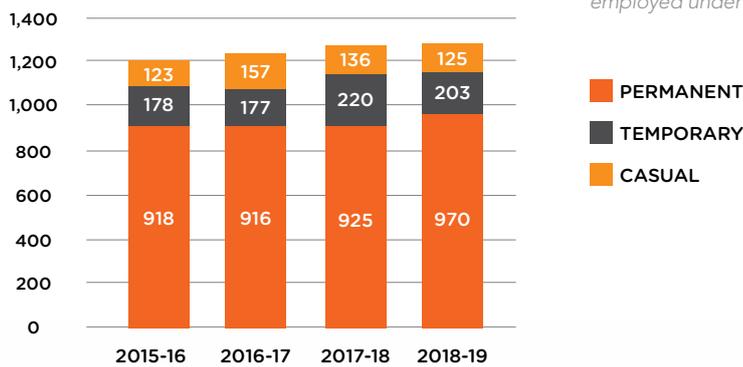
Employees are often considered an organisation's most valuable asset, and this is no exception at Council. Without capable and committed employees, we could not deliver the broad range of services to our community that we do. It is important to Council that we are considered an Employer of Choice, by providing a positive work culture, by offering rewarding opportunities and career development, and by supporting a healthy work/life balance.

Council has a total headcount of 1,294 employees in full-time, part-time, permanent, temporary and casual positions. We have a diverse workforce

including engineers, planners, labourers, mechanics, child care workers, environmental officers, enforcement officers, administrators, ICT professionals, accountants, librarians, HR professionals, and the list goes on.

Council is one of the largest local government providers of children's services in NSW and has over 400 employees in this area. Over 200 employees are responsible for the construction and maintenance of the City's assets and infrastructure such as roads, drains and parks. The remainder of the workforce carry out a range of professional and administrative duties.

Our Headcount



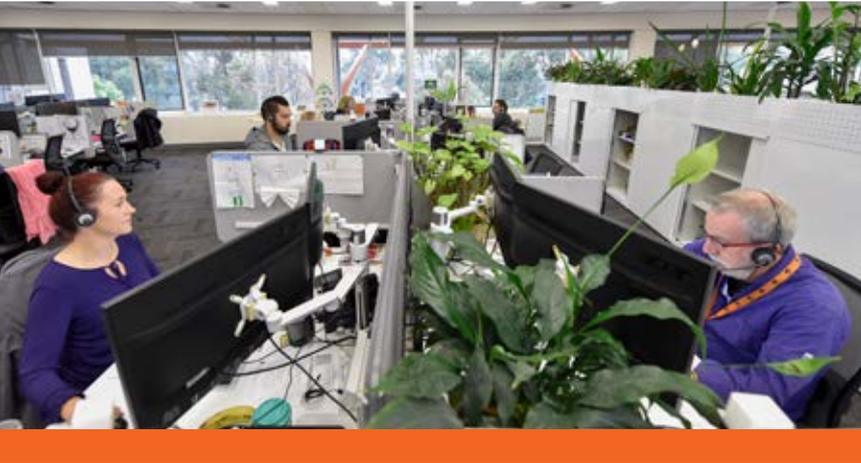
Note: Includes four employees who are employed under multiple categories.

Council recognises employees who complete 20 years' service by providing a lunch celebration. In June 2019, 16 employees celebrated this milestone and were also presented with a certificate and gift card.

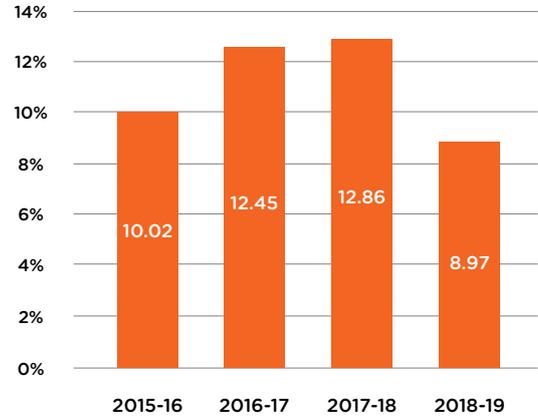


Our Staff Turnover

Measuring employee turnover provides insight into Council's ability to retain experienced and skilled employees and can also provide a measure on employee satisfaction. In 2018-19, Council's permanent turnover was 8.97%.



Our Staff Turnover for Permanent Employees

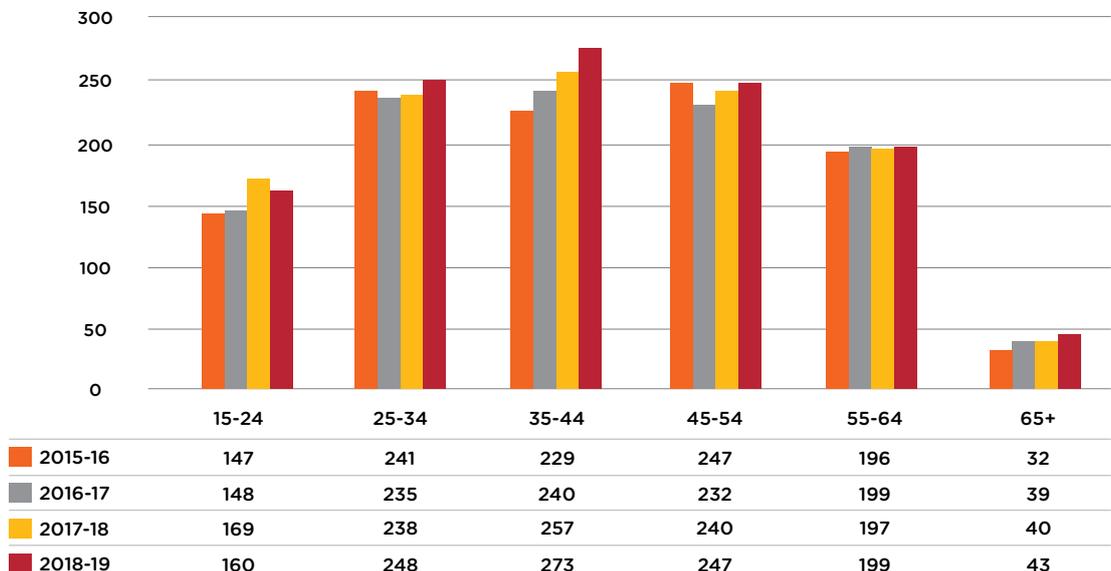


Our Age Profile

An ongoing trend in the workplace is that of an ageing workforce. In addition, the retirement age is also changing. Council has maintained a consistent age profile for a number of years, which places us in a good position.

Council's successful traineeship program continues to attract the younger demographic, while options such as phased-in retirement encourage employees to prolong their careers with Council.

Our Age Profile for Permanent and Temporary Staff

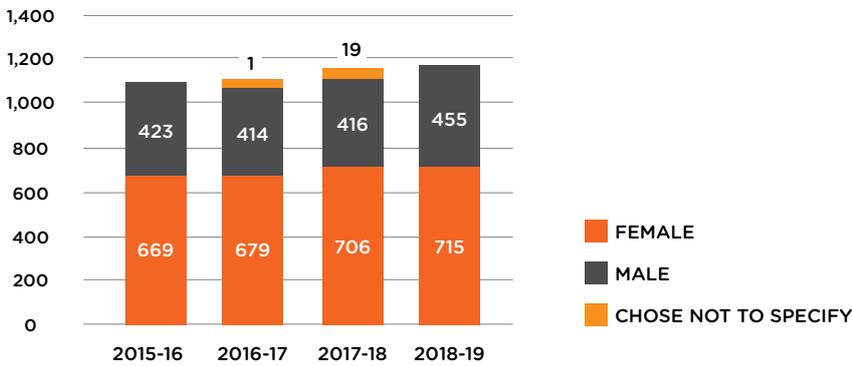


Our Gender Profile

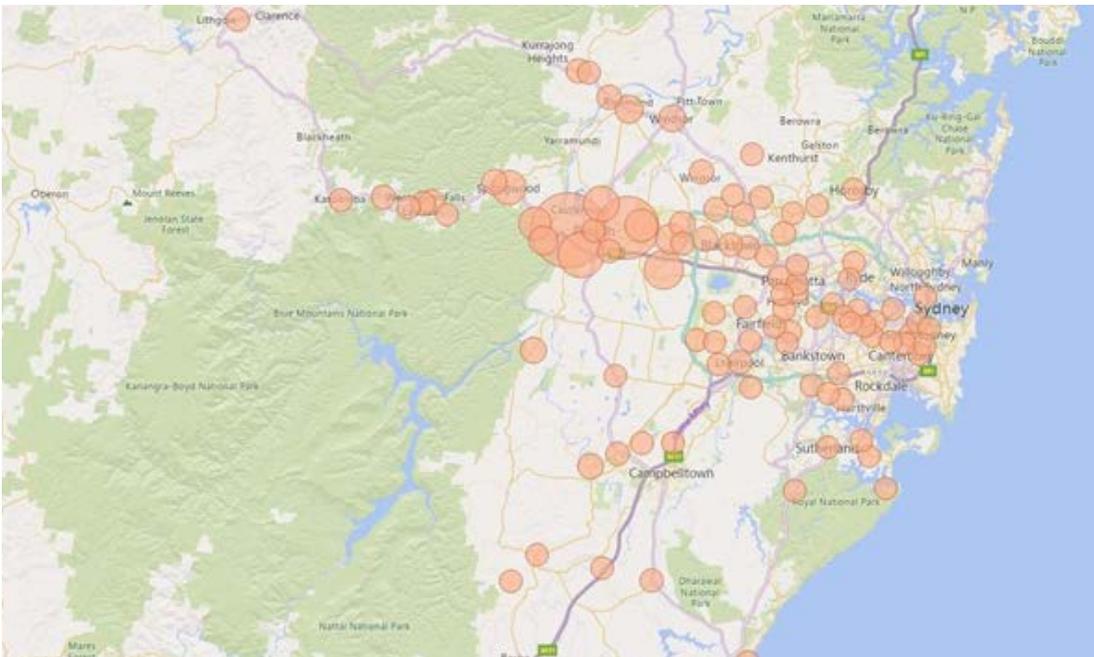
Council has a Gender Equity Steering Committee and a Gender Equity Project Team that is focused on delivering a number of gender equity initiatives, which have included parental leave events, supporting employees to apply for salary progression, International Women’s Day events and mentoring.

Council’s gender profile has remained consistent with approximately 39% male and 61% female in 2018-19.

Our Gender Profile for Permanent and Temporary Staff



Our Employees’ Places of Residence





Case Study: Daryl Booth

Daryl Booth has worked with Penrith Council for 13 years. He joined the organisation as a trainee and for the past seven years has held the role of Team Leader in the City Presentation team.

When Daryl's manager asked how they could support his career development, he saw the chance to try something new.

"I'm studying a Diploma of Landscape Design, so I asked if there was a way I could put what I'm learning into practice," he said.

This conversation led to an opportunity to form part of a team that is reimagining the open spaces around the Civic Centre.

In early 2019, Daryl spent two weeks working with Landscape Architecture Supervisor, Karin Felten, to help create a new concept for 'the face of Council'. The project involved working with several different departments within Council as well as external stakeholders.

"I really enjoyed the chance to network with other Council staff and it was a real eye opener to see how so many different departments are important to, and involved in, a single project," Daryl said.

Following on from this consultation, Daryl and Karin explored design concepts. After returning to his usual role, Daryl stayed in contact and was involved as Karin developed the final design.

Daryl said he appreciated the chance to get a taste of something new.

"I've really enjoyed the opportunity to use the knowledge and skills I've developed over the years, as well as during my course, and to put them on paper," he said. "I can't wait to see the project come to fruition."

While working with Karin, Daryl was also encouraged to dip into other projects the Landscape Architecture team were working on to further broaden his skills and knowledge.

Our Diversity

A diverse workforce has a variety of benefits including increased employee engagement, varying perspectives which promotes creativity and innovation, and a wider range of skills. Council is committed to attracting and retaining a diverse workforce by ensuring all employees are provided equal access to opportunities, in particular training and promotion. We actively work to provide a workplace free of discrimination, through our values, education and training programs.

Council continues to offer dedicated positions to people of Aboriginal and Torres Strait Islander background and people with a disability through our annual traineeship program.

Council collects diversity data through its onboarding and optional diversity survey. As a result, employees may opt not to disclose information which may impact on the below statistics.

Our Recruitment and Retention

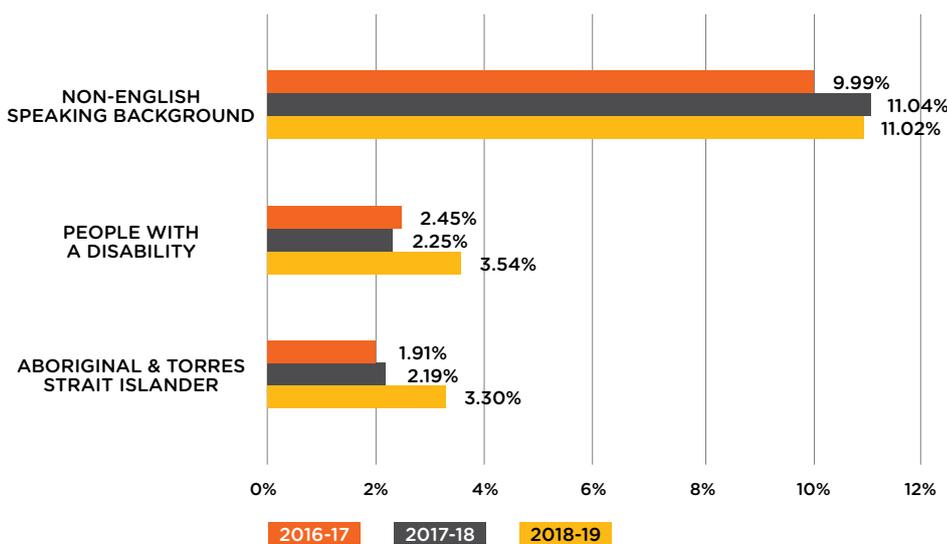
Attracting and retaining highly experienced, qualified and motivated employees is critical to the success of Council. In 2018-19, Council undertook 198 recruitment campaigns, received on average 42 applicants per campaign (8,438 in total) and had an average time to recruit of 38 days for external recruitment rounds and 23 days for internal recruitment rounds.

Council has recently implemented an online onboarding process which supports employees to become familiar with Council's policies and practices, whilst enhancing employee engagement.

Our Learning and Development

Council understands the importance of supporting our employees to develop their skills and knowledge and provides a variety of opportunities including face-to-face training, eLearning modules, educational assistance, and support to attend external training and conferences.

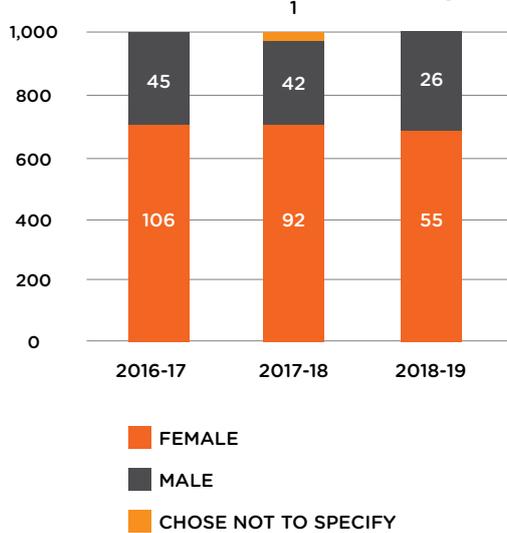
Our Diversity Groups as a % of FTE



Our Educational Assistance Program

Educational assistance includes financial assistance and leave options. In 2018-19, there was a decrease, with 81 employees receiving educational assistance. Council will be implementing new initiatives in 2019-20 to further support employee development.

Our Educational Assistance Participants



Our Traineeship Program

Council's annual traineeship continues to provide opportunities for young people, people wishing to re-enter the workforce, or people wishing to change their career. In 2019, Council appointed 21 Business Administration trainees, 35 Child Care trainees and 1 ICT trainee. Of these, 11 people identified as having a disability and 3 identified as having an Aboriginal or Torres Strait Islander background. The program enables participants to develop skills within their chosen area, as well as gain a nationally recognised qualification.

Our Work Experience Program

Council recognises the benefits to the community in providing valuable work experience. In 2018-19, Council provided opportunities to 108 people.

Our Work Health and Safety

Providing a safe workplace is the most important duty as an employer. Council's launch of My Safety Values has continued Council's commitment in making awareness of safety across our operations the normal.

Injuries to employees have decreased in 2018-19 by 5%. During 2018-19, Council lodged 41 Workers Compensation claims on behalf of our employees. Of these, 28 claims were recorded as Lost Time Injuries (LTI's), while 13 claims were for medical assistance only.

Council undertakes a number of safety inspections throughout our operations, from daily inspections by our employees to formal inspections and audits by our WHS Committee and Safety Officers. In 2018-19, our WHS Committee undertook in excess of 40 inspections and our Safety Officers undertook in excess of 60 audits.

Our Wellbeing Initiatives

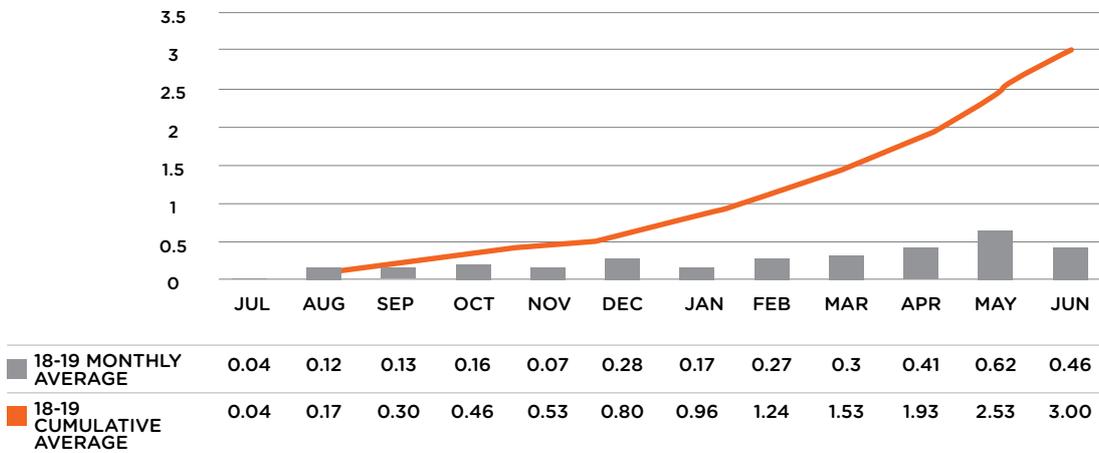
In 2018, Council offered employees flu vaccines and had 77 employees take up this offer. In 2019, this increased to 312 employees. In addition, Council had 420 employees participate in the Global Challenge. Council offers a variety of other wellbeing initiatives including Fitness Passport, Yoga and Pilates classes, and quit smoking programs.

In addition, Council's trained Mental Health First Aiders continue to support employees as well as our Employee Assistance Provider.

Our White Ribbon Accreditation

Council is currently working towards White Ribbon Accreditation. This process focusses on leadership and organisational commitment to analysing, addressing and taking appropriate steps to reduce men's violence against women. Council aims to improve our understanding of the ramifications of violence in the workplace and the further community.

Average Lost Time Injury Hours



Case Study: Council’s Remarkable Women

Children’s Services’ Amanda Collins and Community and Cultural Development’s Tracy Leahy were included in an anthology of remarkable women launched at a 2019 International Women’s Day event.

Titled *Her Stories – An Anthology of Remarkable Women in Cranebrook* and compiled by Nepean Community Neighbourhood Services, the booklet features over 40 women who have inspired and supported others. Amanda and Tracy’s inclusion in the anthology recognises that they do more than just ‘work’ in Cranebrook; they go above and beyond their roles at Council.

Children’s Services Development Officer Amanda Collins has a long history of working with the Cranebrook community. She got to know many families during her years as Director of Grays Lane Preschool and then in delivering Council’s Mobile Playvan service.

Amanda championed the Paint Penrith REaD Program aimed at encouraging children and families to read, sing, dance, talk and rhyme from birth. She also worked closely with the Children’s Services team to develop and resource the Braddock and Samuel Terry Out of School Hours programs. She continues to manage the Middle Years Mentoring Program and the Children and Parenting Program, which are currently working in the Cranebrook community.

Tracy Leahy is Community Program Coordinator in the Community and Cultural Development department.

As Council’s representative on the Cranebrook Neighbourhood Advisory Board for more than 10 years, Tracy has led or contributed to many projects in the Cranebrook community. A former resident of Cranebrook herself, she advocated for improved outcomes for residents during the development of the new Cranebrook Shopping Centre. She also facilitated consultation around the popular Cranebrook Skate Park and was involved in the Choose Respect Campaign, which reduced anti-social behaviour and sparked positive community interaction.

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 opportunities to participate in the decision-making process. Council generally holds one Ordinary Council meeting and one Policy Review Committee meeting each 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. Our website outlines what is required of members of the public who wish to address a meeting.

Policy Review Committee Meetings allow Councillors to discuss and review policy issues and ask questions of Council officers in a more informal environment, and all recommendations made are then 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 2018-2019 Council held 11 Ordinary Meetings and 9 Policy Review Committee Meetings, with 12 members of the public addressing Council on various issues and items of business.

Councillor attendance at meetings: 2017-18

COUNCILLORS	ORDINARY MEETINGS		POLICY REVIEW COMMITTEE MEETINGS	
	NUMBER	ATTENDED	NUMBER	ATTENDED
Cr Jim Aitken OAM	11	8 ♦♦♦♦	9	8 ■
Cr Bernard Bratusa	11	9♦♦	9	7♦♦
Cr Todd Carney	11	11	9	7♦♦
Cr Brian Cartwright	11	9♦	9	8♦
Cr Robin Cook	11	11	9	9
Cr Marcus Cornish	11	11	9	8♦
Cr Kevin Crameri OAM	11	11	9	7♦♦
Cr Greg Davies	11	9■	9	8♦
Cr Mark Davies	11	8♦♦♦	9	6♦■
Cr Aaron Duke	11	9■	9	8♦
Cr Ross Fowler OAM	11	11	9	9
Cr Tricia Hitchen	11	11	9	8♦
Cr Karen McKeown OAM	11	11	9	9
Cr Kath Presdee	11	11	9	8♦
Cr John Thain	11	10♦	9	9

♦ Apology | • Leave of Absence granted for Council related business | ■ Leave of Absence granted

Number of people who addressed Council

There were 12 people who addressed Council this year.

Our Councillor Fees & Expenses

COUNCILLORS' FEES	
Mayor Allowance	68,566
Deputy Mayor Allowance	16,898
Councillor Allowances	438,513
Overseas Visits	-
EXPENSES AND FACILITIES	
Office Equipment	9,982
USAGE CHARGES	
Mobile Phone Calls and Data Usage	13,396
Reimbursement to Councillors for mobile phones (not Council owned)	2,164
Reimbursement to Councillors for internet services (not provided by Council)	960
Conferences and Seminars	22,411
Training and Skill Development	2,835
Interstate Visits	17,901
Expenses for Spouse or Partner	-
Child Care Expenses	-
Other Councillor Costs	9,005
TOTAL	602,632

Committees & Entities

Council has delegated functions to the following committees / entities in accordance with section 377 of the Local Government Act 1993 and they are authorised to exercise the said delegated functions under s355 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:

NO.	COMMITTEE NAME	TYPE	STATUS
1.	Jamison Park Netball Complex Management Committee	Section 355 Committee	Functional
2.	Penrith Schools Boatshed Management Committee	Section 355 Committee	Functional
3.	Ray Morphet Pavilion Management Committee	Section 355 Committee	Functional
4.	Penrith Valley Senior Citizens' Centre Management Committee	Section 355 Committee	Functional
5.	Andromeda Neighbourhood Centre Management Committee	Section 355 Committee	Functional
6.	Nepean Community and Neighbourhood Services (under licence agreement)	Community Development Organisation	Functional
7.	Community Junction Incorporated (under licence agreement)	Community Development Organisation	Functional
8.	Arms Australia Inn Management Committee	Section 355 Committee	Functional
9.	Penrith International Friendship Committee	Section 355 Committee	Functional
10.	Western Sydney Regional Committee for Illegal Dumping	Section 355 Committee	Functional
11.	Access Committee (Advisory)	Section 355 Committee	Functional
12.	Heritage Advisory Committee (Advisory)	Section 355 Committee	Functional
13.	Policy Review Committee	Standing Council Committee	Functional
14.	Audit, Risk & Improvement Committee (This committee has no authority granted to it)	Advisory	Functional
15.	Penrith Valley Community Safety Partnership (This committee has no authority granted to it)	Advisory	Functional
16.	Resilience Committee (This committee has no authority granted to it)	Advisory	Functional
17.	Regional Strategic Alliance with Blue Mountains City Council and Hawkesbury City Council	Section 355 Committee	Functional
18.	Floodplain Risk Management Committee	Section 355 Committee	Functional
19.	Property Development Advisory Panel	Section 355 Committee	Functional

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 2018-19 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
- CivicRisk West
- Western Sydney Academy of Sport Advisory Board
- National Growth Areas Alliance
- Western Sydney Regional Committee for Illegal Dumping
- Local Government NSW
- Local Government 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.

Patronage & memberships

Council is also a Patron to various community orientated organisations and Councillors and Council Officers are also members of various organisations, which enable them to participate in discussions and forums on issues that are important to the communities of Penrith.

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.

Partnerships, Co-operatives and Joint Ventures involving Council

Council is a member of CivicRisk West which is a joint initiative, established by councils in Western Sydney 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.

Companies in which Council held a controlling interest

Companies in which Council held a controlling interest during 2018-19 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, which is 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 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. An organisation-wide training program in the new model Code of Conduct will be rolled out in the first quarter of 2019-20.

Our Risk management

Council has adopted a Risk Management Policy which states our commitment to fostering a risk-aware culture. The policy ensures that all Council officers are educated about the management of risks in the decision-making process and in everyday workplace situations. Council undertook a comprehensive review of our Risk Management function in 2017-18 in order to better align with the international standard. Key outcomes of this review were the adoption of an Enterprise Risk Management Framework, management training, and the streamlining of operational risk registers and risk management processes.

During 2018-19 our focus has been on implementing the Framework and embedding risk management principles into Council's management structure. This has primarily been achieved through the risk reviews conducted at mid-year and year-end intervals. The mid-year risk review requires managers to perform a self-assessment of their risks and complete an 'attestation' questionnaire, while the year-end review involves short workshops with each

manager facilitated by the Risk Management function. In both cases, risk information is collated, analysed and summarised in a risk report and presented to Council's Leadership Team. Following review by the Leadership Team, a risk report has been prepared for the next meeting of Council's Audit, Risk & Improvement Committee (ARIC), which is responsible for oversight of risk management. The upwards reporting of risk to senior management has resulted in a number of positive outcomes during the year.

Council recognises the importance of being able to respond effectively and efficiently to crisis situations, to lessen the impacts on service delivery to the community. In order to do this, a Business Continuity Framework has been developed, consisting of a Crisis Management Plan, Business Continuity Plans (BCP) for the Civic Centre and Kingswood Depot, and an IT Disaster Recovery Plan. Elements of this Framework have been in place for some time, however in 2018-19 the following tasks were completed:

- Development of the Kingswood Depot BCP
- Review and updating of the Civic Centre BCP
- Business continuity training provided to the Leadership Team and other key staff
- Practical test of the Business Continuity Framework through the simulation of a crisis event

A risk management information system was purchased towards the end of the financial year. Once implemented, the system will hold all risk information securely and help to make the risk management process more efficient. In addition, a risk management e-learning module was developed and will be rolled out to staff during 2019-20. This will help to bring risk awareness to staff at all levels of the organisation.

Our Internal Audit

Council has a Strategic Internal Audit Plan (SIAP) which has been operating since 1 July 2017. It is a four year plan (ending 30 June 2021) which was developed using a risk-based approach. The risk-based approach is recommended best practice as it determines the priorities of the internal audit activity; consistent with Council's goals, over a defined timeframe. The SIAP does, however, remain flexible and able to respond to changes in Council's business, risks, operations, programs, systems and controls.

The SIAP was initially endorsed by Council's Audit, Risk and Improvement Committee (ARIC) prior to commencement in February 2017 and is reviewed and re-endorsed annually, taking into consideration any changes proposed by the Chief Audit Officer. As at 30 June 2019, the SIAP had reached its mid-point, with 18 audits finalised in the two year period, and a further two audits nearing finalisation. During this time, 238 recommendations for improvement have been accepted; of these, 146 (61%) have been implemented. Only four recommendations have been cancelled since their original acceptance. Mechanisms such as customer surveys are operating to ensure that the internal audit activity obtains regular qualitative feedback on its performance and effectiveness, and uses this to continually improve the service it provides.

During 2018-19, Council's internal audit function was externally assessed against the International Standards for the Professional Practice of Internal Auditing. The outcome of the assessment was that we generally conform to the Standards, with the report noting that "based on our experience in working within the sector, the Function would be considered 'better practice' when compared to its peers." The status of the Internal Audit Annual Plan (a sub-plan of the SIAP) is reported quarterly to the ARIC, which is responsible for oversight of the internal audit activity on behalf of Council. Other notable activities completed during the period include the development of an Internal Audit Manual and the review of the Internal Audit Charter, resulting in a number of improvements.

An Internal Audit Annual Report for 2018-19 will be presented to the Council by the Chair of the ARIC before the end of the 2019 calendar year. The report will highlight key achievements, key performance indicators, status of audit recommendations, key insights delivered and the status of the Internal Audit Annual Plan.

Our Legal proceedings

Council's internal Legal and Governance department, which employs a Chief Governance Officer, Legal Services Manager, Secretary and legal officer, provided a range of legal services in 2018-19. The Legal and Governance Group dealt with Council's property transactions, litigation and subpoenas, provided legal advice and contributed to other specific issues for the organisation.

During this period we also engaged external legal representatives – including firms, consultants, courts, process servers and barristers – at a cost of \$815,846. This is compared to \$1,099,043 in 2017-18 and \$691,392 in 2016-17. This expenditure was for general advice, preparing for court hearings, defending appeals, barrister's costs, consultant costs and acting on behalf of Council in court.

Council has spent an estimated \$501,805 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. We recovered \$337,632 from cost orders by undertaking our own in-house legal services with respect to conveyancing and litigation.

Fines in the amount of \$36,500 have been recovered through prosecutions in the Local Court.

The net external expenditure on external legal services was \$478,214.

MATTERS	STATE OR PROGRESS	COSTS INCURRED IN REPORTING PERIOD (\$)
MATTERS ONGOING FROM PREVIOUS YEARS IN THE LAND AND ENVIRONMENT COURT		
Samarpan Investments Pty Ltd (1-7 Markham Avenue, Penrith)	The proceedings relate to a merit review appeal of the actual refusal of a development application which sought consent for the construction of a five storey residential flat building containing 50 residential units over two basement levels. The matter was listed for hearing on 11 and 12 February 2019. On 7 March 2019, the Court upheld the appeal and granted consent. Council was awarded our costs.	94,975
Angas Securities Ltd (88-89 Nepean Gorge Drive, Mulgoa)	The proceedings relate to a merit review appeal of the deemed refusal of a development application which seeks subdivision of one lot into two 55 hectare lots in the Fernhill Estate. The parties entered a Section 34 agreement on 11 July 2018.	2,895
Universal Property Group Pty Ltd (264-270 Mt Vernon Road, Mt Vernon)	The proceedings relate to a merit review appeal of the deemed refusal of a development application which seeks consent for the subdivision of one lot into five lots and the construction of dwelling houses. The matter was listed for hearing on 18-20 March 2019 then adjourned to 18-22 July 2019. The matter is next listed on 23 August 2019.	137,272
RN & NR Tolsons Management Pty Ltd (102-112 Thomas Road, Londonderry)	The proceedings relate to a merit review appeal of the deemed refusal of a development application which seeks consent for the subdivision of one lot into five lots. The parties participated in a section 34 conciliation conference on 5 June 2018. The Court upheld the appeal and made orders on 25 July 2018. Council was awarded our costs of \$500.	2,430
Penmore Properties No. 2 Pty Ltd (72-74 Lethbridge Street, Penrith and 35 Doonmore Street, Penrith)	The proceedings relate to the merit review appeal of the deemed refusal of a modification application which sought to modify waste servicing arrangements of an approved development at the property. The parties engaged in a conciliation conference on 7 November 2018. The matter was listed for hearing on 11 and 12 June 2019. The court made consent orders on 14 June 2019.	17,182
BJ Eldridge and ME Vincent t/a Crossbones Gallery (Unit 18/ 49 York Road, Penrith)	The proceedings relate to an appeal against the imposition of a condition of consent of the approved light industrial use the property. The matter was heard on 2 and 3 July 2019. The Court is yet to deliver its judgment.	11,400

MATTERS	STATE OR PROGRESS	COSTS INCURRED IN REPORTING PERIOD (\$)
NEW MATTERS IN THE LAND AND ENVIRONMENT COURT		
JS Development Pty Ltd (42-44 Lethbridge Street Penrith)	The proceedings seek to modify a consent which was granted by the Land and Environment Court. The applicant seeks consent for the demolition of existing structures and the construction of a six-storey residential flat building containing 55 apartments and basement parking. The matter is listed for a conciliation conference on 22 August 2019.	18,818
Jessie James David Vella (68 Cadda Ridge Drive, Caddens)	The proceedings relate to an appeal against Council's refusal of a development application which sought consent for the construction and use of a childcare centre. The Court dismissed the appeal.	35,055
St Marys Land Limited Maryland Development Company Pty Ltd (Links Road Werrington)	The proceedings relate to an appeal against Council's deemed refusal of a development application which sought consent for the construction of a bridge and connecting road to connect Links Road, Werrington with the Central Precinct at Jordan Springs. The parties participated in a conciliation conference on 1 July 2019. The matter remains before the Court.	28,407
Evacorp Pty Ltd (17 Stafford Street, Penrith)	The proceedings relate to an appeal against Council's refusal of a development application which sought consent for the construction of a residential flat building. The matter is listed for a conciliation conference on 16 August 2019.	12,933
Kohler Brothers Property Group Pty Ltd (71-73 Second Avenue, Kingswood)	The proceedings relate to an appeal against Council's refusal of a development application which sought consent for the construction of a boarding house. The matter is listed for a conciliation conference on 18 September 2019.	10,370
919 Mamre Road, Kemps Creek	Council commenced Class 4 proceedings seeking orders to restrain alleged unauthorised development and uses on the subject land. The matter is continuing.	55,934
Edward Street Kingswood Pty Ltd (1 Edward Street, Kingswood)	The proceedings relate to an appeal against Council's refusal of a development application which sought consent for the construction of a boarding house. The matter is listed for a conciliation conference on 21 October 2019.	7,746

MATTERS	STATE OR PROGRESS	COSTS INCURRED IN REPORTING PERIOD (\$)
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NEW MATTERS IN THE LAND AND ENVIRONMENT COURT

Simon Elias (41 and 43 Barber Avenue, Penrith)	The proceedings relate to an appeal against Council's refusal of a development application which sought consent for the construction of a 6-storey residential flat building. The matter is listed for a conciliation conference on 6 November 2019.	10,379
GMKA Pty Ltd (31 Second Avenue, Kingswood)	The proceedings relate to an appeal against Council's refusal of a development application which sought consent for the construction of a boarding house. The matter is listed for a conciliation conference on 5 December 2019.	0
Nickolas Borg (168 Church Lane, Cranebrook)	The proceedings relate to an appeal against Council's deemed refusal of an application to modify a development consent. The application sought to delete a condition of consent requiring a structure to be within a building envelope. The matter is listed for a conciliation conference on 31 January and 3 February 2020.	0
DesignCorp Architects Pty Ltd (32-36 Hope Street, Penrith)	The proceedings relate to an appeal against the Local Planning Panel's refusal of a development application which sought consent for the construction of a residential flat building. The matter is listed for a conciliation conference on 26 August 2019.	0

MATTERS	STATE OR PROGRESS	COSTS INCURRED IN REPORTING PERIOD (\$)
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MATTERS IN THE SUPREME COURT

Penrith Business Alliance	These proceedings relate to seeking Orders for the PBA and its Director, Paul Brennan to account for its financial records in relation to monies provided by Council to the PBA to carry out its functions. The Court made orders on 5 May 2017 which the PBA failed to comply with. As a result the Court made further Orders in a further set of proceedings requiring the PBA and Mr Brennan to provide Council with the relevant records by 17 August 2018. PBA provided all documents it held, bringing the proceedings to an end.	5,840
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MATTERS	STATE OR PROGRESS	COSTS INCURRED IN REPORTING PERIOD (\$)
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MATTERS IN THE FEDERAL COURT

McGraw Hill Financial & Anor	This matter is completed. Council was a member of a class action which recovered losses from failed financial investments whereby Council relied upon the rating of the product by the Respondent to the appeal.	0
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MATTERS	STATE OR PROGRESS	COSTS INCURRED IN REPORTING PERIOD (\$)
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MATTERS IN THE LOCAL COURT

Blake DREW and Sammy Jo SESSIONS (Plus Fitness 24/7, Jordan Springs)	The matter related to an appeal against Infringement Notices issued for failing to comply with a Prevention Notice under the <i>Protection of the Environment Operations Act 1997</i> . The defendants were fined \$15,000 each (\$30,000 total) and ordered to pay Council's costs of \$6,000.	31,000
M & W Zaki Pty Ltd	The defendant appealed a penalty notice issued for an offence against the <i>Environmental Planning and Assessment Act 1979</i> . The defendant was convicted, fined \$3,000 and ordered to pay Council's costs of \$1,500.	1,610
The Owners Strata Plan 57214	The defendant appealed a penalty notice issued for an offence against the <i>Environmental Planning and Assessment Act 1979</i> . The defendant was convicted, fined \$1,500 and ordered to pay Council's costs of \$2,500.	2,965
David Paul WILLIAMSON	The defendant appealed two penalty notices that were issued for offences against the <i>Protection of the Environment Operations Act 1997</i> . The matters were withdrawn.	0
John Paul CANNULI	The defendant appealed a penalty notice that was issued for an offence against the <i>Protection of the Environment Operations Act 1997</i> . The matter was withdrawn.	0
Neville DRURY	The defendant appealed a penalty notice that was issued for an offence against the <i>Protection of the Environment Operations Act 1997</i> . The defendant was convicted and fined \$2,000.	0
Various Parking Matters	48 parking matters were prosecuted during the period.	0

MATTERS	STATE OR PROGRESS	COSTS INCURRED IN REPORTING PERIOD (\$)
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MATTERS IN THE CORONERS COURT

Inquiry into the death of Kenneth Eberle	The Coronial Inquest was held on 31 May and 1 June 2018 into the death of Mr Kenneth Eberle, who died on 14 January 2016 when a tree fell on his motor vehicle whilst he was travelling along the Great Western Highway in Emu Plains. The Coroner found that the tree failed for a number of reasons, including the severe weather event (winds) at the time of the failure. The Coroner found that Council's system of maintaining public trees was not the cause of the failure of the tree in question. The Coroner recommended that Council continue to implement risk-based Tree and Park Management Plans.	19,600
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MATTERS	STATE OR PROGRESS	COSTS INCURRED IN REPORTING PERIOD (\$)
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MATTERS IN THE NSW CIVIL AND ADMINISTRATIVE TRIBUNAL

Sam REFALO	The matter relates to an administrative review of a decision of Council made under the <i>Government Information (Public Access) Act 2009</i> . The matter was listed for a case conference on 12 March 2019. The parties did not reach agreement and the parties were invited to provide submissions to the Tribunal. The Tribunal is yet to hand down its decision.	6,784
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This report includes on-the-spot fine matters that have resulted in hearings or contemplated hearings.

The following table provides an overview of the court matters dealt with by Council during 2018-19. These figures relate to actions taken by Council against other individuals or organisations. There were no fines or sanctions imposed on Council in 2018-19. Further summaries of progress and outcomes of each legal proceeding can be viewed in our supplementary statutory information.

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

COURT MATTERS	NUMBER	COST (\$)
Matters ongoing from previous years in the Land and Environment Court	6	266,154
New matters in the Land and Environment Court	12	179,642
Matters in the Supreme Court	1	5,840
Matters ongoing in the Federal Court	1	0
Local Court matters	54	35,575
Matters in the Coroners Court	1	19,600
New matters in the NSW Civil and Administrative Tribunal	1	6,784

Costs quoted are the costs incurred on those matters within 2018-19 only.

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

EXPENSES/RECOVERED MONIES	VALUE (\$)
External Legal Expenses	815,846
Internal Legal Expenses	501,805
Costs Orders	337,632
Recovered Fines	36,500



Our Advocacy & Economic Initiatives

Advocacy

Two elections were held in early 2019, allowing Council increased opportunities to advocate to the major parties for investment in services and infrastructure to support our city in line with Council's Advocacy Strategy (adopted April 2018). Collateral to support Council's flagship advocacy priorities was developed, including a dedicated North South Rail brochure and Penrith Priorities 2019 document. Council's Mayor and General Manager made representations to candidates for the major parties in line with these priorities.

In 2018-19, well in excess of \$6bn in funding was announced for projects relating to the Penrith Local Government Area through grants and election commitments. Significantly, \$5.5bn was committed in March 2019 as a joint investment under the City Deal for Council's flagship advocacy priority North South Rail. Council continues to advocate for the North South Rail construction to include tunnelling between Werrington and St Marys in order to minimise disruption to property; we also advocate for a train station to service the Quarter, Penrith's health and education precinct.

Ahead of the elections, the North South Rail Link had bipartisan support from the Federal Government and the Opposition, providing certainty about the merit of the project, which is currently the focus of a detailed business case.

NSW Government announcements:

- \$260m for Mulgoa Road upgrades to be extended to deliver six lanes between Glenmore Parkway to Jamison Road
- \$220m for Mamre Road upgrade between Erskine Park Road and the M4
- \$71m for a new multistorey carpark at Emu Plains Station (inclusive of \$15m from Federal Government funding)
- \$10m for the Nepean River Parklands
- \$2.56m for Jamison Park synthetic field delivery

- \$1.285m for new amenities for Mark Leece Oval
- \$650,000 for Mulgoa Rise amenities building upgrades
- \$5m for a range of sport and recreation projects including \$1.5m for Woodriff Gardens Tennis Complex and \$750,000 for Leonay Oval

Federal Government commitments:

- \$1m for Chapman Gardens sporting precinct
- \$55m for commuter carparking at St Marys, Kingswood and Emu Plains stations
- \$63.5m to upgrade Dunheved Road
- \$2.3m for Penrith Whitewater Stadium
- \$1.2m for Penrith Valley Regional Sports Centre
- \$1.3m for upgrades to Floribunda Community Centre, Arthur Neave Memorial Hall, St Marys Community Centre and St Marys Senior Citizens Centre
- \$1.285m for community safety initiatives including \$1m for lighting on the Great River Walk
- \$511,000 for Hawkesbury-Nepean River projects
- \$500,000 for the Kingsway Playing fields upgrades
- \$14m for a mental health centre in Penrith

City Marketing

Penrith is uniquely positioned between the North West and South West growth centres of Sydney. It is a gateway to the new Western Sydney Airport and Aerotropolis and is poised to capitalise on increasing investment over the coming decades. In November 2018, Council successfully launched our Penrith New West Edge of Tomorrow Aerotropolis investment prospectus at an event at the Twin Creeks Country Golf Club in Luddenham. This event was attended by over 120 guests and showcased the 4,000 hectares of land that, when transformed, will create a nationally significant economic corridor which will generate new jobs and support the productivity of our City.

We produced an economic report that defined the future growth industries for Penrith in leveraging the investment associated with the Western Sydney Airport (WSA). This report positions Penrith as the future location of:

- An advanced manufacturing cluster underpinned by high-tech engineering and design capabilities – leveraging the existing economic base which includes a high number of engineering and design firms, to facilitate innovation in advanced manufacturing
- The Quarter Health and Education Precinct – transforming a 300-hectare greenfield and brownfield development site into an international destination for investment and excellence in health care, medical research, world-class education and related technology, where the world's best and brightest come together to collaborate
- A tourism destination based on our adventure capital brand positioning – leveraging this strategic position to lay the foundation for future growth in visitation and expenditure in the visitor, business and medical tourism markets
- A competitive freight and logistics hub – WSA will attract logistics and freight operations, with the ability to collocate all elements of the supply chain
- Sydney's first food innovation hub - capitalising on the likely growth in food production, processing and export activities next to WSA, opportunities exist to attract a complementary food technology, research and innovation activities in Greater Penrith

Precinct Facilitation

The Quarter is an alliance of health and education stakeholders in one of the fastest growing local economies in Australia, committed to excellence in health care, world-class education and medical research outcomes.

The Quarter Action Plan, through the support of stakeholders, will create an additional 6000 jobs in the next decade. Our stakeholders are: Western Sydney University, the University of

Sydney Nepean Clinical School, the Nepean Blue Mountains Local Health District, TAFE NSW (WSI), Nepean Blue Mountains Primary Health Care, Penrith City Council, Celestino (Sydney Science Park) and the Nepean Blue Mountains Education and Medical Research Foundation.

The Quarter won the prestigious Greater Sydney Commission award in the Planning for Jobs and Skills category.

In May 2018, the Quarter adopted its first marketing plan which focuses on brand awareness, attracting new talent and promoting the precinct as a place to foster international partnerships and investment. Implementation of this marketing plan has been a focus for 2018-19.

Transformational projects

Penrith CBD: the City Park Activation Report has been completed. It outlines the park's likely evolution in response to the changes in its surrounds, revisits the current context and connections and highlights the importance of an early activation plan.

The River Precinct: Council secured \$15m from the State and Federal Government's Liveability Fund for a major upgrade to Regatta Park. Enhancements will include a new playground, an amphitheatre at the water's edge, terracing, cafes, restaurants, public art, new paths and recreational facilities. These upgrades will complement and enhance existing community uses and events, including the nearby gallery and open spaces.

Our Overseas Visits

Councillor Ross Fowler OAM undertook one overseas visit to the United Kingdom between 6 September and 15 September 2018. The Councillor attended in his capacity as Chairman of CivicRisk Mutual. The cost of the visit was funded by CivicRisk Mutual. The purpose of the trip was to conduct presentations to London Insurance Underwriters and Insurance Brokers on behalf of the Member Councils of CivicRisk Mutual.

Our Remuneration of General Manager and senior staff

	GENERAL MANAGER CLAUSE 217 (1) (B)	SENIOR STAFF* CLAUSE 217 (1) (C)	
	Outgoing General Manager	Incoming General Manager	Outgoing Assistant General Manager
Total value of the salary component of the package (\$)	86,520.21	339,010.77	180,611.63
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 (\$)	-	-	-
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 (\$)	4,343.20	13,819.40	15,419.24
Payout of accrued long service leave and annual leave entitlements (\$)	783,381.33	-	438,708.02
Additional payments associated with retirement, resignation or end of contract (\$)	-	-	210,921.89
Total value of any non-cash benefits for which any of them may elect under the package and any amounts payable by the council by way of fringe benefits tax for any such non-cash benefits (\$)	8,214.65	1,427.79	19.20

*At its February 2019 meeting, Council adopted a strategic realignment of the Executive team. This realignment saw the removal of the Assistant General Manager position from Council's structure.

Access to Our Information - GIPA

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

Clause 7A: 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

During the reporting period, we reviewed this program by updating Council's policy register to include any new or revised policy documents for 2018-19, and by making those documents freely available on Council's website. Council's Information Guide includes information held by Council under the following categories:

- Information about Council
- Plans and Policies
- Information about Development Applications
- Approvals
- Orders and Other Documents
- Other Information that may be contained in a Record Held by Council

As a result of this review, we released the following information proactively:

- Policy Documents
- Information about Council (including the Community Strategic Plan, Delivery Program, Operational Plan, Resource Strategy, Community Engagement Strategy, Annual Report, Information about Development Applications)

Clause 7B: 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

53

Clause 7C: 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).

	WHOLLY	PARTLY	TOTAL
NUMBER OF APPLICATIONS REFUSED	-	-	-
% 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
Media	-	-	-	-	-	-	-	-	-	-
Members of Parliament	-	-	-	-	-	-	-	-	-	-
Private sector business	3	-	-	-	-	-	-	1	4	7%
Not for profit organisations or community groups	-	-	-	-	-	-	-	-	-	-
Members of the public (by legal representative)	19	1	-	-	-	-	-	-	20	38%
Members of the public (other)	17	3	-	-	-	-	-	9	29	55%
Total	39	4	-	-	-	-	-	10	53	
% of Total	74%	7%	-	-	-	-	-	19%		

*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
Personal Information applications*	17	3	-	-	-	-	-	9	29	55%
Access applications (other than personal information applications)	22	1	-	-	-	-	-	1	24	45%
Access applications that are partly personal information applications and partly other	-	-	-	-	-	-	-	-	-	-
Total	39	4	-	-	-	-	-	10	53	
% of Total	74%	7%	-	-	-	-	-	19%		

*A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the 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 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	-	-
TOTAL	-	

*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 ACT

	NO. OF TIMES CONSIDERATION USED*	% OF TOTAL
Responsible and effective Government	-	-
Law enforcement and security	-	-
Individual rights, judicial processes and natural justice	7	100%
Business interests of agencies and other persons	-	-
Environment, culture, economy and general matters	-	-
Secrecy provisions	-	-
Exempt documents under interstate Freedom of Information legislation	-	-
TOTAL	7	

TABLE F: TIMELINESS

	NO. OF APPLICATIONS*	% OF TOTAL
Decided within the statutory timeframe (20 days plus extensions)	38	88%
Decided after 35 days (by agreement with applicant)	5	12%
Not decided within time (deemed refusal)	-	-
TOTAL	43	

TABLE G: NUMBER OF APPLICATIONS REVIEWED UNDER PART 5 OF THE 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 Act	-	-	-	-
Review of NCAT	-	-	-	-
TOTAL	-	-	-	
% of Total	-	-		

*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 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 Act)	-	-
TOTAL	-	

TABLE I: APPLICATIONS TRANSFERRED TO OTHER AGENCIES

	NO. OF APPLICATIONS TRANSFERRED	% OF TOTAL
Agency-initiated Transfers	-	-
Applicant-initiated Transfers	3	100%
TOTAL	-	

Our Public Interest Disclosures

Council has an adopted public interest disclosure policy available for all staff on the Council's internal staff portal along with supporting information. Staff are also made aware of the policy through posters around council buildings.

MATTERS	TOTAL
Number of public officials who made public interest disclosures to your public authority	2
Number of public interest disclosures received by your public authority	2
Number of public interest disclosures that have been finalised	1

APPENDIX 3 - STRENGTHENING OUR COMMUNITY

In 2018-19 Council led and collaborated with community partners in many projects and activities to support community resilience. This included initiatives to recognise and celebrate our local Aboriginal and Torres Strait Islander communities, supporting cultural development and the arts, promoting inclusion and access to services for all, and supporting residents to improve their health and wellbeing.

Some of the highlights are summarised below.

Our Calendar of Events

Major events continue to play an important role in our City's lifestyle, wellbeing and economy, contributing more than \$60m annually. Council has continued to coordinate and support a diverse range of successful local events and activities within our community and with government partners.

Highlights this year included REAL Festival, Sydney International White Water Festival, Ballet Under the Stars' full length production of Giselle, the NSW Golf Open, the Veterans Cricket Australia Over 60's National Championship, and

the FFA Westfield Matildas Vs Chile in a friendly game at Panthers Stadium. We proudly held citizenship ceremonies which saw approximately 700 people become new Australian citizens, Primary and Secondary School Leaders receptions, Cinema in the Park, and Music by the River. Council also hosted or facilitated events to celebrate Australia Day, Seniors Week, International Women's Day, NAIDOC Week, plus the Penrith Family Funday celebration which is one of the biggest in the state.

Events which Council hosted or supported include:

July 2018

- » NAIDOC Family Fun Day
- » Opening of the Colyton fitness equipment
- » William Cox Open Day

August 2018

- » Penrith Show
- » State Band Championships at the Joan
- » Opening of Spica Reserve

September 2018

- » St Marys Spring Festival
- » Nepean Disability Expo
- » Defqon.1 music festival
- » Music by the River

October 2018

- » Ballet Under the Stars
- » FFA Cup – Western Sydney Wanderers Vs Sydney FC
- » Nepean Triathlon
- » Pink Up Penrith



November 2018

- » REAL Festival – celebrating our River, Environment, Arts and Lifestyle
- » Under 13s State Softball Championships
- » NSW Golf Open
- » FFA Westfield Matildas Vs Chile friendly game
- » Veterans Cricket Australia Over 60's National Championship
- » Ironman 70.3
- » Remembrance Day, Freedom of Entry March
- » Activate Inclusions Sports Day
- » White Ribbon Day Twilight River Walk



December 2018

- » Cinema in the Park

January 2019

- » Australia Day celebrations at Jamison Park
- » Cooee Festival
- » Australian National Futsal Championships
- » Sydney Thunder Super Clinic



February 2019

- » 2019 Sydney International White Water Festival
- » Cinema in the Park
- » 11th Anniversary of National Apology to Aboriginal and Torres Strait Islander people.
- » Reimagine Ageing Seniors Festival
- » Official Opening of Thornton Community Centre

March 2019

- » International Women's Day
- » Lincoln Park Community Celebration
- » International Women's Day
- » Music by the River
- » Luddenham Show
- » Sydney International Rowing Regatta
- » 32nd Working Truck Show

April 2019

- » Sydney Brick Show

May 2019

- » Primary and Secondary School Leaders Receptions
- » Diesel Dirt and Turf Expo
- » Relay For Life
- » NSW Masters Rowing Championships

June 2019

- » Dig Space Launch
- » Naming of Edna Dunn Reserve
- » Western Sydney Marathon

Our Aboriginal Culture

In July 2018 Council hosted a NAIDOC Civic Reception, and in February 2019 Council's National Apology Day event was attended by over 50 guests.

The 2018 NAIDOC Week Family Gathering in Jamison Park in July saw around 5,000 people come together to celebrate the contribution that Aboriginal and Torres Strait Islander people make to Penrith. Attendees enjoyed live music, sports, information about services for the community, health checks, children's face painting, a petting zoo, mobile play van and a senior's tent. Events like this provide an important opportunity to promote a greater understanding of Aboriginal and Torres Strait Islander cultures in Penrith City and the surrounding region.

The Aboriginal Hat Project, developed in partnership with Penrith Regional Gallery and Penrith City Council, continued in 2018-19. The Hat Project explored the particular period in Australia's history when Aboriginal and Torres Strait Islander dress changed with the influence from non-Aboriginal culture and Christianity. Local Aboriginal women attended a program of hat making and decorating workshops, while recording their oral history and facilitating an exhibition of the hats. This project has increased participants' skills and knowledge and provided support to the gallery to increase access for Aboriginal community members.

NAIDOC Week



Our Cultural Development

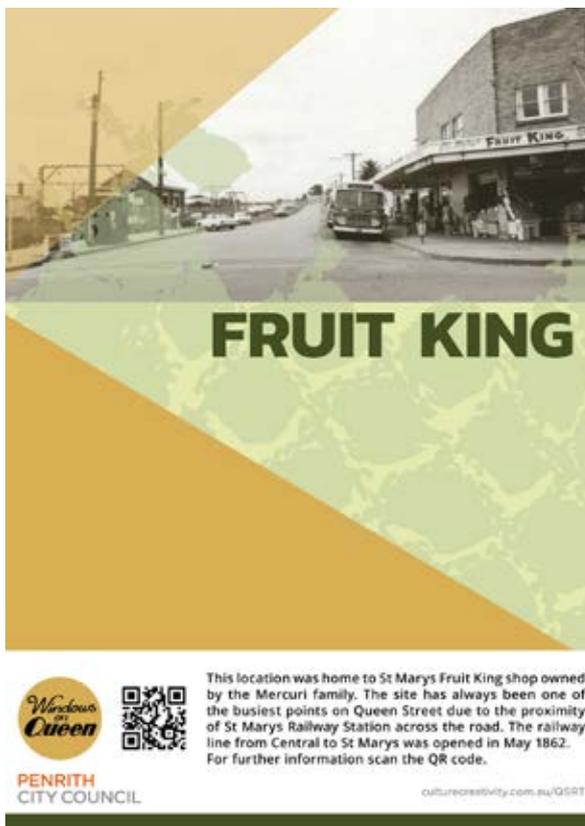
The Queen Street Riches and Textures 2019 project, called Sharing Stories, Sharing Spices, invited culturally and linguistically diverse local communities to showcase their culture through preparing and sharing traditional dishes. Sharing Stories, Sharing Spices has engaged with Japanese, Filipino, Iranian, Egyptian, Afghani and Indian local communities. A photographer and sound artist captured the rich cultural heritage of the participants by documenting the stories about the recipes and the memories they evoke.

Queen Street Riches and Textures 2018 project, Windows on Queen, celebrated the heritage of St Marys. The project was initially developed by the St Marys and District Historical Society to recount the story of prominent locations in Queen Street through historical photographs, research and capturing residents' memories.

Windows on Queen told the story of Queen Street through colourful posters in selected windows, a book and extended educational web content which captured moments from the street's past. Short interviews with residents and shop owners brought some vivid personal stories to life. Windows on Queen identified locations with historical significance, connected with owners and businesses occupying these locations, undertook historical research and brought residents together.

The unique 16-week residency and mentorship program DiG Maker Space continued in 2018-19. In each round of the project, creative professionals work with a leading mentor who guides, supports, and inspires them to deliver a specified project. The second round of DiG residencies resulted in the innovative Fox Tales online platform, which was launched at Penrith Library in February 2019. Fox Tales is a project which encourages teens to use the library, combines the world of art and words, and takes you on an adventure through the Library as you've never seen it before.

The third round of the DiG Maker Space concluded in June 2019 with the delivery of an innovative and immersive project (NepeanRIVR360), celebrating the natural beauty and social connectivity of the Nepean River. The DiG Space Program showcases the breadth and quality of talented creatives in our region and highlights the economic value of supporting creative industries in Western Sydney.





Celebrating Our Cultural Diversity

Council actively engages with the City's culturally and linguistically diverse (CALD) communities to enhance the social connections and cohesion that already exist within our City.

Penrith Council works in partnership with the Penrith Multicultural Interagency (PMI), which brings together a range of organisations to support people from diverse cultural backgrounds. In 2018-19, Council and the PMI celebrated Harmony Day and Refugee Week with community events. Harmony Day 2019 was opened by Mayor Ross Fowler OAM at St Marys Corner community and cultural precinct, with Councillor Robin Cook also in attendance. Participants from a wide range of cultural backgrounds engaged in activities and information sharing delivered by stall holders.

Refugee Week 2019 was also held at St Marys Community Centre and was attended by over 170 people. The event celebrated the courage and contributions of past, present and future refugees in our local community. Councillor Brian Cartwright delivered a meaningful speech on behalf of the Mayor.

Proudly showcasing the rich cultural diversity that exists across the LGA, the event included a Samoan performance about the importance of unity and harmony in the presence of war and hardship that exists in the world, an African drumming group and Punjabi community group that captured the audience with their vibrantly coloured costumes, heart pounding African drums and elegant Punjabi dancing. A short film developed by Bennett Road Public School and a panel interview provided a deep insights into the challenges experienced by refugees and asylum seekers. The event ended with an interactive belly dancing performance that had everyone on their feet.

In October 2018 a Mental Health and Wellbeing in CALD Communities Symposium was hosted by Council, in conjunction with the NSW Local Government Multicultural Network. The symposium brought together multicultural workers to share their insights and discuss best practices for breaking down barriers for CALD residents to access equitable and culturally appropriate intervention. A report has been developed containing recommendations from the Symposium to assist advocacy for improved services.

Refugee Week

The Day of Peace is an initiative of Penrith's Multifaith Working Group, supported by Council, which celebrates the United Nations' International Day of Peace. The 2018 Day of Peace Event was held on Saturday 22 September celebrating the theme 'The Right to Peace'. It was an afternoon of entertainment and celebration, with wonderful and unique performances including spoken word poetry by a young poet from Western Sydney, live music and activities including henna tattoos and a play area for young children. The event provides an opportunity for participants to reflect on what peace means to them and the City.

Spicy Penrith

Spicy Penrith held its fifth event on Saturday 13 October 2018 in Penrith. The event commenced with an outdoor festival in the Mondo space which included food stalls, live performances by community members, wellbeing stalls, plus activities such as henna tattooing and live art. Approximately 250 people attended the outdoor component of the event. This was followed by a vibrant and entertaining performance in the Joan Sutherland Performing Arts Centre which showcased classical, creative and traditional performances from the Indian sub-continent. The audience was treated to percussion rhythms, poetic folk dances and the colour and splendour of Bollywood. The event showcases the rich cultural life of the growing South Asian community in Penrith LGA.



Our Seniors

2018 saw another successful Grandparents' Day, where older people are celebrated and families take part in a wide range of intergenerational activities; these included racing billy carts, learning to crochet, playing cricket, tug-o-war, sack races and an egg and spoon race. Local organisations including the Nepean Men's Shed Community Junction and Nepean Community & Neighbourhood Services assisted on the day by running activities and providing a free healthy lunch for over 500 people.

The Reimagine Ageing Festival in 2019 was celebrated for the first time at Ron Mullock Oval in Thornton, attracting over 300 residents, including families spanning multiple generations. There was a fantastic atmosphere at the event, with over 80 people learning from workshops in community gardening, cooking and yoga to name a few. The Mayor, Councillor Ross Fowler OAM, Councillor Robin Cook and Stuart Ayres MP, member for Penrith all attended the event. The Oval provided a great space for the kids to run around, and there was a lot of positive feedback about the venue. Council staff from the Library Services, Sustainability and Animal Services teams all had stalls, as did Nepean Food Services and Great Community Transport. There were a number of other information stalls present, including the Thornton Community Group.

Reimagine Aging



Our Young People

National Youth Week is an opportunity for Council to support young people in organising activities and events for their peers. Youth Week 2019 was another great success, with over 1,000 young people attending four different events over the festival period. Activities included a colour run, skate comps, singing and dancing performances, bungee jumping, ball games, activities promoting sexual health and mental health as well as many information stalls. Over 20 services were involved including Westcare Community Services, Community Junction, NCNS, Fusion, Wesley Mission, Platform, Headspace, Family Planning, Don Bosco, Breakthru, Ability Options, YMCA, Nepean Local Area Command, Westfield, and local health services.

The Mayor Councillor Ross Fowler OAM attended the Mondo event and was interviewed live on stage by local youth. He spoke about how important young people are to the City and how they can engage in decision making. The Mayor also participated in a range of other activities and met young people and service providers.

Delivering programs in schools in partnership with community organisations has been a priority in working with young people. The delivery of the Love Bites program, an early intervention strategy looking at building healthy relationships, was delivered to over 250 local students.

The youth and community event for Mental Health Month was held in October 2018 at the Mondo space. This event promoted the awareness of mental health issues and wellbeing. Entertainment, information stalls, food and activities were available for the community to enjoy. Over 400 people and 25 services attended to assist with the event and provide information to participants.

International Women's Day

Our Women

In March 2019 Council held another successful International Women's Day celebration in St Marys Memorial Hall, together with Penrith Women's Health Centre and several local community organisations and service providers. The event attracted local women from diverse backgrounds and different ages who celebrated this year's theme 'Balance For Better'. There were over 130 people in attendance, with the Mayor Councillor Ross Fowler OAM, Deputy Mayor Councillor Greg Davies, and Councillors Cook and Hitchen all present. Councillor Hitchen presented the International Women's Day speech on behalf of the Mayor.

The celebration also featured inspiring performances by local community groups, thought-provoking speakers and information stalls from numerous local service providers. This year we made specific efforts to encourage young women to attend the event, which we will do again in the lead up to the 2020 event.



Our Health

Council focusses on achieving health outcomes for the community through partnerships, urban planning, by building social connections and providing opportunities for healthy eating and physical activity.

This year we partnered with the Red Cross, St Marys Community Development Project and Community Junction to run the Food Redi program at St Marys and St Clair. Food Redi is a free 6-week healthy eating education and cooking program aimed at residents who may be vulnerable to food insecurity. Topics discussed in the course include food safety, budgeting and reading food labels, as well as healthy cooking. More than 20 participants from a range of backgrounds attended two programs, with many participants preparing the dishes at home. The stand out successes of this program have been:

- The majority of participants felt they had improved their eating habits, including eating more fruit and vegetables since starting the program.
- Most participants improved their self-health rating and reported feeling part of the community.
- The majority of participants also improved their understanding of food labels.

Council also supported Red Cross in running training for 13 community organisations in Western Sydney, predominately from the Penrith. These organisations can now lead the Food Redi program within their communities.

In 2018 the second Penrith Health Action Plan was signed and extended with key health providers; Penrith City Council has endorsed the partnership through to 2020. Council, the Greater Western Aboriginal Health Service (GWAHS), Nepean Blue Mountains Local Health District (NBMLHD) and the Nepean Blue Mountains Primary Health Network (NBMPHN) will continue to work on a number of priorities to improve the health and wellbeing of Penrith residents. The agreement formalises the continued commitment between local, state and national organisations and highlights the importance of working collaboratively to address health-related issues in the Penrith LGA.





Our Financial Support

In 2018-19 Council provided financial assistance to community organisations and groups to plan, develop and implement projects and activities which benefit the people of Penrith City and strengthen the community.

This year the Community Assistance Program funded 45 projects at a cost of \$38,390.

To encourage the delivery of cultural programs and activities, Council funded nine local cultural clubs and associations at a cost of \$21,375.

Through Youth Week, Council was able to provide grants to the value of \$7,126 (\$3,563 from State Government. and \$3,563 from Council) for three projects focused on young people.

During 2018-19 Council assisted local athletes to travel to interstate and overseas competitions through the Travel Donations Program:

	NUMBER OF DONATIONS	VALUE OF DONATIONS
Interstate	38	\$5,950
Overseas	25	\$7,500
TOTAL	63	\$13,450

APPENDIX 4 - OUR CHILDREN

Our Children's Services

Over the past year, we have delivered a range of programs and services to meet the needs of local children and families.

Council's Children's Services provided quality education and care for children aged 0-12 years in the 2018-19 period by managing the following services:

- 18 long day care centres
- 13 before and after school care services
- 5 preschool services
- 7 vacation care services

The Mobile Playvan, the Children and Parenting Project and the Middle Years Mentoring Program all increased the range and quality of care provided by Council.

This diverse range of initiatives meets family and community needs by:

- Providing a high-quality education program for children aged 0-6 years and 6-12 years in long day care, before and after school care and preschool environments, with an all-inclusive fee that makes life simple for working parents
- Providing a Mobile Playvan service that supports families in areas where established services may not exist
- Facilitating the Middle Years Mentoring Program for school-aged children to strengthen relationships and promote resilience and inclusion
- Providing support to help prepare children for school and high school
- Providing support to families and children in vulnerable circumstances through the introduction of the Children and Parenting Project

To be inclusive of all children, Council's Children's Services:

- Provide programs and specialised staff to assist children with additional needs and disability. We have developed curriculum that incorporates coaching and mentoring, ensuring the implementation of the Early Years Learning, as well as the My Time: Our Place curriculum framework
- Support preschool fees for children from Aboriginal and Torres Strait Islander families, with assistance from the State Government's Start Strong program

In 2018-19 we continued to review our Children's Services as part of an ongoing commitment to service improvement. As part of these efforts we:

- Achieved a Meeting or Exceeding the National Quality Standard ratings for all services entering the process
- Continued to upgrade facilities and improve on playground environments to ensure compliance with legislation and regulations
- Continued to improve our customer service and communication channels with families via our social media presence on Facebook and Google
- Lobbied the State and Federal governments extensively for improvements to the Childcare Subsidy arrangements for vulnerable and low income families
- Checked in with parents through meetings and an annual survey to see how we can better meet their needs

Our Library Services

Penrith City Library's Children's team presented a vast range of programs and activities this year for children aged 0-16 years. We have a dedicated Library Children's team comprising of five full time equivalent staff to develop and deliver our innovative programs. Activities are inclusive, covering a variety of topics to stimulate interests in various fields including science, mathematics, architecture, engineering, arts, culture, sports and languages. Free library membership is available to all children who live or go to school in the Penrith LGA.

Our activities for 0-5 years old during school terms

Baby Time is a free weekly theme-based session for 0-2 year olds which includes songs, activities and visiting professional speakers; the aim is to strengthen and enhance parents' knowledge of their baby's development. Over the last year, we have entertained and educated 1,186 babies and 1,211 parents across 37 sessions of Baby Time.

Story Time at Penrith, St Marys and St Clair are free weekly sessions of songs, stories and craft, held at each library branch for 2-6 year olds. In total, 4,004 children and 3,480 adults have attended 111 Story Time sessions across the three library branches over the last year.

Both Baby Time and Story Time sessions included songs in languages such as Vietnamese, Indonesian, Maori, Italian, Hindi, Punjabi and Spanish; sessions have also included visual displays, oral stories and puppets to aid children's learning and development in a variety of ways.

Our activities for 5-12 years old (primary school children)

After school activity sessions are held every week during the school terms. This year the sessions were based around themes of 'chess' and 'tinkering' with 506 children attending a total of 38 sessions.

We ran a total of 25 school holiday sessions over the year, attended by 793 children.

Holiday sessions incorporate an educational or entertainment program run by a professional presenter, covering science, arts, craft, mathematics and diverse cultures.

Library Trails are presented during school holidays and each trail is based on a book. This year the books chosen were Where's the Green Sheep and Possum Magic by Mem Fox, The 13-Storey Treehouse by Andy Griffiths and The Very Hungry Caterpillar by Eric Carle. In total, 1,256 children participated across three library branches over a combined period of 8 weeks.

Our activities for 13-16 years old (high school students)

After school activity sessions were run for teens this year, including Manga Drawing and Dungeons & Dragons classes. A total of 17 teens attended nine sessions run across two terms. School holiday activities for teens were organised with 74 students in total attending one of the nine sessions.

An HSC English lecture was offered free to year 11 and 12 students, with 30 students attending this workshop.

Three work experience students from Year 10 gained valuable experience at the library during this year, working on a variety of tasks assigned to them.

Our Children's Outreach Visits and Library Tours (0-16 years old)

The Library's Children's team conducted special outreach visits and library tours across the LGA, covering child care centres and primary schools. A total of 497 children and 150 adults attended the 27 sessions. Special events such as National Simultaneous Storytime, Children's Week and Book Week were also celebrated.

In summary, the Library's Children's Team has delivered 271 sessions catering to 8,422 children and 4,841 adults between July 2018 and June 2019.

Our Toy Library and Children's Inclusion Services

Our award-winning Toy Library caters for children 0-8 years old, with a large lending collection of educational toys for indoor and outdoor play. The Toy Library has five general public sessions per week run by volunteers across all library branches; we loaned out 3,005 toys this financial year.

The Library Children's Inclusion Officer also facilitates library and home visits for children with disabilities and ongoing high support needs. The Toy Library includes specialist toys to assist with sensory, cognitive and physical development for children with disabilities, with 195 toys loaned out to 50 outreach clients during these visits this year.

The Library Children's Inclusion Officer also introduced a number of specialised outreach sessions such as an inclusive play sessions for Fernhill and Kurrambee Schools, which were run at each school once a semester.

In summary, our Toy Library team delivered 172 sessions of activities for 4,625 children and 4,087 adults from July 2018 to June 2019.

All of our Children and Toy Library activities and programs are complemented by Penrith City Library's extensive children's collection including

board books, picture books (in English and a variety of other community languages), graded readers, junior fiction and non-fiction, an online homework help service 'Studiosity', DVDs, CDs, parenting magazines and books, educational toys, as well as an evolving digital collection of eBooks and downloadable audio items. Our children's digital collection also now has a wide range of titles from the Premiers' Reading Challenge list.

At the Penrith Branch Library, we also have:

- A reading pod available for children to listen to stories and play games in English and other languages
- Two PCs and one iPad with early literacy and numeracy games for children to use in the library
- Two library catalogue PCs set up at children's level

Parents and community members can sign up to the Library's eNewsletter ORBIT, which updates the community quarterly about the library's children's events and resources. The library online catalogue, Council webpage, library Facebook page, Eventbrite and an email database of registered library members are channels used regularly to promote and communicate information to parents, schools and childcare centres.

TOY LIBRARY PROGRAMS	ADULTS	CHILDREN	SESSIONS
General stay and play	4,017	4,306	166
Inclusive stay and play	20	275	4
ATSI Programs	50	44	2
TOTAL	4,087	4,625	172

APPENDIX 5 - OUR SPECIAL RATE VARIATION

On 1 July 2016 the 'Planning our Future' Special Rate Variation commenced. The 2016 -17 Special Rate Variation (SRV) will be 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. In 2017-18 this SRV generated an additional \$3.687m above the rate peg increase of \$1.58m. Under the 'Planning our Future' SRV funding for projects and initiatives previously funded under the AREAS SRV continued – providing extra capacity in our road asset renewal, building asset renewal, public domain maintenance, neighbourhood renewal and urban design programs. Additional funds were used to subsidise building rental for community groups, fund loan repayments for the City Park, establish the Parking Reserve to address parking issues particularly in the Penrith Town Centre, increased investment in ICT to continue productivity improvements that will generate additional capacity in future years, and design and implementation costs for major projects.

During 2018-19 SRV funds contributed to the following:

- » Public domain maintenance and graffiti removal
- » Neighbourhood renewal projects:
 - Village Café (Kingswood & St Marys)
 - Community Leadership Program
 - Community engagement (Kingswood & North St Marys)
 - Oxley park place plan implementation
- » Urban design projects:
 - Triangle Park activation
 - Pedestrian lighting strategy
 - Night time economy audit
 - City renewal programs
- » Building Asset Renewal projects:
 - Penrith City Library
 - Koala Corner Children's Centre - building restoration works
 - Werrianda Children's Centre - amenities and airconditioning
 - Tamara Children's Centre - airconditioning
 - Castlereagh Hall - refurbishment and upgrades
 - Ripples St Marys - upgrade works
 - Joan Sutherland Performing Arts Centre – various works and upgrades



**ROAD RESURFACING /
RECONSTRUCTION PROJECTS:**

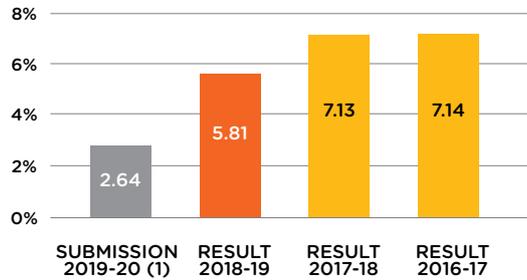
LOCATION	SUBURB
Wilshire Road	Agnes Banks
First Road	Berkshire Park
Fourth Road	Berkshire Park
Oxford Street	Cambridge Park
Barr Street	Colyton
Coral Pea Court	Colyton
Iron Bark Way	Colyton
Lindridge Place	Colyton
Marsden Road	Colyton
Goldmark Crescent	Cranebrook
Wedmore Road	Emu Heights
Sennar Road	Erskine Park
Mohawk Place	Erskine Park
Ohio Place	Erskine Park
Weaver Street	Erskine Park
Snowbird Place	Erskine Park
Pollux Close	Erskine Park
Talara Avenue	Glenmore Park
Tuga Place	Glenmore Park
Banjo Paterson Close	Glenmore Park
Miles Franklin Close	Glenmore Park
Candlebark Circuit	Glenmore Park
Sheoak Place	Glenmore Park
Bunya Place	Glenmore Park
Atkinson Close	Glenmore Park
Neilson Close	Glenmore Park
Blaikie Road	Jamisontown
Penrith Street	Jamisontown
Glenbrook Street	Jamisontown
Knapsack Place	Jamisontown
Abbotts Road	Kemps Creek
Carrington Road	Londonderry
The Appian Way	Mt Vernon

**ROAD RESURFACING /
RECONSTRUCTION PROJECTS:**

LOCATION	SUBURB
Nepean Gorge Drive	Mulgoa
Henry Cox Drive	Mulgoa
Athel Street	North St Marys
Cypress Road	North St Marys
Calverts Road	Orchard Hills
Kent Road	Orchard Hills
Darling Street	Penrith
Tornaros Avenue	Penrith
Brockamin Drive	South Penrith
Gloria Place	South Penrith
Miranda Street	South Penrith
Nardu Place	South Penrith
Tamina Place	South Penrith
Triton Place	South Penrith
Clyde Avenue	St Clair
Como Close	St Clair
Corio Drive	St Clair
Dakota Place	St Clair
Iowa Close	St Clair
Ontario Avenue	St Clair
Jeffrey Avenue	St Clair
Lilley Street	St Clair
Tapi Glen	St Clair
Lonsdale Street	St Marys
Parkes Avenue	Werrington
Reid Street	Werrington County
Lavin Crescent	Werrington County
Henry Lawson Avenue	Werrington County
Dovecote Glen	Werrington Downs
Greenbank Drive	Werrington Downs

APPENDIX 6 - OUR FINANCES

Our Performance - Fit For the Future

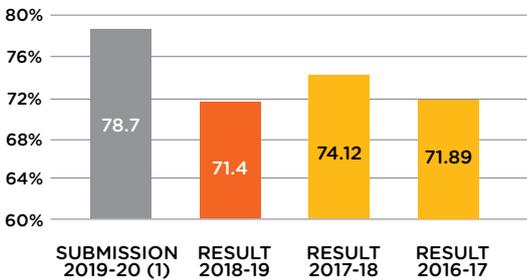


Operating Performance Ratio

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

Benchmark

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

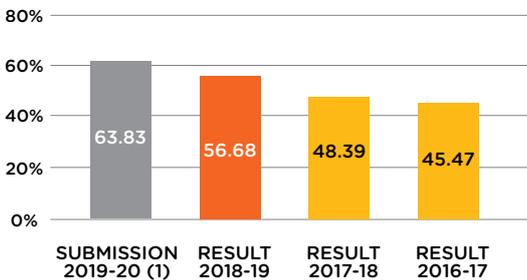


Own Source Revenue

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

Benchmark

Greater than 60% average over 3 years

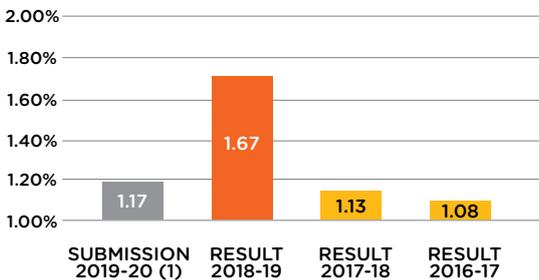


Infrastructure Renewal Ratio

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

Benchmark

Greater than 100% average over 3 years

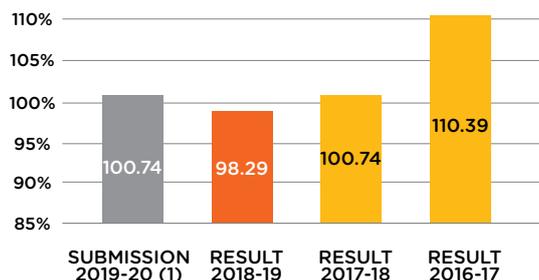


Infrastructure Backlog Ratio

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

Benchmark

Less than 2%

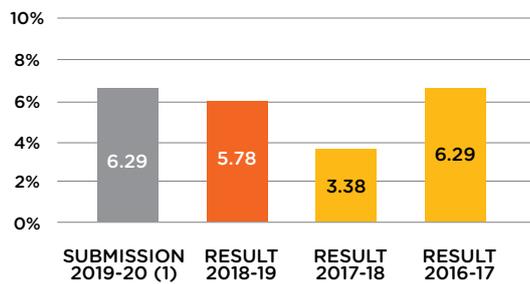


Asset Maintenance Ratio

This ratio compares the actual versus required annual asset maintenance.

Benchmark

Greater than 100% average over 3 years

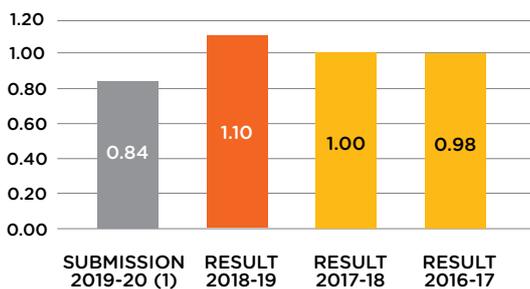


Debt Service Ratio

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

Benchmark

Greater than 0% and less than or equal to 20% average over 3 years.



Real Operating Expenditure

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

Benchmark

A decrease in Real Operating Expenditure per capita over time.

(1) Result is from Council's Fit for the Future submission.

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 SMSC was projected to generate more than \$2,026,908 in income in 2018-19, with an opening balance of \$1,438,829.

Almost \$2.2 million was spent on environmental and drainage programs this year.

- Audit Industrial, Commercial and Agricultural Activities: funding of \$133,788 was allocated with \$139,206 expended during the year. This project responds to complaints on industrial, commercial and agricultural premises.
- Maintenance of Gross Pollutant Traps (GPT): \$338,127 was allocated, \$335,614

spent during the year. All GPTs were maintained as per program with 786 tonnes of waste removed from the stormwater drainage system in 2018-19.

- Floodplain Management Resourcing: \$241,582 was allocated and \$219,085 spent. This resourcing supported our on-going floodplain management program.
- Flood Studies: \$265,705 was allocated and \$265,705 spent. Several flood studies and floodplain risk management plans have been advanced.
- Integrated Catchment Management: \$144,568 was allocated and \$139,643 spent.
- Waterways Health Monitoring Program: \$47,000 allocated and \$38,304 spent.
- Penrith CBD Drainage Upgrade Program: Repayment of \$5.7m loan for works connected to the upgrade of Penrith CBD drainage infrastructure to address any risk of another flooding event.

Our Voluntary Planning Agreements

Council has entered into 13 Voluntary Planning Agreements (VPAs) that apply to selected sites or precincts within our City.

1. 73 Great Western Highway Emu Plains. This VPA has been actioned and concluded.
2. 731-769 Great Western Highway, Werrington. Delivery of drainage, roadworks and associated infrastructure continued during 2018-19.
3. Caddens Planning Agreement. No effect this period.
4. Caddens Knoll Planning Agreement. This VPA has been actioned and concluded.
5. Claremont Meadows Stage 2 South Western Precinct Planning Agreement. Transfer of land has occurred in accordance with the delivery schedule in the agreement.
6. Glenmore Park Stage 2 Planning Agreement (VPA1). In accordance with the agreement Affordable Housing Contribution of \$10,765.08 and an Employment Contribution of \$17,224.12 have been received during 2018-19. Transfer of E2 land and further contributions are to occur in accordance with the delivery schedule in the agreement.
7. Second Glenmore Park Stage 2 Planning Agreement (VPA2). In accordance with the agreement contributions of \$331,827 were received during 2018-19. Infrastructure delivered e.g. pathways, parks in accordance with the agreement.
8. Amended Second Glenmore Park Stage 2 Planning Agreement. Delivery of infrastructure has occurred in accordance with the delivery schedule in the agreement.
9. Panthers Roadworks Voluntary Planning Agreement. No effect this period.
10. Panthers Outlet Centre Voluntary Planning Agreement. No effect this period.
11. South Werrington Urban Village Planning Agreement. Affordable Housing contributions owing under this agreement have been paid.
12. St Marys Penrith Planning Agreement. Delivery of local open space and pathways infrastructure and financial contributions occurred in accordance with the delivery schedule in the agreement.
13. Sydney Science Park Voluntary Planning Agreement, September 2016. VPA provisions relating to traffic and transport needs and cost apportionment were concluded and discussions on management/responsibilities and ownership of public domain, recreation/open space lands within the Science Park were continuing as of June 2019.

Our Works Carried Out on Private Land

During 2018-19 Council carried out the following works on private land:

- 2 Mills Road, Londonderry – removal and disposal of sediment – est. cost \$3,000 – actual cost \$2,655
- High Street, Penrith – 22sqm entry thresholds and paving – est. cost \$4,950 – actual cost \$5,036
- Riley Street, Penrith - 115sqm paving – est. cost \$25,875 - actual costs absorbed into total project cost
- 66-76 Tench Avenue, Jamisontown – mowing of grass and maintenance for creation of temporary carpark for Real Festival - est. cost \$1,500 - actual costs absorbed into total project cost.

Our Primary Financial Reports

All statements should be read in conjunction with the accompanying notes in Council's 2018-19 Financial Statement available on Council's website.

INCOME STATEMENT - FOR THE YEAR ENDED 30 JUNE 2019

\$000	ACTUAL 2019	ACTUAL 2018 ¹
Income from continuing operations		
Revenue:		
Rates and annual charges	156,486	144,998
User charges and fees	41,498	42,061
Interest and investment revenue	4,722	3,962
Other revenues	6,913	7,004
Grants and contributions provided for operating purposes	34,924	23,651
Grants and contributions provided for capital purposes	49,662	43,724
Other Income:		
Fair value increment on investment properties	-	7,431
Net share of interests in joint ventures and associates using the equity method	721	716
Total Income from continuing operations	294,926	273,547
Expenses from continuing operations		
Employee benefits and on-costs	101,258	93,177
Borrowing costs	1,798	2,145
Materials and contracts	76,908	61,261
Depreciation and amortisation	27,720	27,042
Other expenses	22,455	22,239
Net losses from the disposal of assets	1,786	205
Fair value decrement on investment properties	1,535	-
Total Expenses from continuing operations	233,460	206,069
Operating result from continuing operations	61,466	67,478
Net operating result for the year	61,466	67,478
Net operating result attributable to Council	61,466	67,478
Net operating result for the year before grants and contributions provided for capital purposes	11,804	23,754

(1) The Council has not restated comparatives when initially applying AASB 9. The comparative information has been prepared under AASB 139 Financial Instruments: Recognition and Measurement.

STATEMENT OF COMPREHENSIVE INCOME - FOR THE YEAR ENDED 30 JUNE 2019

\$000	ACTUAL 2019	ACTUAL 2018 ¹
Net operating result for the year (as per Income Statement)	61,466	67,478
Other comprehensive income:		
Amounts which will not be reclassified subsequently to the operating result	-	-
Gain (loss) on revaluation of IPP&E	(7)	124,467
Other comprehensive income - joint ventures and associates	(64)	-
Total items which will not be reclassified subsequently to the operating result	(71)	124,647
Total other comprehensive income for the year	(71)	124,647
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	61,395	191,945

(1) The Council has not restated comparatives when initially applying AASB 9. The comparative information has been prepared under AASB 139 Financial Instruments: Recognition and Measurement.

STATEMENT OF CHANGES IN EQUITY - FOR THE YEAR ENDED 30 JUNE 2019

\$000	ACCUMULATED SURPLUS	IPP&E REVALUATION RESERVE	TOTAL EQUITY
2019			
Opening balance as per Last Year's Audited Accounts	1,197,515	798,812	1,996,327
Net operating result for the year	61,466	-	61,466
Other comprehensive income			
Gain (loss) on revaluation of IPP&E	-	(7)	(71)
Joint ventures & associates	(64)	-	(64)
Total Comprehensive Income (c&d)	61,402	(7)	61,395
Equity - balance at end of the reporting period	1,258,917	798,805	2,057,722
2018			
Opening balance as per Last Year's Audited Accounts	1,130,037	674,345	1,804,382
Net operating result for the year	67,478	-	67,478
Other comprehensive income			
Gain (loss) on revaluation of IPP&E	-	124,467	124,467
Total Comprehensive Income (c&d)	67,478	124,467	191,945
Equity - balance at end of the reporting period	1,197,515	798,812	1,996,327

(1) The Council has not restated comparatives when initially applying AASB 9. The comparative information has been prepared under AASB 139 Financial Instruments: Recognition and Measurement.

STATEMENT OF FINANCIAL POSITION - AS AT 30 JUNE 2019

\$000	ACTUAL 2019	ACTUAL 2018 ¹
ASSETS		
Current Assets		
Cash and cash equivalent assets	5,998	5,764
Investments	152,200	128,246
Receivables	15,445	13,374
Inventories	738	733
Other	3,287	2,037
Total current assets	177,668	150,154
Investments	11,121	20,970
Receivables	1,359	881
Infrastructure, property, plant and equipment	1,941,734	1,889,147
Investment property	24,150	34,455
Intangible assets	-	-
Investments accounted for using the equity method	8,280	7,623
Total non-current assets	1,986,644	1,953,076
TOTAL ASSETS	2,164,312	2,103,230
LIABILITIES		
Current Liabilities		
Payables	19,867	19,819
Income received in advance	3,771	3,670
Borrowings	10,211	11,050
Provisions	30,209	28,354
Total current liabilities	64,058	62,893
Non-Current Liabilities		
Payables	7,616	3,896
Borrowings	34,207	39,265
Provisions	709	849
Total non-current liabilities	42,532	44,010
TOTAL LIABILITIES	106,590	106,903
Net Assets	2,057,722	1,996,327
EQUITY		
Accumulated surplus	1,258,917	1,197,515
Revaluation reserves	798,805	798,812
TOTAL EQUITY	2,057,722	1,996,327

(1) The Council has not restated comparatives when initially applying AASB 9. The comparative information has been prepared under AASB 139 Financial Instruments: Recognition and Measurement.

STATEMENT OF CASH FLOWS - FOR THE YEAR ENDED 30 JUNE 2019

\$000	ACTUAL 2019	ACTUAL 2018 ¹
CASH FLOWS FROM OPERATING ACTIVITIES		
Receipts		
Rates and annual charges	154,943	143,479
User charges and fees	41,873	44,016
Investment and interest revenue received	5,128	3,736
Grants and contributions	49,688	45,993
Bonds, deposits and retention amounts received	4,019	1,711
Other	7,608	14,162
Payments		
Employee benefits and on-costs	(98,752)	(93,767)
Materials and contracts	(76,550)	(75,035)
Borrowing costs	(1,798)	(2,145)
Other	(25,110)	(21,221)
Net cash provided (or used in) operating activities	61,049	60,929
CASH FLOWS FROM INVESTING ACTIVITIES		
Receipts		
Sale of investment securities	242,596	284,715
Sale of investment property	2,073	-
Sale of infrastructure, property, plant and equipment	5,816	1,386
Deferred debtors receipts	-	32
Payments		
Purchase of investment securities	(256,489)	(315,839)
Purchase of infrastructure, property, plant and equipment	(48,267)	(40,028)
Deferred debtors and advances made	(647)	-
Net cash provided (or used in) investing activities	(54,918)	(69,734)
CASH FLOWS FROM FINANCING ACTIVITIES		
Receipts		
Proceeds from borrowings and advances	5,531	7,100
Payments		
Repayment of borrowings and advances	(11,428)	(11,174)
Net cash provided (or used in) financing activities	(5,897)	(4,074)
Net increase/(decrease) in cash and cash equivalents	234	(12,879)
Plus cash and cash equivalents - beginning of year	5,764	18,643
Cash and cash equivalents - end of the year	5,998	5,764
Additional information:		
plus: investments on hand - end of year	163,321	149,216
Total cash, cash equivalents and investments	169,319	154,980

Our Contractor Information

CONTRACTS AWARDED IN 2018-19 FOR AMOUNTS GREATER THAN \$150,000

SUPPLIER	PAYMENTS FOR 2018-19 (INCL GST) (\$)	DESCRIPTION OF GOODS/SERVICES
Burton Contractors Pty Ltd	10,226,114.87	Erskine Park Road Upgrade
Western Earthmoving Pty Ltd	2,046,143.61	Construction of North Street Carpark & Roundabout
Trident Plastics (SA) Pty Ltd	1,380,026.24	Garbage Bin Provider
Trinity Quality Interiors Pty Ltd	806,144.09	Refurbishment Works of Penrith Library
Ryan Wilks Pty Ltd	511,144.98	Mechanical Services at the Joan
Growth Civil Landscapes	483,569.90	Construction of Play and Recreational Facilities Sienna Gardens
Beacon Building Services Pty Ltd	405,478.01	Penrith Regional Gallery Café
Metal Fencing Specialists	355,765.74	Fencing Supplies and Installation
Getex Pty Ltd	288,975.50	Asbestos Hygiene Services
GHD Pty Ltd	277,837.96	Design Services
Romba Pty Ltd	268,579.28	Landscape Upgrades at Robin Wiles Park
Austfield Pty Ltd	251,830.79	Construction of Kingsway Amenities Building
Rapid Map Global Pty Ltd	245,806.00	Provision of Drainage Asset Inventory Data Collection
Klenall Industrial Suppliers Pty Ltd	232,533.31	Childcare Consumables
Envirocivil NSW Pty Ltd	221,165.94	Specialist Excavation
Sassan Vodjdani Pty Limited T/A Royal Contractors	212,730.03	Andrews Road Oval Amenities
DEM (AUST) PTY LTD	172,314.45	Council Asset Upgrades
APP Corporation Pty Limited	170,239.19	Development and Project Management Services
Duncan Solutions Reino International Pty Ltd	163,759.87	Integrated Parking Management System
Piekar Comm Services Pty Ltd	158,866.92	Security Alarms & Detection Systems
Rapid Map Services Pty Ltd	154,954.90	Collection of Data in drains around Penrith LGA
SGS Economics & Planning Pty Ltd	152,366.21	St Marys Town Centre Economic Analysis

**CONTRACTS AWARDED IN PREVIOUS YEARS WITH EXPENDITURE IN 2018-19
GREATER THAN \$150,000**

SUPPLIER	PAYMENTS FOR 2018-19 (INCL GST) (\$)	DESCRIPTION OF GOODS/SERVICES
Suez	4,935,402.05	Waste Contractor
Community Assets & Infrastructure	6,498,325.12	High Street Upgrade
Land & Marine Ocean Engineering Pty Limited	5,634,505.76	Construction of Tench Boat Ramp
Coverit Building Group Pty Ltd	3,179,388.38	Building Trades Services & Other Projects
Visy Recycling	2,550,016.46	Recycling Services
Endeavour Energy	2,505,389.47	Electricity Maintenance
Data 3 Limited	2,255,609.02	Software Services
Hix Group Pty Ltd	2,232,168.91	Electrical Services & Other Projects
RMA Contracting Pty Ltd T/as Ross Mitchell & Associates	1,484,010.96	Asbestos Remediation
Del Rocchio Concreting Pty Ltd	1,393,060.07	Pre-Mix Concreting
Trustee for the Farley Family trust T/A Farley Pools Australia	1,321,566.38	Splash Pad Ripples
Mack Civil Engineering Pty Ltd	1,294,993.20	New Concrete Footpaths
Telstra Corporation Ltd	1,240,566.79	Telephone Services
Aten Systems Pty Ltd	1,161,980.60	Information Management System
Hirotec Maintenance Pty Ltd	1,151,832.22	Maintenance Services
Hi Quality Recycling Services Pty Ltd	1,098,282.01	Disposal and Supply of Quarry Products
Cardia Bioplastics (Australia) Pty Ltd	1,064,043.02	Supply and or Delivery of Compostable Bags
Delaney Civil Pty Ltd	1,041,374.24	Northern Road Intersection Upgrade
Velrada	1,005,518.25	Business Application Upgrades
Nepean Regional Security Pty Limited	976,546.89	Provision of Security
Talis Civil Pty Ltd	873,986.56	Great River Walk
Sydney Water Corporation - Bulk Billing	701,974.10	Water Charges
Remondis Pty Ltd	697,042.03	Waste Services
Cockerill Contracting Pty Ltd	664,303.97	Design and Construct GPT's
B & G Enterprises (NSW) Pty Ltd	609,714.60	Plumbing Services
Dentons Australia Pty Ltd	582,637.23	Legal Services
Technology One	555,819.11	ERP System

**CONTRACTS AWARDED IN PREVIOUS YEARS WITH EXPENDITURE IN 2018-19
GREATER THAN \$150,000**

SUPPLIER	PAYMENTS FOR 2018-19 (INCL GST) (\$)	DESCRIPTION OF GOODS/SERVICES
Westco Building Consultants Pty Ltd	476,661.54	Building Trades Services & Other Projects
Co-Ordinated Landscapes Pty Limited	469,652.33	Erskine Business Park Infrastructure Upgrades
Sparke Helmore Lawyers	451,402.78	Legal Services
Millennium Hi Tech Holdings Pty Ltd	392,932.47	Public Domain Cleaning Services
Academy Services (NSW) Pty Ltd	377,366.98	Childcare Cleaning
Australia Post	369,504.56	Bulk Collection Charges
Express Waste Pty Ltd	335,673.67	Waste Services
J Wyndham Prince Pty Ltd	317,538.10	Project Management Services
Form and Light Pty Ltd	301,697.99	High Street Upgrade- Lighting
Acron Building Services Pty Limited	293,073.83	Building Trades Services
TST Property Services	289,813.39	Amenities Cleaning
Fleetwood Urban Pty Ltd	279,029.80	Wharf Upgrade
Sportz Lighting	250,510.98	Upgrade of Lighting Erskine Park Sportsfield
Pageup People Pty Ltd	244,509.38	HR Functions
Total Drain Cleaning Pty Ltd	237,066.83	Plant Hire Various
Programmed Maintenance Services Ltd	220,422.10	Maintenance Services
L J Follington Constructions Pty Ltd	219,416.00	Grave Digging Services
Apple Pty Ltd	217,310.50	Technology Services
Trisley Hydraulic Services Pty Ltd	161,288.09	Leisure Centre Pool Pump Maintenance



**CONTRACTS AWARDED IN PREVIOUS YEARS WITH EXPENDITURE IN 2018-19
GREATER THAN \$150,000**

SUPPLIER	PAYMENTS FOR 2018-19 (INCL GST) (\$)	DESCRIPTION OF GOODS/SERVICES
Holcim Australia Pty Ltd t/a PF Concrete	157,631.98	Supply and Delivery of Premix concrete

The following payments of more than \$150,000 including GST were made on contracts implemented by umbrella organisations. These included State Government contracts, Local Government Procurement and Procurement Australia.

SUPPLIER	PAYMENTS FOR 2018-19 (INCL GST) (\$)	DESCRIPTION OF GOODS/SERVICES
State Asphalts Services Pty. Ltd.	4,659,275.16	Asphalt and Road Sealing
Penrith Subaru	2,269,972.29	Fleet Purchases
ERM Power Retail Pty Ltd T/A ERM Business Energy	1,753,522.76	Electricity Supply
Origin Energy	1,360,345.89	Electricity Supply
J & G Excavations & Asphaltting(NSW) Pty Ltd	1,328,108.59	Minor Asphalt and Road Sealing
Stabilised Pavement Of Australia Pty Ltd	1,265,425.38	Minor Asphalt and Road Sealing
Penrith City Automotive Pty Ltd	1,085,238.63	Fleet Purchases
Bernipave Pty Ltd	631,040.56	Bitumen, Emulsions and Asphalt Materials and Services
GYC Pty Ltd	585,872.70	Plant Equipment
A_Space Australia Pty Ltd	570,827.68	Playground Equipment
Caltex Australia	560,857.15	Fuel Cards
Site Group Pty Ltd	537,202.78	Traffic Management Services
Randstad Pty Ltd	509,114.42	Temporary Employment Services
Warren Linden Trading as All Season Design & Landscapes	364,274.24	Landscape Supplies
Combined Traffic Management Pty Ltd	360,885.59	Pavement Marking
Bucher Municipal Pty Ltd	357,492.35	Plant Parts and Services
Acer Computers Australia Pty Ltd	335,609.39	Technology Hardware
United Petroleum Wholesale	312,401.29	Bulk Fuel
Sinclair Ford	309,397.49	Fleet Purchases
Complete Urban Pty Ltd	286,934.89	Consultancy Design Services

SUPPLIER	PAYMENTS FOR 2018-19 (INCL GST) (\$)	DESCRIPTION OF GOODS/SERVICES
Gilbert & Roach	271,071.53	Plant Equipment
Park Pty Ltd	264,104.79	Bulk Fuel
Treeserve Pty Ltd	263,358.70	Provision of Tree Pruning and Associated Services
Colas New South Wales Pty Ltd	254,468.87	Bitumen, Emulsions and Asphalt Materials and Services
QBE Insurance (Australia) Ltd	252,973.01	Green Slip Insurance
Winc Australia Pty Ltd	250,549.08	Technology Hardware
EC Sustainable Pty Ltd	227,333.04	Waste Audit
Telstra Corporation Limited	225,246.45	Telephone and Data Services
Fuji Xerox Australia	222,885.18	Multifunction Device Supply
Orbital Traffic Management Aust. Pty Ltd	214,971.08	Traffic Management Services
J Blackwood & Son Pty Ltd	202,838.91	Hardware Goods
Hays Specialist Recruitment(Aust) Pty Ltd	195,832.69	Temporary Employment Services
PF Concrete (NSW) Pty Ltd	193,007.65	Supply & delivery of premixed concrete
IBZ Restaurant Pty Ltd	168,281.85	Provision of Catering - Evening Meals and Internal Catering
Fulton Hogan Industries Pty Ltd	166,824.71	Bitumen, Emulsions and Asphalt Materials and Services
Complete Office Supplies Pty Ltd	163,833.08	Stationary
Paper Moose Pty Ltd	161,000.00	Waste Consultancy Services
Leonard Advertising	160,076.73	Newspaper Advertising
Cardno (NSW/ACT) Pty Ltd	154,954.90	Flood Study



APPENDICES

Our rates and charges written off

The Local Government Act 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, 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 2018-19 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 & CHARGES WRITTEN OFF		\$
General Rates		111,485
Extra Charges		27,396
Domestic Waste		13,017
TOTAL		151,898

PENSIONER REBATE ABANDONMENTS		\$
General Rates - Statutory		1,825,782
Extra Charges		652,766
Domestic Waste		215,782
TOTAL		2,694,330

SUNDRY DEBTOR ABANDONMENTS		\$
Sundry Debtor		48,542
TOTAL		48,542

Capital Project - Submitted Expenditure Review

The following project business case was submitted to both the State and Federal Governments to request grant funding.

Regatta Park Precinct Project

Project Overview

The Nepean River is central to Penrith's lifestyle and identity. Our community is passionate about protecting and celebrating this spectacular natural feature. Working with our community, Council adopted the Our River Nepean River Masterplan in 2013 to ensure we make the most of one of our City's most prized assets. The Masterplan outlines a bold vision for the Regatta Park precinct including an exciting new playground, water's edge amphitheatre, terracing, cafes, restaurants, public art, new paths and

recreational facilities to complement and enhance existing community uses and events, the nearby gallery and open spaces. With a new pedestrian bridge connecting Regatta Park and the river with the City Centre, we have the opportunity to make our river a jewel in the City's crown. This investment will attract residents and visitors alike, for formal and informal recreation, events and festivals and in doing so showcase the authentic character of our river city.

PROJECT OBJECTIVES

KEY PROBLEM/ISSUE	KEY PROJECT OBJECTIVE	KEY SUCCESS INDICATOR
Growth from new communities in higher density residential developments within walking distance of the river will increase demand for access to the river and to quality open recreational space.	The upgraded and expanded Regatta Park with the realignment of River Road will create a larger and substantially enhanced open space within walking distance of higher density residential development.	<p>High levels of satisfaction among residents with how well:</p> <ul style="list-style-type: none"> new infrastructure and services are meeting the needs of a growing population Council is balancing the growth of our City whilst enhancing unique qualities <p>Based on Council's Community Satisfaction Survey.</p>
<p>There is strongly expressed community value in maintaining the Nepean River as a unique, cultural asset for the Penrith and Western Sydney region.</p> <p>There is a need for a substantial rest and recreation area at the city end of Great River Walk loop.</p>	Activate the Nepean River as a focal point and destination for social, cultural and recreational use.	<p>High levels of satisfaction among LGA residents with</p> <ul style="list-style-type: none"> the condition of all public spaces <p>Based on Council's Community Satisfaction Survey.</p>

PROJECT OBJECTIVES

KEY PROBLEM/ISSUE	KEY PROJECT OBJECTIVE	KEY SUCCESS INDICATOR
Penrith communities need encouragement to adopt more active lifestyles. Limited active travel (pedestrian and cycling) connection to the City	<p>Improve walking, cycling and accessibility with connected paths and increased use of Great River Walk and activation of the new Nepean River Bridge.</p> <p>Enhance recreation and play experiences, supporting active and healthy lifestyles.</p>	<p>Increased numbers of people walking and cycling within the Regatta Park precinct and accessing it using active transport via the Great River Walk and the new Nepean River Bridge.</p> <p>Increased numbers and diversity of people participating in outdoor physical activities.</p> <p>Based on regular site-specific pedestrian and cyclists counts to be developed.</p>
Limited accessibility to key sites and activities within the park area especially along the riverbank for people with a disability.	Delivering a place that is inclusive of people of all ages and abilities	<p>Increased number and diversity of people using the Park precinct for recreation (including people of all ages and abilities, people from culturally and linguistic diverse backgrounds).</p> <p>Based on regular site-specific user counts and customer surveys to be developed.</p>
Demand for regional play space, sports and safe access to nature and the river for recreational activities.	Enhanced recreation and play experiences and safe access to the river for recreational activities	<p>Increased participation in sports and recreational activities in the Park precinct.</p> <p>Based on Council bookings site-specific user counts and customer survey.</p>
The community highly values the health of the Nepean river and natural areas as important for Penrith and future generations.	Progressive improvements in river health and ecology.	<p>High proportion of residents who are satisfied</p> <ul style="list-style-type: none"> that the Nepean River and creeks are healthy with the protection of bushland, natural environment and wildlife <p>Based on Council's Community Satisfaction Survey</p>
<p>Regatta Park currently creates limited value from tourism.</p> <p>Current park has limited suitable space for use for festivals and events and limited space for viewing sporting and cultural events on the bank and in the river.</p>	<p>Provide festival and event space.</p> <p>Increase recreational and tourist value.</p> <p>Places to view sporting and cultural events on the banks and in the river.</p>	<p>Increased number and diversity of festivals and events held at Regatta Park Precinct.</p> <p>Increased numbers and diversity of people attending at festivals and events at Regatta Park.</p> <p>Increased usage of Regatta Park precinct for viewing sporting and cultural events on the banks and in the river.</p> <p>Based on Council bookings and attendees at hosted events.</p>

PROPOSED CAPITAL FUNDING CONTRIBUTIONS (\$000S)

	2018-19	2019-20	2020-21	2021-22	REMAINING YEARS	TOTAL
Project capital costs	1.5m	12m	10.5m			24m

FUNDING SOURCES

Australian and NSW Governments (subject of this request under the Liveability Program)	-	12m	3m	-	-	15m
Council contributions	1.5m	0	7.5m	-	-	9m
Industry contributions	-	-	-	-	-	-
Community contributions	-	-	-	-	-	-
Other Australian or NSW government contributions - please specify	-	-	-	-	-	-
Other funding sources (please detail)	-	-	-	-	-	-
SUB-TOTAL	1.5M	12M	10.5M	-	-	24M

Projected Capital Costs

To assist to inform the cost-benefit analysis, the projected capital costs on an unescalated basis (without allowance for inflation) are \$24 million.

To assist to inform funding and affordability assessment the assumed inflation rate and its basis is 2.3% (based on 2018-19 Local Government Cost-Index).

All costs estimates have been reported exclusive of GST.



APPENDIX 7 – OUR COMPANION ANIMALS

Council undertakes a variety of activities to help ensure compliance with the *Companion Animals Act 1998* and the *Companion Animals Regulation 2008*. During 2018-19, we continued to provide a range of programs and community education activities, including:

- Encouraging and promoting discounted desexing programs run by local veterinarians
- Distributing desexing pamphlets and flyers at two council microchipping days and with all Companion Animal Register correspondence
- Participating in senior education programs aligned with Seniors Week, with written information distributed and advice given to older people in our community to help ensure they can benefit from a companion animal without experiencing problems
- Assisting animal welfare organisations to promote pensioner discounts for desexing

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 the formal agreement with Hawkesbury City Council Animal Shelter to share resources (a no-kill shelter)
- Assessment and classification of animals deemed suitable for rehoming
- Continually liaising with private animal rescue/rehoming organisations
- Increased social media presence around rehoming initiatives by both Penrith and Hawkesbury Councils
- Prioritising education around microchipping and return rates in current and future programs

Council has six active off-leash parks which are identified on our website, with the park at Jamisontown still decommissioned (a temporary facility is in place). 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 (including a fenced area)
- St Clair Avenue, St Clair (including a fenced training area)
- Boronia Park, North St Marys
- Cullen Avenue, Jordan Springs (including a fenced area)
- Signposted area off Victoria Street (near Shaw Street), Werrington
- *Jamison Park on Racecourse Road, South Penrith (currently de-commissioned for remediation works - temporary fenced dog park is available adjacent to this site)*

Council's budget for companion animal management and activities in 2018-19 was a net figure of \$650,500, with an actual net result of \$571,081. No external funding was made available for managing and controlling companion animals during 2018-19. Council issued penalty infringements to the value of \$136,750 for various animal control offences.

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 2018-19 to the Office of Local Government.

Case Study: Mak's Story

On a Wednesday in May 2019, the Animal Services team received a call from a concerned member of the public about a skinny stray dog who was lying on her lawn. Our team attempted to catch the dog, who was extremely emaciated and obviously in poor health, but Mak was too frightened and ran off into a bush area.

After much discussion between the home owner and two Animal Services Officers, the decision was made to set our large dog trap. The trap was retrieved and brought out to the property where Mak was last sighted. A juicy buffet of BBQ chicken and dog biscuits was laid out in the trap, along with a large bowl of water. The home owner was given both Animal Services Officers' phone numbers to call if and when the dog was sighted in the trap.

The next day the home owner called to say the dog was in the trap. Both Animal Services Officers attended the property and were shocked by the extremely rough condition Mak was in. After getting Mak out of the trap, it was surprising to see how gentle and thankful he was to receive human affection again. He needed urgent veterinary assessment and was rushed out to the vet. At this point the Animal Services Officers were unsure if he would recover from the ordeal he had endured.

The staff at the vet were also shocked by Mak's condition, and began to run his vitals and perform health checks. Despite Mak being extremely emaciated and flea-ridden, his vitals were good. The Animal Services Officers stayed and helped the vet staff give Mak a nice warm bath, a much-needed flea and worming tablet, comb out the fleas still on him and give him a well-deserved comfy bed with a bowl of food and water nearby.



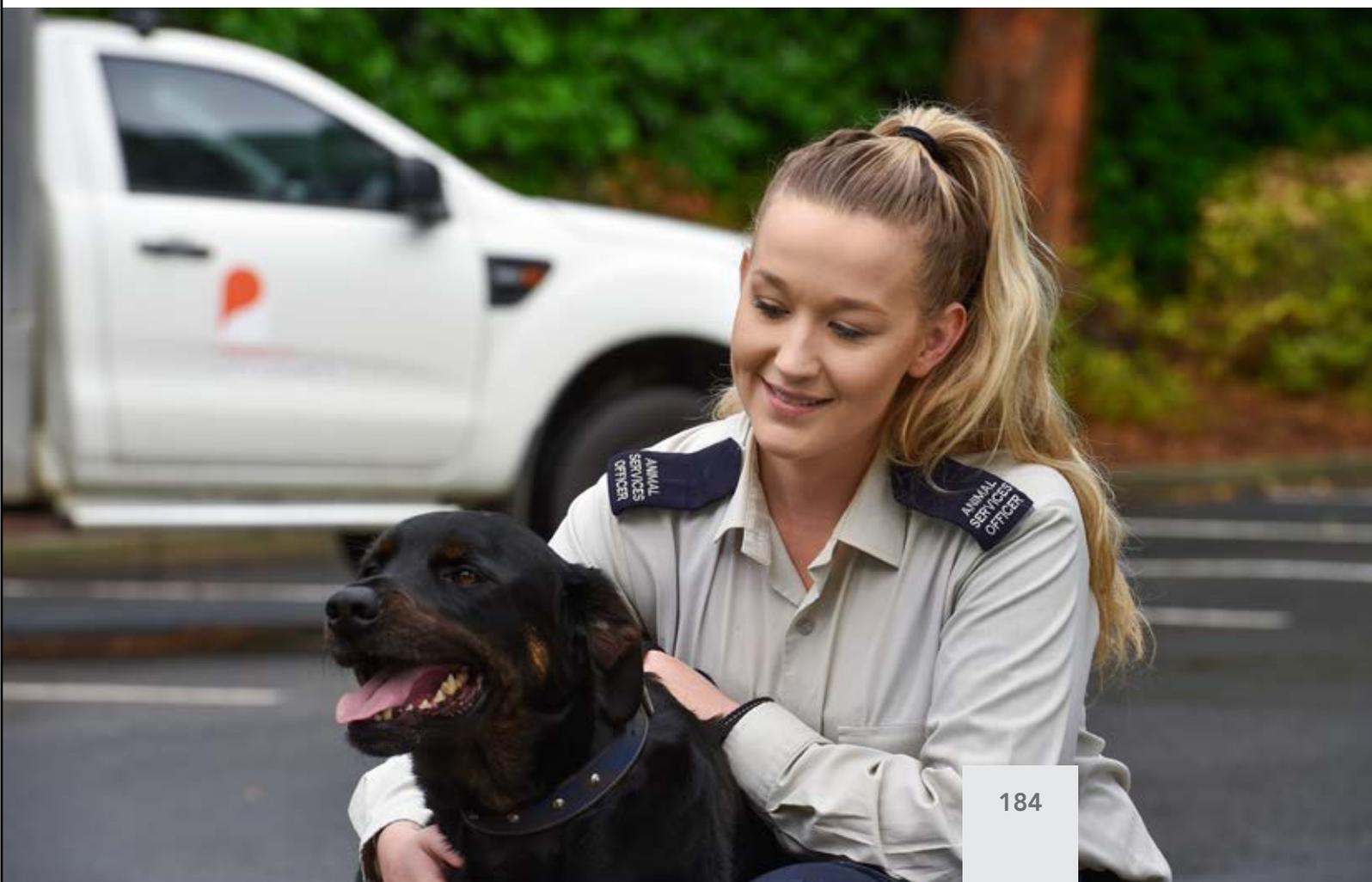
Mak was already microchipped, however we feared the details weren't up to date. An attempt to make contact with the registered owner was made and voice messages left. We received a call back from the registered owner, who was in complete distress. The owner was told months ago that Mak had been killed by a car and brought into a vet clinic. We discovered that he had been missing for 10 months and his owner was amazed he was able to survive that long, considering he was eight years old. Since Mak had been lost, the owner's living arrangements had changed and they wouldn't be able to care for him, as he needed around-the-clock care after his ordeal. After discussing all possible avenues with the Animal Services Officers, the owners made the difficult decision to surrender him to Penrith Council.

It was at this point we contacted a rescue group to find out if they had a foster carer who was willing to look after Mak, as he wasn't fit to be impounded at an animal holding facility. He needed to be in a home environment rather than a kennel environment. The rescue organisation was able to find a carer for him within hours and Mak was picked up the next day. His recovery journey began and after months of specialist care from his wonderful foster family, Mak has made an amazing recovery.

Mak is still in foster care and waiting to find his forever home.

LODGEMENT OF POUND DATA COLLECTION RETURNS WITH THE OLG (SURVEY OF COUNCIL SEIZURES OF CATS AND DOGS)	#
Dogs impounded	785
Cats impounded	676
Released to owners (dogs)	220
Released to owners (cats)	16
Sold (dogs)	334
Sold (cats)	252
Released to external agencies for re-homing (dogs)	93
Released to external agencies for re-homing (cats)	157
Euthanised dogs	9
Euthanised cats	12
Rehomed (dogs)	708
Rehomed (cats)	454

LODGEMENT OF DATA ABOUT DOG ATTACKS WITH THE OLG	#
Attacking dogs total	77
Attacking dogs (human victims)	20
Attacking dogs (animal victims)	57



APPENDIX 8 - 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

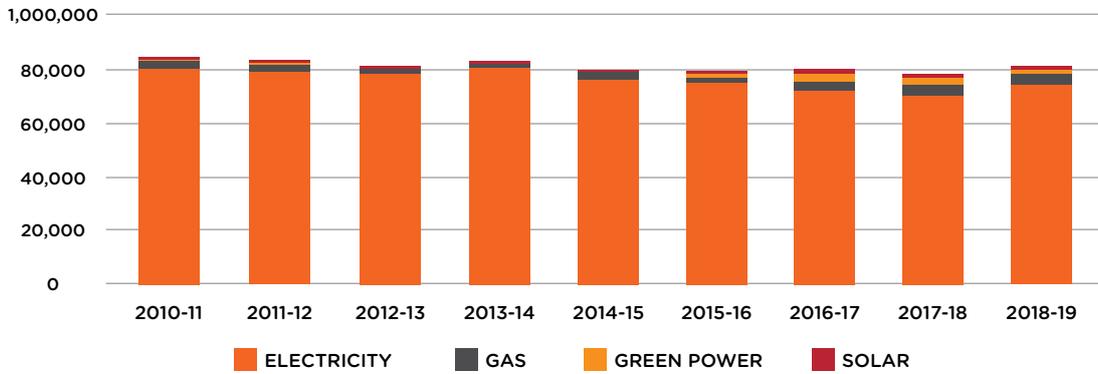
Since the baseline year (2010-11) combined energy consumption across all Council assets and facilities has been trending downwards from a high of 83,603GJ in 2010-11 to 80,502GJ in 2018-19, a

drop of 3.7%. This is a result of ongoing energy management and the upgrading and improvement of plant and fixtures at our facilities. Despite the overall reduction in energy consumption since the baseline, in 2018-19 energy use increased slightly compared to the previous year, with a rise of 3.8%. There are several reasons for this –the number of assets owned and managed by Council has increased, asset usage has increased and there have been changes to the operational practices of our main community facilities. For example, installation of splash pads and water play areas in several places across the City have contributed to the increases in both energy and water use. These facilities are valuable for the community and help address urban heat – another key issue we face. Part of Council's ongoing sustainability challenge is balancing the needs of the community for access to facilities and the impact this has on resource use.

Part of our response to achieving this balance is to change the mix of energy used to power our facilities, with the contributions from rooftop solar increasing. This is a positive 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, however due to GreenPower being excluded from a temporary power supply contract for major sites this year the amount of GreenPower used has decreased by 63% compared to 2017-18. The new electricity supply contact will reinstate 10% GreenPower for major sites, with a contribution of up to 20% for minor sites currently being negotiated. Both contracts will come into place on 1 January 2020.

Street lighting is responsible for almost half of the energy consumed by Council and presents a significant opportunity for energy efficiency projects into the future. A second round of LED streetlighting upgrades is currently being planned as part of projects funded through the Sustainability Revolving Fund.

Energy Consumption - All Council Assets (GJ)

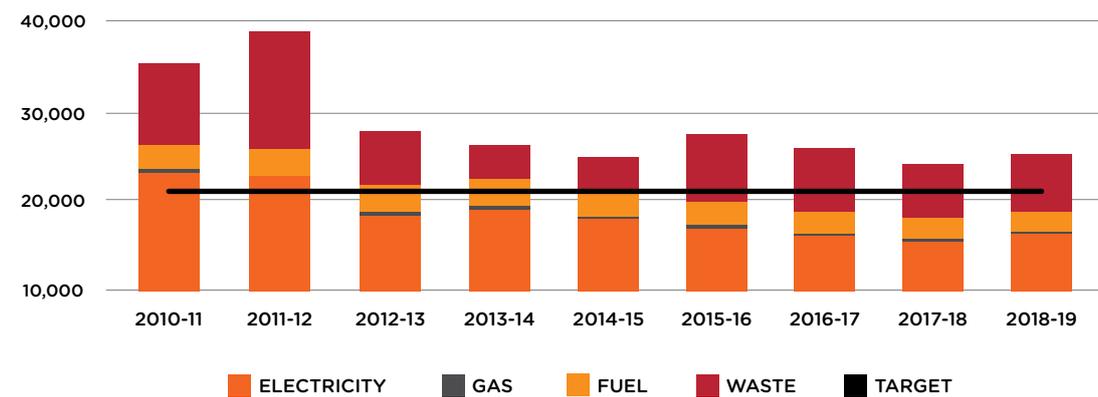


Our emissions

The following graph shows emissions associated with electricity and gas consumption over the last 9 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 red line.

Since the baseline year (2010-11) combined emissions across electricity, fuel and waste have decreased by 29% from 35,722 tonnes of CO₂ equivalent in 2010-11 to 25,379 tonnes in 2018-19. Despite the overall reduction in emissions since the baseline, emissions increased slightly in 2018-19 compared to the previous year. This increase is associated with temporary changes to the supply of GreenPower in 2018-19 (as mentioned previously) and a slight increase in energy use and waste to landfill.

Total Emissions (TonneCO₂e)





Our Solar Installations & Greenpower

In 2018-19 Council generated 1,535.5GJ of electricity from rooftop solar systems located on 37 sites, up by 15% from the previous year. New installations included two systems at Council neighbourhood centres which have a combined capacity of more than 20kW. Investigations into additional solar installations are continuing with more installations planned for the next financial year.

Council also purchases 10% accredited Greenpower for our facilities, excluding street lights. In 2018-19 this accounted for 1,063GJ of energy coming from accredited low carbon sources. This decreased by 63% in 2018-19 compared to the previous year due to GreenPower for major sites being excluded from the temporary 12 month supply contract (as mentioned previously). The new electricity supply contact will reinstate 10% GreenPower for major sites, with a contribution of up to 20% for minor sites currently being negotiated. Both contracts will come into place on 1 January 2020.

Combined, the energy generated by Council's rooftop solar systems and the accredited Greenpower purchased for our sites equates to 2,598.5GJ or 3% of our total energy consumption in 2018-19.

Our Sustainability Revolving Fund

Penrith City Council's highly successful Sustainability Revolving Fund 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.

Since its inception the Fund has supported 48 projects to the value of more than \$1.5m. The first project involved lighting and air conditioning upgrades. Since then the Fund has supported the installation of solar panels, heat reflective roof paint, solar hot water systems, and LED street lighting. Combined these projects result

in savings of more than \$600,000 each year, along with abatement of more than 3,100 tonnes of CO2 equivalent.

In 2018-19 the Fund enabled a lighting upgrade at Council's St Marys Library, and funded an electric vehicle charging station to support the trial of an electric Renault Kangoo ZE vehicle in Council's fleet. An additional \$1,847,990 was approved at the end of 2018-19 for a second LED street lighting upgrade with works due to commence in 2020, which will result in substantial cost savings and reductions in emissions.

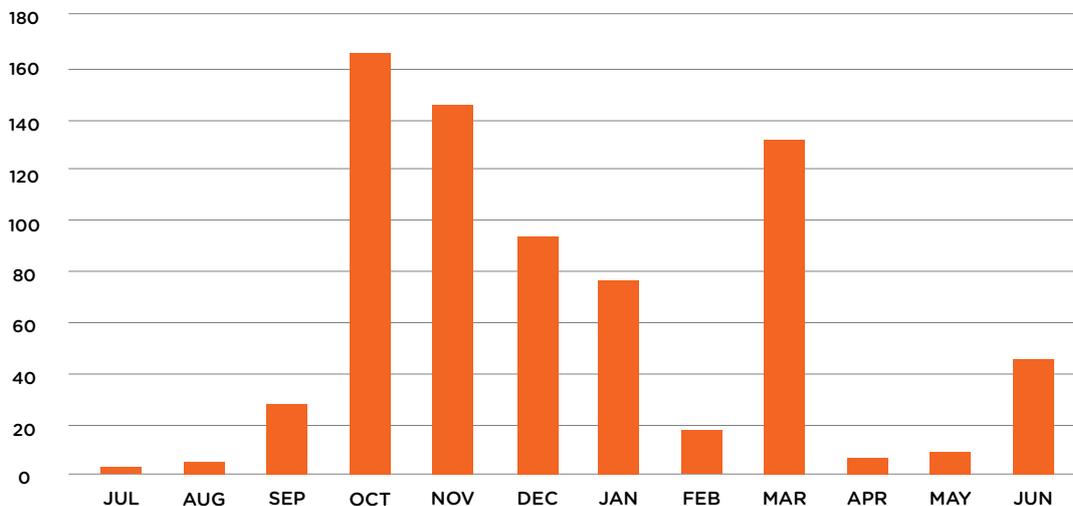
Successful projects that result in financial savings are required to repay the initial project cost. In addition, projects must also return the identified savings from the project back into the Fund for a minimum of 3 years. This allows the Fund to continue to support more projects into the future.

Our Water Use

A billing issue with Sydney Water has meant that data for water use in 2018-19 is not yet available. 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, with water sensitive urban design and water capture project planned to for the next 12 months.

This year, 731.6mm of rainfall was recorded, an increase of 96% since last year. This is also slightly higher than the long-term annual average rainfall of 717mm. It is expected that this increase will be reflected in a decrease in water use, however until billing data is available the extent of the decrease will not be known.

2018-19 Monthly Rainfall



APPENDIX 9 - OUR DISABILITY INCLUSION ACTION PLAN

There are approximately 38,000 residents identified as living with disability in our City, including over 11,000 people with a profound or severe disability who need assistance with daily activities. Penrith's growing ageing population will also experience the challenges associated with increasing frailty, including mobility issues, hearing loss and vision impairment. Implementation of Penrith City's Disability Inclusion Action Plan (DIAP) 2017-2021 continues to occur as part of the day-to-day business of Council to ensure we include people with disability in community places, programs and events. The priorities identified in the DIAP have been integrated into Council's 2017-21 Delivery Program, with our response to the issues identified through the DIAP consultation process consistent with the four focus areas identified by the Local Government NSW DIAP Guidelines:

- Developing positive community attitudes and behaviours
- Creating liveable communities
- Supporting access to meaningful employment
- Improving access to services through better systems and processes

Access initiatives undertaken this past year have included upgrading the hearing loops at Penrith and St Marys Libraries, increasing accessible seating provision at the Joan and improving access to the Cook Park playground in St Marys.

Council also continues to support organisations working in the aged and disability sector through the regular Penrith Community Care Forum.

This has been particularly important as the sector adapts to changes related to the implementation of National Disability Insurance Scheme (NDIS).

The Nepean Jobs For All project concluded in September 2018 with a small business incubator course, attended by 11 people with disability. Information about this project and resources to support the employment of people with disability are available on Council's website.

The two day Nepean Disability Expo held in September 2018 provided a fantastic opportunity for local people with disability to find out about the latest products, services, technology, aids and equipment. It also provided an opportunity for product and service providers to connect with each other; and more importantly, to connect with people with disability, their families and carers. International Day of People with Disability, celebrated in December, also provided opportunities for service providers to gather alongside people with disability, their families and carers at the Council-lead event in The Mondo civic space.

The following table presents a summary of the focus areas, the priority actions and our progress on them in 2018-29, as well as the Delivery Program Strategy and Activities that we will deliver between 2017 and 2021.



DIAP FOCUS AREA	DIAP PRIORITY	OUTCOME AND STRATEGY NUMBER	2018-19 PROGRESS
ATTITUDES AND BEHAVIOURS	Promote diversity and inclusion through media stories and positive Council imagery	<p>Outcome 6 We are healthy and share strong community spirit</p> <ul style="list-style-type: none"> • Strategy 6.2 Help build resilient, inclusive communities <ul style="list-style-type: none"> ○ Activity 6.2.6 Conduct and support events that include all members of our community 	Council's 2018 celebration of International Day of People with Disability utilised the skills of some talented local people with disability, facilitating creative workshops for attendees
	Develop and implement creative projects that are inclusive of people with disability	<p>Outcome 6 We are healthy and share strong community spirit</p> <ul style="list-style-type: none"> • Strategy 6.3 Enhance the cultural vitality of the City <ul style="list-style-type: none"> ○ Activity 6.3.2 Support and implement initiatives which contribute to culture and creativity 	Council continues to support Nepean No Boundaries Art Group with accommodation and administration of group funds
	Provide training to staff in quality service and responding to individual customer needs	<p>Outcome 7 We have confidence in our Council</p> <ul style="list-style-type: none"> • Strategy 7.5 Build our organisation as "Penrith City Council, the place to be" <ul style="list-style-type: none"> ○ Activity 7.5.2 Build the talents and capabilities of our staff 	Development of our new Customer Promise was the result of Council's engagement with a range of external customers. We asked residents to tell us about their experience as a customer of Council and how we can make it better
LIVEABLE COMMUNITIES	Facilitate accessible and adaptable housing in future housing / development strategies	<p>Outcome 2 We plan for our future growth</p> <ul style="list-style-type: none"> • Strategy 2.1 Facilitate development in the City that considers the current and future needs of our community <ul style="list-style-type: none"> ○ Activity 2.2.1 Plan for and facilitate development in the city 	Council supported the promotion of several NDIS Supported Disability Accommodation developments, so that residents in need of that type of accommodation were made aware of its availability. Development of Council's Affordable Housing Strategy will occur during 2019-20

DIAP FOCUS AREA	DIAP PRIORITY	OUTCOME AND STRATEGY NUMBER	2018-19 PROGRESS
LIVEABLE COMMUNITIES	Review accessibility elements within Council's Development Control Plan	<p>Outcome 2 We plan for our future growth</p> <ul style="list-style-type: none"> • Strategy 2.2 Protect the City's natural areas, heritage and character <ul style="list-style-type: none"> ○ Activity 2.2.1 Ensure our policies, strategies and plans set a clear direction for managing the growth of our City • Strategy 2.3 Ensure services, facilities and infrastructure meet the changing needs of our City <ul style="list-style-type: none"> ○ Activity 2.3.1 Ensure our policies, strategies and plans provide for the services and infrastructure our City needs 	This review will commence following the development of Council's Local Strategic Planning Statement in October 2019
	Implement the adopted programme for the roll out bus shelters that are compliant with the Disability Discrimination Act (DDA)	<p>Outcome 3 We can get around the city</p> <ul style="list-style-type: none"> • Strategy 3.1 Work with partners to improve public transport <ul style="list-style-type: none"> ○ Activity 3.1.2 Work with providers to review existing and plan for new public transport services 	Six DDA compliant bus shelters were installed during 2018-19 at sites in Claremont Meadows, Cambridge Park, Jamisontown, Cranebrook, St Clair and Kingswood. At high usage bus stop locations, tactile indicators have also been installed
	Ensure the adopted PATHS strategy is implemented	<p>Outcome 3 We can get around the city</p> <ul style="list-style-type: none"> • Strategy 3.2 Provide a safe and efficient road and pathway network <ul style="list-style-type: none"> ○ Activity 3.2.3 Implement the footpath and shared pathway program 	1,960m of shared pathway, and 2,825m of footpath installed within 2018-19

DIAP FOCUS AREA	DIAP PRIORITY	OUTCOME AND STRATEGY NUMBER	2018-19 PROGRESS
LIVEABLE COMMUNITIES	Finalise and implement the Pedestrian Accessibility Mobility Plan (PAMP) (*subject to RMS funding)	Outcome 3 We can get around the city <ul style="list-style-type: none"> • Strategy 3.2 Provide a safe and efficient road and pathway network <ul style="list-style-type: none"> ○ Activity 3.2.3 Implement the footpath and shared pathway program 	Transport for NSW did not provide funding for this project in 2018-19. Funds will be sought again in 2019-20
	Improve accessibility to the river at Tench Reserve	Outcome 4 We have safe, vibrant places <ul style="list-style-type: none"> • Strategy 4.1 Make our public places safe and attractive <ul style="list-style-type: none"> ○ Activity 4.1.9 Manage the delivery of Council's major capital projects 	New boat ramp and trailer parking featuring accessible pathways scheduled to open in October 2019. This frees up current boat ramp area for a new project to provide a fully accessible waterfront promenade with dedicated pathway and vehicle access. Extensive accessible foot paths and shared paths constructed along the length of Tench Reserve
	Identify opportunities in Council's Sport, Recreation, Open Space, and Play strategy for provision of access and participation that is inclusive and accessible	Outcome 6 We are healthy and share strong community spirit <ul style="list-style-type: none"> • Strategy 6.1 Provide opportunities for our community to be healthy and active <ul style="list-style-type: none"> ○ Activity 6.1.6 Manage sport and recreation facilities, programs and services to meet community needs 	Significant work has been undertaken on this strategy, which is a comprehensive City-wide assessment of Council's current and future needs for recreation and play facilities, sporting fields and open space areas. It is anticipated that this strategy will be adopted in 2019-20

DIAP FOCUS AREA	DIAP PRIORITY	OUTCOME AND STRATEGY NUMBER	2018-19 PROGRESS
LIVEABLE COMMUNITIES	Accessible infrastructure improvements are incorporated into asset management plans	<p>Outcome 7 We have confidence in our Council</p> <ul style="list-style-type: none"> Strategy 7.2 Manage our money and our assets to be sustainable now and into the future <ul style="list-style-type: none"> Activity 7.2.1 Manage Council's assets to minimise risk, reflect lifecycle costs and meet community needs 	Tactile indicators at 80 bus stops in high priority locations (determined by Opal Card usage) were delivered in 2018-19. Footpath widening occurred at two primary schools, plus the construction of footpath at a new Specialist Disability Accommodation service
	Undertake projects that support local business to increase employment of people with disabilities	<p>Outcome 6 We are healthy and share strong community spirit</p> <ul style="list-style-type: none"> Strategy 6.1 Provide opportunities for our community to be healthy and active <ul style="list-style-type: none"> Activity 6.1.3 Deliver programs and work with government and community organisations to improve health and wellbeing 	The Nepean Jobs For All (NJFA) project included a small business incubator program hosted by Council in August-September 2018. This was attended by 11 people with disability. Extensive information about NJFA is available on Council's website
EMPLOYMENT	Council's "Equal Employment Opportunity" (EEO) management plan includes an objective to increase the number of people employed by Council with disability	<p>Outcome 7 We have confidence in our Council</p> <ul style="list-style-type: none"> Strategy 7.5 Build our organisation as "Penrith City Council, the place to be" <ul style="list-style-type: none"> Activity 7.5.1 Promote our values of Respect, Being Accountable, and Innovation 	In 2018-19, Council's traineeship program employed three trainees who identified as having a disability in Business Administration, and twelve trainees who identified as having a disability in Children's Services

DIAP FOCUS AREA	DIAP PRIORITY	OUTCOME AND STRATEGY NUMBER	2018-19 PROGRESS
SYSTEMS AND PROCESSES	Ensure that the community is aware of Council's Access Committee	Outcome 6 We are healthy and share strong community spirit <ul style="list-style-type: none"> • Strategy 6.1 Provide opportunities for our community to be healthy and active <ul style="list-style-type: none"> ○ Activity 6.1.3 Deliver programs and work with government and community organisations to improve health and wellbeing 	In January 2019 long term Access Committee community member Farah Madon was named Penrith Citizen of the Year, which was publicised locally
	Review the accessibility of Council's front counter	Review the accessibility of Council's front counter Outcome 7 We have confidence in our Council <ul style="list-style-type: none"> • Strategy 7.1 Be open and fair in our decisions and dealings with people <ul style="list-style-type: none"> ○ Activity 7.1.7 Provide a quality customer experience through the contact centre and front counter 	Planning has commenced for a staged process of refurbishment for Penrith Civic Centre. Expected completion date for this project is late 2020
	Improve the accessibility of Council's website	Outcome 7 We have confidence in our Council <ul style="list-style-type: none"> • Strategy 7.4 Keep our community informed about what Council is doing and how they can have their say in decisions that affect them <ul style="list-style-type: none"> ○ Activity 7.4.1 Keep our community informed about what council is doing 	In 2017-18 a website access audit was undertaken, and all recommendations were implemented. In February 2019 Council's website migrated to a new platform and we continue to maintain the accessibility of the website
	Provide training about accessible documents and access to information across relevant Council services	Outcome 7 We have confidence in our Council <ul style="list-style-type: none"> • Strategy 7.5 Build our organisation as "Penrith City Council, the place to be" <ul style="list-style-type: none"> ○ Activity 7.5.2 Build the talents and capabilities of our staff 	Training scheduled to be delivered in 2019-20.

COMPLIANCE CHECKLIST

INFO	LEGISLATION	DETAILS	PAGE
Environmental Agreements	Act s 54P(1)	Include particulars of any environmental upgrade agreement entered into by the council.	N/A
Special Rate Variation	Special Rate Variation Guidelines* (SRV Guidelines) 7.1	Report on activities funded via a special rate variation of general income including: <ul style="list-style-type: none"> reporting requirements set out in the Instrument of Approval projects or activities funded from the variation outcomes achieved as a result of the project or activities. 	163
Rates & Charges	Local Government (General) Regulation 2005 (Reg), cl 132	Amount of rates and charges written off during year.	177
Overseas Visits	Reg cl 217(1)(a)	Details, including purpose of overseas visits by councillors, council staff or other persons representing council (including visits sponsored by other organisations).	142
Councillor Expenses	Reg cl 217(1)(a1) (i), (ii), (iii), (iv), (v), (vi), (vii), (viii)	Total cost during the year of the payment of expenses of, and the provision of facilities to, councillors in relation to their civic functions. Identify separate details on the total cost of: <ul style="list-style-type: none"> provision of dedicated office equipment allocated to councillors telephone calls made by councillors attendance of councillors at conferences and seminars training of councillors and provision of skill development interstate visits by councillors, including transport, accommodation and other out-of-pocket travelling expenses overseas visits by councillors, including transport, accommodation and other out-of-pocket travelling expenses 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 Mayors and Councillors expenses involved in the provision of care for a child of, or an immediate family member of, a councillor. 	130

INFO	LEGISLATION	DETAILS	PAGE
Contracts	Reg cl 217(1)(a2) (i), (ii)	<p>Details of each contract awarded for amounts greater than \$150,000 including:</p> <ul style="list-style-type: none"> • name of contractor (except employment contracts – contracts of service) • nature of goods or services supplied • total amount payable. 	172- 176
Legal Proceedings	Reg cl 217(1)(a3)	<p>Summary of the amounts incurred by the council in relation to legal proceedings including:</p> <ul style="list-style-type: none"> • amounts incurred by council in relation to proceedings taken by or against council (including out of court settlements) • summary of the state of the progress of each legal proceeding and (if finalised) the result. 	134- 140
Works on Private Land	Reg cl 217(1) (a4) & Act s 67, 67(2)(b)	<p>Include resolutions made concerning work carried out on private land, including:</p> <ul style="list-style-type: none"> • details or a summary of any resolutions made under section, and • 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. 	167
Financial Assistance Grants	Reg cl 217(1)(a5) & Act s 356	Total amount contributed or otherwise granted to financially assist others.	159
Delegated Functions	Reg cl 217(1)(a6)	Statement of all external bodies that exercised functions delegated by council.	131- 132
Controlling Interests	Reg cl 217(1)(a7)	Statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies in which council held a controlling interest.	132
Council Participation	Reg cl 217(1)(a8)	Statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies in which the council participated during the year.	132
Equal Employment Opportunity	Reg cl 217(1)(a9)	Statement of activities to implement its EEO management plan.	121- 126

INFO	LEGISLATION	DETAILS	PAGE
General Manager Remuneration	Reg cl 217(1)(b) (i), (ii), (iii), (iv), (v)	<p>Statement of the total remuneration package of the general manager including:</p> <ul style="list-style-type: none"> • total value of the salary component of the package • total amount of any bonus, performance or other payments that do not form part of the salary component • 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 • total value of any non-cash benefits for which the general manager may elect under the package • total amount payable by way of fringe benefits tax for any such non-cash benefits. 	143
Senior Staff Remuneration	Reg, cl 217(1)(c) (i), (ii), (iii), (iv), (v)	<p>Statement of the total remuneration packages of all senior staff members, expressed as the total (not of the individual members) including:</p> <ul style="list-style-type: none"> • total value of salary components of their packages • total amount of any bonus, performance or other payments that do not form part of salary components of their packages • total amount payable by the council by way of the employer's contribution or salary sacrifice to any superannuation scheme to which any of the may be a contributor • total value of any non-cash benefits for which any of them may elect under the package • total amount payable by way of fringe benefits tax for any such non-cash benefits. 	143

INFO	LEGISLATION	DETAILS	PAGE
Companion Animals	Reg cl 217(1)(f) Companion Animals Guidelines* (CA Guidelines)	<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 Companion Animals Act 1988 (CA Act) and the Companion Animal Regulation 2018, including:</p> <ul style="list-style-type: none"> • lodgement of pound data collection returns with the OLG (Survey of council seizures of cats and dogs). • lodgement of data about dog attacks with the OLG. • amount of funding spent on companion animal management and activities. • community education programs carried out and strategies the council has in place to promote and assist the desexing of dogs and cats. • strategies in place for complying with the requirement under s 64 of the CA Act to seek alternatives to euthanasia for unclaimed animals. • off leash areas provided in the council area • detailed information on fund money used for managing and controlling companion animals in its area. 	181-183
Stormwater Management	Reg cl 217(1)(e)	A statement detailing the stormwater management services provided (if levied).	166
Capital Projects	OLG Capital Expenditure Guidelines*	Report on certain proposed capital works projects where a capital expenditure review had been submitted.	178-180
Carers	Carers Recognition Act 2010 (CR Act), s 8(2)	Councils considered to be 'human service agencies' under the CR Act (provide services directed at carers and/or people being cared for by carers) must report on compliance with the CR Act for the reporting period.	N/A
Disability Inclusion	Disability Inclusion Act 2014, s 13(1)	Information on the implementation of council's Disability Inclusion Plan and give a copy to the Minister for Disability Services.	188-193
Planning Agreements	Environmental Planning & Assessment Act 1979, s 7.5(5)	Particulars of compliance with and effect of planning agreements in force during the year.	167

INFO	LEGISLATION	DETAILS	PAGE
Recovery & Threat Abatement	Fisheries Management Act 1994, s220ZT (2)	Recovery and threat abatement plans - Councils identified in a plan as responsible for implementation of measures included in the plan, to report on actions taken to implement measures as to the state of the environment in its area.	N/A
Swimming Pools	Swimming Pools Act (SP Act) 1992, s 22F(2) Swimming Pools Regulation 2018 (SP Reg) cl 23	Details of inspections of private swimming pools. Include: <ul style="list-style-type: none"> • number of inspections of tourist and visitor accommodation. • number of inspections of premises with more than 2 dwellings. • number of inspections that resulted in issuance a certificate of compliance under s22D of the SP Act number of inspections that resulted in issuance a certificate of non-compliance under cl 21 of the SP Reg.	99
Public Access - GIPA	Government Information (Public Access) Act 2009, s 125(1) Government Information (Public Access) Regulation 2018, cl 8, Schedule 2	Information included on government information public access activity.	144-149
Public Interest Disclosure	Public Interest Disclosures Act 1994, s 31 Public Interest Disclosures Regulation 2011, cl 4	Information included on public interest disclosure activity.	149

INFO	LEGISLATION	DETAILS	PAGE
The following items are also required but are not specifically listed in the OLG Checklist but have other reporting requirements or are recognised as good reporting practice			
Sustainability Initiatives	-	Summary of sustainability achievements and actions that was carried out during the year	184-187
Access & Equity Activities	-	Information and highlights on programs and activities	150-159
Advocacy	-	Summary of advocacy activities for the year and key issues / achievements	141
Attendance at Meetings	-	Summary of councillor attendance at meetings	129
Calendar of Events	-	Listing of key events hosted and supported by Council during the year	150-151
Economic Development	-	Summary of economic development activities for the year and key issues / achievements.	141
Internal Audit	-	Summary of internal audit approach and key issues / changes for the year	134
Needs of Children	-	Information on the range of programs and services providing for the needs of children	160-162
Mayor & GM Message	-	Messages outlining key achievements and challenges for the year. Mayor = strategic focus, GM = operational focus.	7-9
Our People Information	-	General information for the Our People chapter, including 'Who are we?', organisational structure, statistics, WHS, EEO and updates to relevant tables. Information on initiatives, events, challenges and highlights for the year	116-127
Public Addresses at Council	-	Number of members of the public that addressed Council meetings	130
Risk Management	-	Summary of risk management and key issues / changes for the year	133
Financial Summary Information	-	Summary Information 'The Year in Review' 'Key Financial Results' 'Where does our money come from?' and 'How did we spend it?'	10-11
Fit For The Future	-	Report on Council's results against the For The Future Measures	165-166
Community Engagement	-	Snapshot of Community engagement activities over the year	30-33

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.

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

Capital Projects: Projects, which involve expenditure on capital works.

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

CBD: Central Business District.

CCC: Child Care Centre.

City Strategy: Examines the key issues facing us over the next 10-20 years and outlining how Council will respond. The City Strategy includes issues that are not within Council's direct control. The issues and policy responses in the City Strategy inform the Community Plan and Council's 4 year Delivery Program. The City Strategy addresses seven themes – housing, jobs and economy, transport and access, infrastructure delivery, community wellbeing, the environment and places.

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

Community 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 Plan identifies some outcomes that are beyond Council's responsibilities. The Community 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 engaged with its community and partners in developing the Community Plan. Over time it will be reviewed to outline how Council will ensure regular engagement and discussion with our communities about their needs and aspirations for the City.

DA: Development Application.

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

EEO: Equal Employment Opportunities

Indicators: Assessment methods for determining whether the community outcomes in the Community Plan are being achieved. These are found in the Community Plan.

Integrated Planning and Reporting Legislation and Framework (IPR): 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 Resourcing Strategy and a Delivery Program (including 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 Plan.

LTFP: Long-term Financial Plan.

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

Results Based Accountability (RBA): RBA is a framework for developing performance measures and community indicators. It is a framework that aims to set indicators that measure not just what you do, but also the effectiveness of what you do, and whether what you are doing is actually having an achieving the outcomes that you intended it to and therefore providing benefit to the community.

RFS: NSW Rural Fire Service.

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).

Service Activities: The principal activities that each of Council's services delivers each year and generally accounts for more than 20% of a service's resources delivered over the 4 years of the Delivery Program. The term 'manage' when used in service activities includes coordinating, implementing, reviewing and researching to contemporary standards, up to date.

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 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.

WHS: Work Health and Safety

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 Διεμνηνέων 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 आपकी ओर से पेनरथि सिटी 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 شما تماس بگیرند. یا اینکه به شهرداری Council آمده و مترجم بخواهید. (02) 4732 7777 از جانب شما تماس بگیرید.
SINGHALESE	ඔබට මෙය කියවීමට නොහැකි නම්, කරුණාකර දුරකථන අංක 131 450 ඔබේ දුරකථන පරිවර්තන සේවාව (Telephone Interpreting Service) අමතා ඔබ ලොවෙහි දුරකථන අංක (02) 4732 7777 අමතා පෙත්විත් නගර සභාව (Penrith City Council) හා සම්බන්ධ කර දෙන ලෙස ඉල්ලා සිටින්න. නැතිනම් නගර සභාව වෙත පැමිණ හාන පරිවර්තකයකු ලබා දෙන ලෙස ඉල්ලා සිටින්න.
TAMIL	இதை உங்களால் வாசிக்க இயலவில்லை என்றால், 'தொலைபேசி உரைபெயர்ப்பு சேவை'யை 131 450 எனும் இலக்கத்தில் அழைத்து 'பென்ரித் நகரவையுடன் (02) 4732 7777 எனும் இலக்கத்தில் உங்கள் சார்பாக தொடர்பு கொள்ளுமாறு கேளுங்கள். அல்லது நகரவைக்கு விஜயம் செய்து உரைபெயர்ப்பாளர் ஒருவர் வேண்டுமெனக் கேளுங்கள்.
VIETNAMESE	Nếu quý vị không thể đọc được thông tin này, xin liên lạc Dịch Vụ Thông Dịch Qua Điện Thoại ở số 131 450 và yêu cầu họ thay mặt quý vị liên lạc với Hội Đồng Thành Phố Penrith ở số (02) 4732 7777. Hoặc hãy tới Hội Đồng và yêu cầu có thông dịch viên.

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