



ANNUAL REPORT  
2011-12

**PENRITH**  
CITY COUNCIL

## Painting the Koolyangarra Art Project

This project was funded by the Penrith City Council Magnetic Places Neighbourhood Renewal Community Cultural Grants Program and involved artist Zane Walker, residents of Cranebrook, and Nepean Community and Neighbourhood Services.

Photo by Michael K. Chin courtesy of the Information and Cultural Exchange.

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▲ Council supports the local Farmers Market.





## WELCOME

Penrith City Council is proud to present our Annual Report for 2011-12.

This report tells our community what we have done in the last year. It is a summary of the activities we have carried out through our Delivery Program between July 2011 and June 2012. The report satisfies a statutory requirement under the Local Government Act 1993 (NSW), which requires all councils to produce an annual report for the Minister for Local Government.

In 2011-12 Council delivered a diverse program of 47 services. Council's Delivery Program includes established services such as road maintenance, cemeteries and rubbish collection, and more contemporary services such as cultural programs, children's services and protecting our natural environment.

For detailed information on specific Council activities please go to our website.

### Statement of Recognition of Penrith City's Aboriginal and Torres Strait Islander Cultural Heritage

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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◀ The Great River Walk is popular with residents and visitors to Penrith City.

## Our City

A place like no other, Penrith is our people, our stories, our lifestyle, our industry and our environment.

Our people are our strength. We are a community of doers; we bring innovative thinking and new life to the region. We are driven by fresh possibilities and opportunities. Penrith has kept its identity and sense of place as it has grown, embracing and encouraging independence while valuing ties and partnerships, responsibility and new ideas.

We are proud and confident about who we are and where we're going. We have a vision for the future and we are making it happen. We were one of the first places in NSW to light our streets with electricity and by 1891 had our own electricity supply system. In 1909, we built Penrith Weir to ensure a permanent and secure water supply for our community.

We are connected to our land and value our natural, rural and urban environments. From the Nepean River and the rising backdrop of the Blue Mountains to our historical rural landscapes and extensive parks and reserves, our places provide an ideal setting for our active and adventurous lifestyle.

We are always looking for better ways to deliver our services, and build resilience. We are inventive and industrious in our work and community activity. We are optimistic about our future, courageous in our decision-making and determined to succeed.

Penrith is a dynamic regional City, ambitious and uncompromising about our positioning and our potential. We are leaders with a far-reaching vision for our City, and our ability to think creatively and strategically will help us manage our growing community needs in accommodating around 25,000 new dwellings and encouraging the creation of 40,000 new jobs by 2036.

## Our People

The recent census tells us that:

- Penrith is home to 184,681 people with a median age of 34 years
- 3% of our community identify as Aboriginal or Torres Strait Islander
- the most common languages spoken at home are English 80.9%, Arabic 1.6%, Tagalog 1.0% , Italian 0.8% and Hindi 0.8%
- 18.4% of households speak more than one language at home, and 25.7% of residents were born overseas
- over 55,000 residents are engaged in formal education from preschool to tertiary education
- the median weekly personal income for 2011 was \$623
- the number of people living in apartments, units, and flats is increasing
- 21.7% of the population is under 14 years of age (with 29% of the population under 19 years) and
- 15.1% of the population is over the age of 60 years.

In planning services and facilities to meet the needs of our community, Council needs to understand how people and places will change over time. The 2011 census data shows that our population is ageing, although Penrith still has a higher proportion of preschoolers and a lower proportion of people of post-retirement age than Sydney overall. As a Council, this means that we still need to plan for families, but must also ensure that our services and facilities support our older residents to participate in their communities.

Our cultural diversity is growing, although we are still mainly an English speaking community. One in five people speaks a language other than English at home. Our growing diversity is a strength for the future. More people are also choosing flats and apartments to live in. Council needs to plan for smaller and more affordable dwellings, and provide services that respond to changing lifestyles.



Our community is taking full advantage of educational opportunities, which help with future employment prospects. A skilled workforce will encourage investment and local jobs, and broader educational choice gives our residents options when they look for work. Council supports local education and employment prospects by delivering services such as quality child care that help prepare children for school, and exceptional libraries that provide a community resource for information, learning and social connection.

### Our Vision

Our vision is of a sustainable and prosperous region with a harmony of urban and rural qualities with a strong commitment to environmental protection and enhancement.

It would offer both the cosmopolitan and cultural lifestyles of a mature city and the casual character of a rural community.

▲ Maintenance of Councils extensive road network.

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## Our Mission

As an organisation, our mission is to implement Council's strategy and program. We will do this through skilled and responsive management, by valuing our staff, partnerships and community involvement, by providing quality customer service and upholding ethical standards and behaviour.

## Our Stakeholders

### Employees

Employees provide valuable knowledge, skills and labour; Council provides training, career development and flexible work arrangements.

### Community

The community provides guidance, values, engagement and feedback; Council provides services, facilities, civic leadership and representation.

### Government

Government provides laws, planning, services and funding opportunities; Council provides local strategies, partnerships and networks.

### Regional partners

Regional partners provide shared knowledge resources and networks; Council provides advocacy and local leadership.

### International partners

International partnerships provide economic development opportunities and cultural experiences; Council provides cultural vibrancy and partnership opportunities.

### Suppliers

Suppliers provide goods and services to meet requirements and standards; Council provides opportunities in line with legislation and supply policy.

## Our Services

Details of Council's services and achievements for the year can be found in the Performance section, starting on page 57.

► Council provides a diverse range of services to its community, including shared pathways, playgrounds and swimming centres.



To deliver a broad range of services for our community, Council collected rates from 65,996 residential, rural and commercial properties. These rates account for less than half of Council's revenue (44.9%), with the remaining major income sources including operational grants and contributions (17.6%), user fees and charges (14.1%) and capital grants and contributions (13.0%).

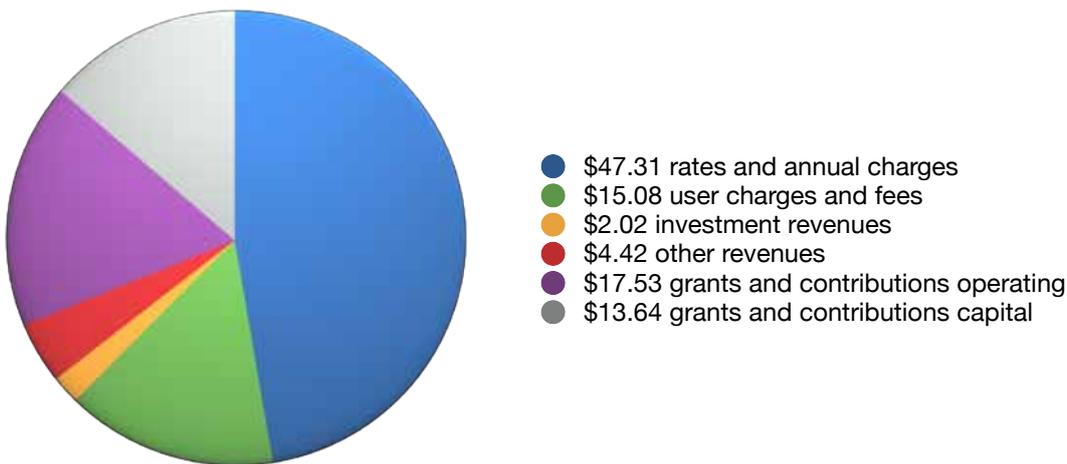
This year a lower proportion of Council's income was from rates (51% in 2010-11). A greater proportion of income came from other funding sources, particularly capital grants and contributions, which increased from 7.5% in 2010-11 to 13.0% in 2011-12.

This increase, however, was mainly due to one-off grant funding of \$8.4m for the Penrith commuter carpark.

Council's income is used to deliver the 47 services provided to our local communities through 21 programs. For more details on Council's services and programs, see pages 62.

Find out more about Council's income and spending in our full Audited Financial Statements available online or by referring to the Financial Summary located on page 119.

### Sources of income for a typical \$100 in 2011-12



### How Council spends a typical \$100 in 2011-12



## Mayor's Message

As outgoing Mayor I'd like to congratulate Penrith City Council staff for their support throughout this very busy and productive year. I'd like to take this opportunity to highlight some of this year's significant achievements.

Penrith City Council received a number of awards between July 2011 and June 2012 for excellence in sustainability and planning, safety and health and wellbeing initiatives. It was wonderful to see the efforts of Council and the community acknowledged and our place as a leader in innovation recognised at both a state and national level.

In 2011-12 the positive relationships we have worked hard to form with all levels of government, stakeholders and the community have delivered great results. We have secured more local jobs for this region, improved the sustainability of the City and developed a new brand to promote Penrith.

The progress of the Erskine Park link road, after many years of Council lobbying, was also a highlight as it will see businesses in Penrith City have direct access to the National road network, and bring opportunities for future jobs.

As this report details, a wide range of works under the 'Funding our Future' (Special Rate Variation) program were completed including the renewal of local parks, sports fields, public buildings, public toilets and new footpaths and pathways. These upgrades, in addition to what we have planned for the future, reflect our commitment to improving the City.

There are exciting times ahead, especially with the Bicentenary Celebrations and the Rowing World Cup next year. I look forward to seeing Council and our community use these and other opportunities, to drive the brand and promote Penrith to the rest of the world.

Thank you to Councillors for your commitment, and Council staff for your can-do attitude and dedication to your work. Most importantly, thank you to our community who continue to shape Penrith and help it grow and prosper.



Cr Greg Davies  
Mayor



## General Manager's Message

This report outlines what Council has achieved over the 12 months. It details this year's progress in implementing Council's four year Delivery Program, which I'm pleased is 'on target'. The report also shows how we're travelling financially after returning a balanced budget.

It is an interesting and challenging time for local government. We are responding to proposed reforms in the local government sector and changes to the NSW planning system. We continue to look for ways to deliver our services more efficiently and effectively for residents.

Many more achievements and challenges are detailed further in this report, but I have picked a few to highlight in this message.

We have saved over \$3.5million in productivity initiatives over the past 12 months including group purchasing and new contracts, better staffing structures and using new technology. For more detail on these initiatives I encourage you to look further in the report.

In the past year the 3-bin system has increased our waste diversion rate from 61% to 66% (up from 20% in 2009). The success of this program in the first year saved residents over \$2 million in waste and landfill charges or the equivalent of \$45 per household.

Our bold move towards a new brand for Penrith cemented our place at the forefront of innovation this year. The 'Penrith is Here' brand was launched by the NSW Premier Barry O'Farrell in June, after significant consultation with, and support from, the community and stakeholders. The brand has been promoting our City to business, investors and visitors and we will look at ways to build on this success in the coming year.

In the first year, the 'Funding the Future' Special Rate Variation delivered a much needed boost to infrastructure across the City including parks, public toilet replacement, pathways, city centre upgrades, building renewal and public domain maintenance.

In the 2012 Community Survey, residents told us they are particularly satisfied with

Council's services, and also services for children, youth and older people. I was pleased to see satisfaction has increased (to over 60%) with Council's advocacy about the needs for the City and its community.

I look forward to another productive year and ongoing collaboration between Council and the community to meet the opportunities and the challenges ahead.



Alan Stoneham  
General Manager



## HIGHLIGHTS FOR THE YEAR

### Penrith is Here

# PENRITH

Last year Council decided to revitalise our City's brand – to take a fresh, bold approach to the future, and show that Penrith is ready to be recognised as a major Regional City. We started by working with key community groups and the business community, to identify the characteristics that make Penrith special now and the features we can build on to make it a place that grows into the future. We know that jobs, access to services and good transport links are important to the community. A new brand is part of positioning ourselves for the future, to help attract the investment needed to provide employment and opportunities for our residents and businesses.

After extensive consultation with key stakeholders, the new brand went live on 4 May 2012, and was officially launched by the Premier on 1 June 2012. The launch at the Joan Sutherland Performing Arts Centre involved a host of dignitaries and community members, including the 2011 Junior Mayor, year 6 student Zahan Maddon, who shared his hopes for our future, and life-long resident and former Penrith Citizen of the Year Norma Thorburn who talked about our rich local heritage.

▼ Bart Basset MP, Stuart Ayres MP, NSW Premier Barry O'Farrell, Tanya Davies MP and Greg Davies Mayor at the launch of "Penrith is Here".



There has been strong local support for the brand. Community interest and awareness has been generated through social media and a photo competition.

The new orange P shaped logo, inlaid with the words PENRITH IS HERE, positions Penrith as a magnet for economic investment and jobs, and offers an adventurous, family-oriented lifestyle. A brand strategy and communication tools will be implemented over the coming months. The new brand goes well beyond a new logo by providing a bold, fresh vision, visuals and communication for our City that celebrates who we are and the possibilities in our future.

### Talking with our community

Council's annual Community Survey asks our residents to rate how important Council's services are, and how satisfied they are with our delivery of the services. This survey, however, does not look into the broader and longer term issues that are important to our community, which we also need to understand to properly plan for the future.

From March to July 2012, Council implemented a comprehensive engagement program that provided everyone in our community with opportunities to respond. The engagement included letters and flyers to all households, iPad and online surveys, forums and focus groups, art activities, vox pops, social media, newspaper advertising and informal chats with Council staff at a number of local shopping centres and

events. In May, targeted engagement activities included workshops with Aboriginal and culturally and linguistically diverse (CALD) communities, people with disabilities, young people, as well as community and business groups.

We encouraged participation from as many people living, working or visiting here as possible, representing a range of ages, cultural groups, business and community organisations.

Many people told us they have what they want or need in Penrith, without having to travel. Key concerns our residents had included how population growth will impact on roads and infrastructure, traffic congestion and parking, as well as the need for more services for an ageing population, more activities for young people and the maintenance of parks.

It was clear that people appreciated the opportunity to have a say in the future of our City, through discussions and survey responses. This year's annual Community Survey also showed a significant improvement in the number of respondents (80.8%,

compared to 75.6% in 2011) who agreed that 'Penrith Council provides opportunities for residents to participate in planning and having a say about the City's future'.

Information from the engagement activities will be used to help Council draft the new Community Strategic Plan, which will be exhibited in early 2013. The Community Strategic Plan and Council's four-year Delivery Program are the blueprints for delivering services, roads, footpaths, amenities and facilities for our communities in the short, medium and long term.

### Speaking out for our community

There are many services including health, education, public transport and employment opportunities that are provided by state and federal government agencies, and organisations other than Council. Council works with and lobbies these agencies to ensure they consider the needs of our community.

This year our advocacy program achieved significant success, with several important programs and projects being announced, started or delivered including:

- Construction of a 1000 space commuter car park at Penrith Railway Station, including 500 in a decked carpark and 500 at ground level completed in August 2012
- Current development of the former defence site at North Penrith would have meant a significant reduction in parking if funds for the commuter car park had not been secured.
- Preparation of a structure plan to expand the Western Sydney Employment Area (WSEA).  
Investigations have commenced to expand the WSEA south toward Elizabeth Drive and the South West Growth Centre. It has the potential to provide an additional 40,000 jobs. When developed, this area will help close the gap in local employment self sufficiency (having enough jobs to match our workforce).
- Opening the Nepean Hospital East Block, providing six extra operating theatres and two new 30-bed surgical wards.



▲ Members of Councils' engagement team for the Community Strategic Plan.

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This project recognises Nepean Hospital’s status as the region’s major teaching hospital, and responds to the pressures of a growing population. The additional operating theatres and wards will allow Nepean Hospital to provide a better service to local residents for both emergency and elective surgery. Council will continue to lobby the State Government to support the Penrith Health and Education Precinct (around the Hospital and University of Western Sydney) which has the potential to improve health and education services, and provide thousands of local jobs.

- Securing State Government commitment to build a pedestrian and cycle connection across the Nepean River. A transport study has been completed and the community is being consulted on design options.

Victoria Bridge is the principal access point across the Nepean River, linking Emu Plains, Emu Heights and Leonay with Penrith City Centre. The pathway along the Nepean River between Victoria Bridge and the M4 is well used by pedestrians and cyclists. The footpath across Victoria Bridge, however, is narrow and provides little separation from vehicles on the bridge. A new bridge will significantly improve the safety of pedestrians and cyclists using the ‘bridge to bridge’ pathway.

As part of our advocacy program, Council works with partners including the Penrith Business Alliance (PBA) to help promote sustainable growth and employment, and the National Growth Areas Alliance (NGAA) to lobby for recognition of the unique challenges facing growth councils like ours. For more information on the PBA and the NGAA, see the Governance section on page 17.

## Awards

During 2011-12, Council’s achievements have been recognised by various organisations. Although we don’t deliver our services to win awards, it reinforces our position as a leader when our efforts are acknowledged. Council is proud to have won the following awards:

- 2011 Cancer Council’s **Alive and Well Partnership Award**
- Robert Wilson OAM Award for **Regional Co-operation Initiatives**
- 2011 Keep Australia Beautiful **Waste Minimisation Award** (for our organic recycling and composting program)
- LGSA Excellence in the Environment Awards – Overall winner in the **Waste Avoidance** category (for our organic recycling and composting program)
- Planning Institute Australia 2012 Award for **Urban Design** (for the Campement Urbain project ‘The Future of Penrith, Penrith of the Future’)
- Zest Award for **Exceptional Partnerships** (for Paint Penrith REaD)
- NSW and National Winner, **Leadership in the Recycled Organics Industry** (for our organic recycling and composting program).



▲ The Green Bin Bloke.

## Upgrades to parks and sporting facilities

The additional funds raised through the Special Rate Variation have already made a difference to our Parks Asset Renewal Program, with several parks and sporting facilities upgraded throughout the year. Additionally, Council provided support to the Penrith and District Netball Association, Colyton St Clair Little Athletics and Penrith Panthers BMX with grant applications to carry out upgrades at their local facilities. Our community has benefited from:

- new playgrounds at Gibbes St, Regentville; Willow Road / Wattle Ave / Parklawn Place, North St Marys; Jenkins Ave and Copeland St, Penrith; Shepherd St / Potter Field, Colyton

- playing fields, amenities, lighting or irrigation upgraded at Doug Rennie Fields, Kingswood; Eileen Cammack Reserve, Penrith; Mark Leece Oval, St Clair; Parker St, Penrith; Gow Park, Mulgoa; and Ched Towns Reserve, Glenmore Park
- upgrade to athletics facilities at Jamison Park, Penrith and Blair Oval, St Marys
- significant maintenance works at the Penrith Swimming Centre, including major water saving initiatives
- launch of the Glenmore Park Fitness Trail
- 5 netball courts upgraded at Jamison Park
- new seating, shade structures and fencing at Tench Reserve and
- redevelopment of the BMX track at South Creek.



▲ Fitness Trail at Glenmore Park.

## Upgrades to roads and shared pathways

Roads and shared pathways are consistently raised as an important issue by our community. Maintaining the condition of our roads, and the construction and upgrade of shared pathways, are key service responsibilities. In 2011-12 we resurfaced or reconstructed 34.4 km of roads, and received 5.3 km of new roads that were dedicated in new subdivisions. Council also carried out emergency road maintenance in response to the severe storms in February 2012.

A total of 8.425 km of shared pathways (pedestrians and cyclists) were widened or constructed around the City, including along:

- Mulgoa Road, Penrith
- Great Western Highway / High St, Penrith
- Stafford St, Kingswood
- Lewis Road, Cambridge Gardens
- Pendock Road, Cranebrook
- Barber Ave, Penrith and
- Bennett Road, St Clair.



▲ Shared pathway construction.

## Facilitating development in the City

New development in our City contributes to economic growth, provides job opportunities and increases the diversity of housing available for our existing and new residents. Council has a responsibility to assess, determine and regulate construction of new development. Council staff must deliver quality decision making in a reasonable timeframe, so Penrith is a cost effective place to develop. However it is also important to us that our City retains its character and identity, and protects the lifestyle and environments our residents value.

Development of the North Penrith former defence site by Landcom for a mix of residential and commercial uses, and development in the Caddens Release Area has started this year.

During 2011-12:

- 1,209 new Development Applications were determined, with a value of \$472 million
- 361 Construction Certificates were issued, with a value of \$44.62 million
- 94 Building Certificates and 567 Occupation Certificates were issued
- 2,366 critical stage inspections were undertaken
- 1,036 new lots were approved, including 635 lots in Jordan Springs (the highest number of new lot approvals in the Sydney Region).



▲ New development at Waterside.

## WHAT CHALLENGES DID WE FACE?

Council has had some major successes this year. In some cases, however, we have not succeeded in providing a service to the extent we planned, or have not been able to meet a milestone we said we would meet. While some challenges were within our control to manage, others were caused by external events. The issues that significantly impacted on our ability to meet this year's commitments, as outlined in the Delivery Program, are discussed below.

### Changes in State Government regulations and guidelines

During 2011-12, the State Government made several policy decisions and legislative changes that impacted on Council. These included:

- proposed changes to planning law (the Environmental Planning and Assessment Act)
- a review of the Local Government Act
- a housing review, which invited owners of rural land (over 100 hectares in area) to submit plans for residential development
- a delay in the issue of Community Safety guidelines, and
- a delay in the issue of guidelines relating to access provisions for bus shelters.

As a local council we must work within the framework set by the State Government, which provides the rules and regulations that govern many of our services. Changes to these rules and regulations affect how we deliver those services and can impact on our communities.

When the State Government notifies councils of changes to legislation or policy we must respond. Although it diverts staff from their other responsibilities, it is also in the interests of our community for Council to make submissions to State Government policy discussion papers (Green or White Papers), particularly where the proposed changes will affect our City. This year the State Government issued the following draft documents for consultation:

1. Transport Master Plan for NSW
2. 'Sydney over the next 20 years' Discussion Paper
3. Western Sydney Regional Action Plan
4. The Employment Lands Development Program report 2011
5. 'Destination 2036' – a review of the Local Government Act.

In December 2011, the Minister for Planning and Infrastructure also announced a new Housing Opportunities review which invited proposals for residential development from owners of rural land over 100 hectares in area. Council needed to review the impact of these proposals mainly from large land holdings in the City's south, in the context of our existing plans, strategies and adopted policy positions.

State Government Papers need to be carefully considered to identify potential impacts on the City and our community. Council's submissions outline concerns and suggestions for improvement. The timeframe for submissions is often limited, so Council must divert staff from other work to make representations for our City. This can cause delays in other projects, and has particularly affected the progress of the Citywide Local Environmental Plan (Stage 2) during 2011-12.

Council provides a range of services and facilities that must comply with State Government guidelines. When guidelines are not available (as they are being reviewed, or re-issued) our service delivery can be affected. During 2011-12, a delay in issuing guidelines for Bus Shelter Access Standards significantly affected our bus shelter program, with only two of the proposed shelters able to be constructed. Similarly, the development of Community Safety Plans was affected by delays in guidelines from the Attorney General's Department.

Changes to policy positions and legislation by the State Government are to be expected, particularly early in their term. We try to recognise the need to respond to these when planning our work program. This year, however, the number of documents released, the detailed responses required, and the overall resource demands created a challenge for

Council that impacted on our capacity to deliver the planning service and transport planning service.

Council is currently reviewing our capacity to undertake day to day activities and to meet unexpected demands. This will help us manage resources and workloads to minimise the impact on service delivery in the future.

### Extreme weather events

Penrith experienced an unseasonably wet year in 2011-12, with more than 1140mm of rain falling. The City's long term average is 716mm. The City also experienced severe storm events in November 2011 and February 2012.

The most significant storm event, on 9 February 2012, caused significant flooding at Londonderry, with Castlereagh, Cranebrook, Jamisontown, Kingswood and Claremont Meadows also affected. Council's Local Emergency Management Officer and staff provided support to the State Emergency Service (SES), other support agencies such as NSW Police, NSW Fire and Rescue and NSW RFS, and local communities during and following the storm event.

While there was significant damage to

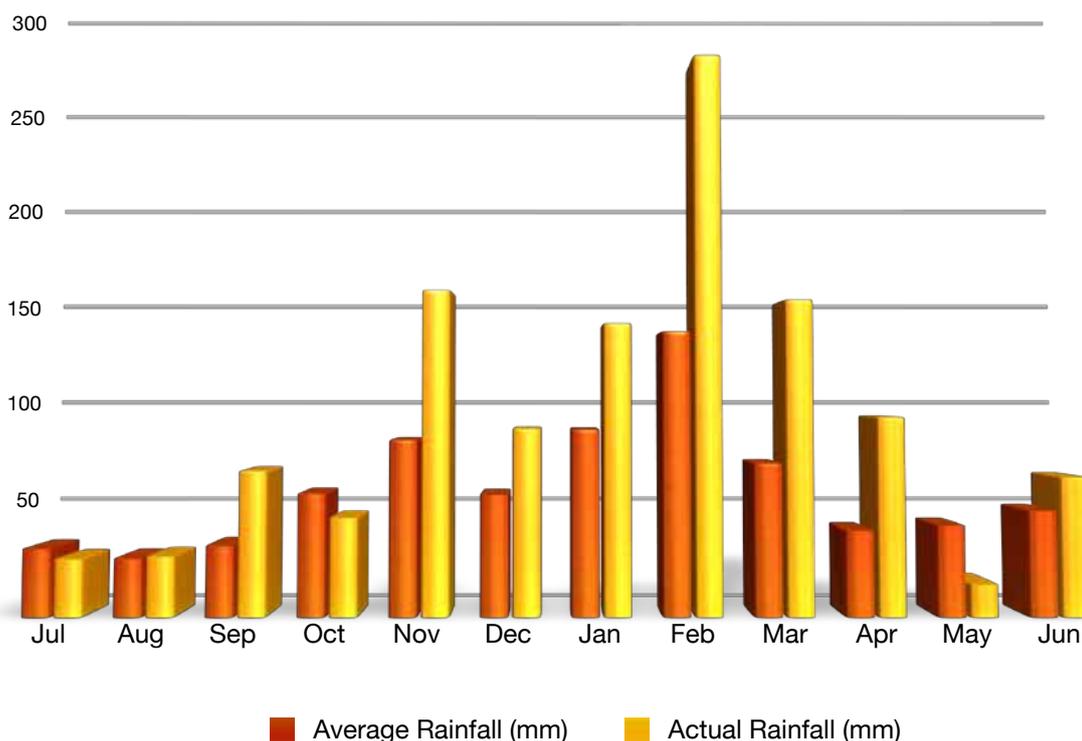
property, including several roads and Council buildings, no residents or rescue and recovery personnel were injured. The SES evacuated 55 people, 13 of them needing assistance with temporary accommodation. Many animals including a horse, several alpacas and 150 greyhounds from a breeding kennel at Londonderry were also rescued by the SES.

Formal representations by Council to the State and Federal governments helped ensure residents affected by the extreme weather could access help through the NSW Natural Disaster Assistance Schemes, including financial assistance.

Council, together with its partners, put considerable effort into overseeing the clean up and repair of essential services and infrastructure directly following the event. This included additional waste collections for affected residents, to assist with the disposal of debris and fencing.

Extended periods of wet weather over the year also led to difficulties in delivering Council's capital works program, as well as asset renewal and maintenance programs. In particular, there were significant delays in completing the North Penrith Commuter Carpark and Memory Park upgrade.

Graph of average rainfall since 1995, compared to actual rainfall for 2011-12



▼ Flooding of the Great River Walk.



Wet weather in the warmer months also led to optimum growing conditions for grass in parks and playing fields which, combined with soft ground from the rain, made it difficult for Council staff to meet community expectations regarding maintenance and mowing. Extended periods of dry weather are needed to ensure the ground is firm enough to support the heavy mowing equipment without damaging the surface of parks and playing fields.

**Increasing workloads**

Many of the services Council delivers, particularly the regulatory tasks, are subject to workload variations beyond our control. Assessing development applications, inspecting food shops, and inspecting construction works are examples where external demand can affect a service work program.

In 2011-12 the development of our new urban areas, including Glenmore Park Stage 2 and Jordan Springs, have generated significant additional workloads in the development assessment and development engineering services. New development helps grow our City and promotes housing choice and jobs, however it also places pressure on Council resources. This is exacerbated by the nationwide skills shortages in planning and engineering, which affect our ability to recruit new or temporary staff to handle the increased workloads. To meet legislative timeframes for assessing applications, work on other tasks has slowed or stopped to make staff resources available. Over the past 12 months, this has particularly affected flood planning.

▼ Rescue of greyhounds by SES volunteers.



This year, more community sporting groups received grants to upgrade their facilities. This is good news for the sporting groups and the community, as essential facilities are being renewed or replaced. There is an added stress on staff resources, however, in assisting community groups with the grant process, and in delivering the agreed works.

Resourcing is an issue that Council will continue to manage, as development in the City increases and new opportunities emerge. Over the past year we have introduced several initiatives that have delivered significant cost savings or increases in efficiency. These initiatives include using technology and mobile devices to increase the efficiency of staff working in the field. Significant cost savings were achieved by introducing iPads for Councillors and senior staff, which reduced the need for printed business papers.

Council has introduced Smartboards and video conferencing technology to reduce costs in attending off-site meetings. The ICON – Plan online property and development enquiry system also provides online access to information about development applications.

In March 2012 a Business Improvement team was established to identify ways for Council to improve our processes and efficiency. This initiative will ensure we continue to provide value for money in service delivery, and maximise the efficient use of available resources as we strive to meet the demands of a growing City.

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## GOVERNANCE

Our communities expect leadership from Council. They want Council to manage its finances and assets responsibly, and to deliver its services for the community effectively and efficiently. Our communities expect Council to speak out for them and the region to ensure that all levels of government plan responsibly for the City's future. Our communities want us to involve and inform them and respond to their issues and concerns. They expect Council as an organisation to behave ethically and encourage accountability and transparency.

### What is governance?

Governance refers to the systems and procedures that are put in place to ensure that things are run effectively and equitably, with accountability and transparency. It also defines the way in which decisions are evaluated, made and implemented.

Responsible governance ensures that any power granted to a governing authority is exercised in a consistent, transparent and just manner. As a governing authority, Penrith City Council has a responsibility to its stakeholders to make informed, intelligent and responsible decisions. The principles of governance underpin all Council's decisions.

## Legislative framework

Each of the three spheres of government in Australia (federal, state and local) has different roles and responsibilities in funding and delivering services to its communities. There are some services that all local councils must provide, and some that councils can choose to provide.

Local governments in NSW derive their power and responsibilities from the **Local Government Act 1993** which gives councils a charter comprising principles which should drive councils' functions. These include:

- community leadership
- custodianship and trusteeship over public assets
- facilitating development, improvement and coordination of local communities, and
- an obligation to inform their communities and the State Government of the Council's activities.

In addition to this Act there are more than 135 other pieces of legislation that influence the work of councils such as the **Environmental Planning and Assessment Act 1979**, the **Roads Act 1993**, **Rural Fires Act 1997**, **Companion Animals Act 1998**, and the **Work Health and Safety Act 2011**.

## Review of Local Government

This year the NSW Government started a review of the local government sector through the 'Destination 2036' project, and the release of the related Action Plan. This review has the potential to have significant impacts on local government in NSW, including Penrith City Council.

The review will focus on:

1. Council's ability to support the current and future needs of local communities
2. Council's ability to deliver services and infrastructure efficiently, effectively and in a timely manner
3. The financial sustainability of each local government area
4. The ability of councils to provide local representation and decision-making, and
5. Barriers and incentives to voluntary boundary changes.

A recently established Independent Local Government Review Panel is responsible for implementing several of the plan's actions, particularly those relating to governance, structure and financial sustainability. This panel will investigate options for governance models, structural arrangements and boundary changes for local government in NSW. The panel will engage with councils and local communities over coming months before submitting their final report and recommendations to the NSW Government in July 2013.

## Code of Conduct, Values and Behaviours

Council's Code of Conduct is adopted from the Model Code of Conduct for Councils in NSW, prescribed under the **Local Government Act 1993**. Council ensures that all Councillors and staff are aware of and adhere to the ethical standards and expectations outlined in the Code of Conduct.

Organisation-wide training last took place in 2010-11 and included a series of workshops focussing on the Code of Conduct, Values and Behaviours, and records management responsibilities. All new staff are provided with Code of Conduct training as part of the induction program. A new series of organisation-wide Code of Conduct training is currently being developed and is expected to commence in 2012-13.

In addition to the Code of Conduct, Council has adopted values and behaviours which it expects all Councillors and staff to be aware of and demonstrate in their working life.

- Integrity
- Leadership
- Selflessness
- Impartiality
- Accountability
- Openness
- Honesty
- Respect.

## Councillors

# VALUES AND BEHAVIOURS

Penrith City Council support the following values and behaviours:

## Integrity

- I am honest, ethical and maintain public trust
- I do what I say I'm going to do and I stand up for what I believe in
- I set a standard to be proud of amongst the community
- I do the right thing—even when no-one is looking

## Selflessness

- I am willing to put others before me and assist them when needed
- I put the good of the Council and the community above personal goals
- I support sustainability and cater for the wellbeing of future communities
- I uphold social justice principles

## Accountability

- I take responsibility for decisions and actions, whatever the outcome
- I take responsibility for work, behaviour and how resources are used
- I ensure a safe and healthy workplace
- I take ownership of my work
- I operate within delegations

## Honesty

- I tell the truth and correct misinformation
- I will refuse any bribes and I do not steal
- I trust in our relationships
- I ensure duties are undertaken in a lawful manner

## Leadership

- I take responsibility and I am a good role model
- I inspire others in the organisation and community to be the best they can
- I have the courage to do the right thing
- I listen and communicate clear directions and actions
- I am creative and innovative

## Impartiality

- I am always fair and treat people equally
- I am understanding and act objectively
- I separate personal interests from work responsibilities
- I base all decisions on merit and facts
- I am consistent in the application of processes

## Openness

- I am transparent and straight-forward
- I am able to discuss problems or concerns and give reasons for decisions
- I share information appropriately
- I am obliged to report wrong-doing

## Respect

- I treat others fairly and objectively
- I value and accept other people's differences
- I treat others with dignity, kindness and in the spirit of service
- I treat people how I would like to be treated
- I recognise the worth of individuals

### North Ward Councillors







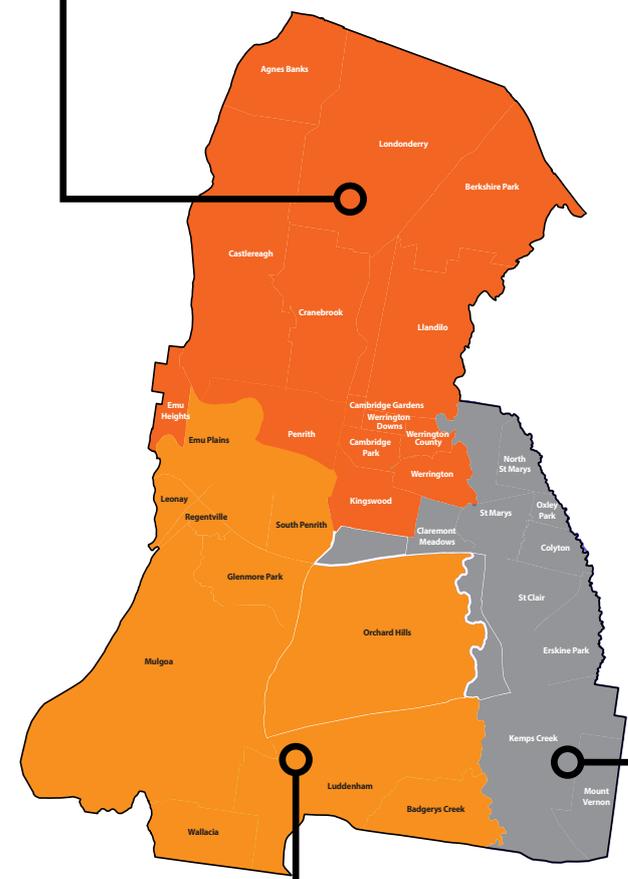
Kevin Crameri  
OAM

Ross Fowler  
OAM

Ben Goldfinch

Kathryn Presdee

John Thain



### East Ward Councillors




Kaylene Allison

Greg Davies





Tanya Davies

Jackie Greenow

Marko Malkoc

### South Ward Councillors







Jim Aitken  
OAM

Robert Ardill

Mark Davies

Prue Guillaume

Karen McKeown

The 15 Councillors elected to represent the community of Penrith are expected to exercise their responsibilities conscientiously and with a constant focus on promoting the principles of good and democratic governance.

All Councillors have undertaken essential training on ethical standards and the expectations of the community in terms of their behaviour, including Council's Code of Conduct. This training helps equip Councillors with an appreciation of the key values of leadership and integrity. It also helps guide their attitude and behaviour in their role.

### Mayor and Deputy Mayor

Councillor Greg Davies was elected Mayor of Penrith City by fellow Councillors in September 2011, and Councillor Jackie Greenow as Deputy Mayor. Both have extensive experience as elected Councillors.

Mayor Greg Davies has served Penrith City since 1995. This was his third term as Mayor, having previously served in the role in 2002-04 and 2007-08. He also served two terms as Deputy Mayor in 2001-02 and 2004-05.

Born in Lalor Park, Bankstown, Councillor Davies is a father of two and lives in St Clair. He is strongly committed to working in partnership with community, business, government and other groups, and is particularly concerned with planning for sustainable local jobs, housing and transport.

Councillor Davies has represented Council

on various boards and committees including as chairman of the Penrith Valley Community Safety Partnership and the Graffiti Management Working Party, the former Western Sydney Waste Board, the Board for Ripples Aquatic Centre and the Penrith Whitewater Stadium. He is also a member of Nepean Community College and Penrith Emus Rugby Union Club boards and has held an executive position on the Local Government Association of NSW.

Deputy Mayor, Councillor Jackie Greenow, was also elected to Council in 1995. This was her fifth term as Deputy Mayor. She also served as Mayor in 2004-05.

Councillor Greenow's focus is on the empowerment of women, disability and flooding issues and this is reflected in her roles as Chairperson of the Penrith International Friendship Committee, the Access Committee and the Heritage Advisory Committee. She is also involved with a variety of other boards and committees including Hawkesbury River County Council, Flood Mitigation Authority, Penrith Performing and Visual Arts, Local Government Advisory Board and the Community Relations Commissioner. Councillor Greenow has also been appointed as a Life Member of the Australian Local Government Women's Association in recognition of her dedication and commitment to women working for and elected to councils.



▲ Students from local schools took part in the Junior Councillor program, as part of local government week.

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## Councillor Attendance at Meetings 2011-12

COUNCILLORS	ORDINARY MEETINGS		POLICY REVIEW COMMITTEE MEETINGS	
	NUMBER	ATTENDED	NUMBER	ATTENDED
Cr Jim Aitken OAM	16	12 ◆◆■	11	6 ◆◆■
Cr Kaylene Allison	16	15 ■	11	8 ◆◆■
Cr Robert Ardill	16	12 ◆◆■	11	7 ◆◆■
Cr Kevin Crameri OAM	16	12 ◆●●●	11	9 ◆■
Cr Greg Davies	16	16	11	11
Cr Mark Davies	16	12 ◆◆■	11	10 ■
Cr Tanya Davies	16	13 ◆◆◆	11	1 ◆◆◆◆◆◆◆◆◆◆
Cr Ross Fowler OAM	16	16	11	10 ●
Cr Ben Goldfinch	16	14 ◆■	11	9 ◆◆
Cr Jackie Greenow	16	14 ■■	11	10 ■
Cr Prue Guillaume/Car	16	15 ◆	11	10 ■
Cr Marko Malkoc	16	15 ◆	11	11
Cr Karen McKeown	16	15 ■	11	11
Cr Kath Presdee	16	15 ■	11	11
Cr John Thain	16	16	11	11

- ◆ Apology
- Leave of Absence granted for Council related matters
- Leave of Absence granted for other reasons

### Council Meetings

Council is committed to ensuring that all Council meetings are conducted in accordance with legislative requirements, and that members of the public are provided with opportunities to take part in the decision making process.

In 2011-12 Council held 16 Ordinary Meetings and 19 members of the public addressed Council and Committee meetings on various issues and items of business.

Council meetings are held in an open environment and members of the public who wish to address the meeting about issues on the agenda are encouraged to do so. Council's Code of Meeting Practice sets out how Council and Committee meetings are to be conducted, including what is required of members of the public wishing to address a meeting.

However, when Council deals with highly sensitive legal or commercial issues it may

decide to work in confidence. Every effort is made to minimise such reports brought before the Council.

Council's Code of Meeting Practice complies with the **Local Government (General) Regulation 2005** and Council benchmarks itself against other councils to fine tune and improve its practices in this area. Resources on the code, such as a video presentation which is shown to members of the public before Council meetings, have been updated to make it as simple and stress free as possible for members of the community to participate.

### Policy Review Committee Meetings

In 2011-12, Council held 11 Policy Review Committee Meetings to allow Councillors opportunities to discuss and review policy issues and ask questions of Council officers. These meetings were open to the public. All decisions and recommendations made at Policy Review Committee Meetings are then presented to the next Ordinary Meeting of Council for adoption.

## Councillor Committees

As well as attending Council meetings, Councillors take part in external and internal committees. These are another opportunity for Councillors to have their say on issues important to their communities. External committees with Penrith City Council representatives include:

- NSW Department of Community Services
- Western Sydney Area Assistance Scheme Local Ranking Committee
- Bush Fire Management Committee
- Hawkesbury River County Council
- Local Emergency Management Committee
- Cumberland Rural Fire Service Zone Liaison Committee
- Floodplain Management Authorities
- Local Government Advisory Group for the Hawkesbury Nepean River
- T S Nepean Building Facilities Management Committee
- Jamison High School Community Centre Management Committee
- Local Traffic Committee
- Penrith Valley Sports Foundation, and
- Western Sydney Academy of Sport Advising Forum.

Internal committees with Councillor representatives include:

- Heritage Advisory Committee
- St Marys Development Committee
- Senior Staff Recruitment / Review Committee
- Penrith Valley Community Safety Partnership
- Access Committee
- Penrith International Friendship Committee
- Audit Committee
- Penrith Flood Advisory Consultative Committee, and
- Waste Services Committee.

During 2011-12, Council also had delegates or directors elected to the boards of:

- Penrith Business Alliance Limited (PBA)

- The Western Sydney Regional Organisation of Councils (WSROC)
- WSROC Group Apprentices Limited
- The Penrith City and District Business Advisory Centre Limited
- Penrith Sports Stadium Limited
- Westpool
- United Independent Pools
- Penrith Performing and Visual Arts Limited
- Ripples St Marys Aquatics and Recreation Limited, and
- Penrith Whitewater Stadium.

## Community engagement – talking with our communities

Council values the community's ideas and opinions and is keen to include these in our decision making. This ensures our communities needs and concerns are noted and addressed. Draft plans, strategies, policies and planning instruments are placed on public exhibition to allow the community to have their say on issues that are important to them.

### Talking About Our Future

This year has seen Council hard at work finding out what our community wants for Penrith's future. Since March 2012, Council officers have surveyed residents and stakeholders across the local government area. The information from our residents and stakeholders will be used in reviewing the current Community Strategic Plan to ensure it stays relevant for 2013 and beyond. The plan is the blueprint for the delivery of services, roads, footpaths, amenities and facilities for our communities in the short, medium and long term.



▲ Seniors engagement activity for the Community Strategic Plan.

▼ Learn to swim at Penrith Pool.



More than 4,500 surveys were completed as part of this engagement process, the majority returned through the mail or over the internet. Listening posts were held at St Marys, Penrith, Londonderry, Mulgoa, Emu Plains, Glenmore Park, St Clair and Cranebrook shops, as well as Penrith and St Marys Railway Stations, with more than 400 people providing their thoughts and feedback.

In May, several targeted engagement activities were held including workshops with Aboriginal and culturally and linguistically diverse (CALD) communities, people with disabilities, young people, as well as community and business groups.

There have been many positive comments about the City having most of the things the community need, such as services, good parks and events. Some key issues arising from residents are managing population growth and how this impacts our roads and infrastructure, traffic congestion, parking, services for an ageing population, more activities for young people (teenagers) and the maintenance of parks.

### Controlled Entities

Council also oversees the operation of controlled entities. Run as corporate entities by boards of directors, these organisations are not limited by the controls of the Local Government Act so they can be managed in the most efficient way to fulfil important cultural and community objectives.

Controlled entities in which Council held an interest were:

- Penrith Performing and Visual Arts Limited
- City of Penrith Regional Indoor Aquatic and Recreation Centre Limited (Ripples Leisure Centre, St Marys)
- Penrith Whitewater Stadium Limited, and
- Penrith City Children's Service Co-operative Limited.

### Penrith Performing and Visual Arts Limited

Penrith Performing and Visual Arts Limited (PPVA) was established in 2007 and is an internationally unique combination of the visual and performing arts, and arts education. It comprises the Joan Sutherland Performing Arts Centre (JSPAC), the Penrith Conservatorium of Music, the Q Theatre Company and the Penrith Regional Gallery and the Lewers Bequest. PPVA delivers dynamic cultural and arts education programs for the people of Penrith City, Western Sydney and beyond.

JSPAC is a popular venue that presents the best in music, theatre and dance. It is also home to the Conservatorium and the Q, which presents and produces quality Australian theatre.

With its heritage garden setting, the Penrith Regional Gallery and the Lewers Bequest in Emu Plains is one of Australia's most beautiful regional galleries and presents world class exhibitions.

These cultural facilities and the services they offer are a valuable resource for our community and region, and help ensure Penrith City is recognised as a centre of cultural diversity, excellence and access.

The PPVA oversaw a budget of \$3.2m in 2011-12 and recorded a deficit of \$16,000 after accounting for a PCC subsidy of \$1.46m.

For more information on the PPVA visit [www.jspac.com.au](http://www.jspac.com.au).

### Ripples Leisure Centre

Ripples St Marys Leisure and Hydrotherapy Centre is a year-round hive of community activity. The centre includes a 25-metre indoor heated pool and 50-metre outdoor pool, a spa and sauna, a fully equipped gym with group fitness classes, a hydrotherapy centre, crèche, cafe and swim pool shop. It offers Learn to Swim lessons all year for all ages including special needs learn to swim classes. Ripples' exercise physiologists based in the hydrotherapy centre also have a program to help tackle Type II diabetes.

Ripples Leisure Centre operated a budget of \$3.8m in 2011-12 and recorded a deficit of \$61,000 after accounting for a PCC subsidy of \$0.75m.

To find our more visit [www.ripplesnsw.com.au](http://www.ripplesnsw.com.au).

### Penrith Whitewater

Penrith Whitewater Stadium is a legacy of the Sydney 2000 Olympic Games. Built as the competition venue for the canoe and kayak slalom events, it is the only human-made whitewater course in the southern hemisphere. The construction of the stadium was a joint venture between Penrith City Council, the International Canoe Federation and the Olympic Coordination Authority.

The facility has been successfully adapted for leisure use and communities. It is strongly supported by locals and visitors alike. The stadium regularly gives our City national and international exposure through hosting national and international competitions and events.

The PWS oversaw a budget of \$2m in 2011-12 and recorded a deficit of \$100,000. The PWS does not receive a financial subsidy from PCC.

For more information on the Stadium visit [www.penrithwhitewater.com.au](http://www.penrithwhitewater.com.au).

### Penrith City Children's Service Cooperative Limited

The Penrith City Children's Service Cooperative Limited provided diverse and extensive quality childcare services to meet the needs of local families through 39 services which include:

- 17 long day care centres
- nine before and after school care centres
- six vacation care services
- one occasional care service, and
- six preschools.

For more information about how Council has addressed the needs of children, both through the Cooperative and other services refer to the Statutory section (page 95) and the Performance section (page 57).



## Advocacy for a Regional City

Council plays a strong advocacy role and has continued to work with our partners, including the National Growth Areas Alliance and the Penrith Business Alliance, to lobby State and Federal Government for services and facilities for the City and its communities. This year has seen significant success in this area with a number of important programs and projects being announced, started or delivered, including:

- Construction of a 1000 space commuter car park at Penrith Railway Station including 500 spaces in a decked carpark and 500 spaces at grade;
- Upgrading of the transport interchange and commuter car park at Kingswood Railway Station
- Start of planning for Stage 1 of the Werrington Arterial, between the M4 Motorway and the Great Western Highway

- Start of the preparation of a structure plan for an expanded Western Sydney Employment Area
- Opening of the Nepean Hospital East Block, providing six extra operating theatres and two new 30-bed surgical wards
- Completion of a transport study with three design options prepared for consideration by the community for a new shared pathway across Victoria Bridge, and
- Establishment of the Office of Penrith Lakes to coordinate the delivery of the Penrith Lakes Scheme.

These projects, although not delivered by Council, are the result of a strong advocacy program which is aimed at ensuring State and Federal agencies play their part in delivering the services our community needs.



▲ The new commuter car park at North Penrith.

## Penrith Business Alliance

The Penrith Business Alliance (PBA) is an independent entity established and funded by Council to attract investment and employment opportunities, and to promote Penrith's growth as a Regional City.

Some of the key achievements for the reporting period include:

- Initiation of the **Penrith Progression**, a collaborative process to revitalise the Penrith City Centre
- Presentation to the NSW Parliamentary Committee on Economic Development relating to the establishment of special economic zones
- Partnered with the Penrith Business Enterprise Centre (BEC) and the Nepean Community College in attracting \$297,000 in National Broadband Network funding to conduct a series of **Winning Business On-Line** workshops
- Hosted a business delegation to the inaugural 2012 China International Import Expo.

For more information on the PBA please visit [www.penrithbusinessalliance.com.au](http://www.penrithbusinessalliance.com.au).



## National Growth Areas Alliance

Council is a member of the National Growth Areas Alliance (NGAA), which represents the interests of 25 of Australia's fastest growing councils and more than 25% of Australia's metropolitan population. For the next 20 years Councils within this alliance are expected to grow at double the national rate. While the individual local government areas differ, all share the common characteristic of growth and the need to provide the necessary infrastructure and plan effectively for the challenges that this will present. Council's Director, Craig Butler, is a member of the Executive.

The NGAA provides input to Federal Government policy and advocates for needed infrastructure and services for growth area councils.

The status of the NGAA was also recognised with the Chair and CEO of the organisation sitting on the Federal Government's National Urban Policy Forum and the National Housing Supply Council respectively.

This year saw significant activity by the NGAA with it being instrumental in the establishment of the Australian Government's **Liveable Cities Program** and **Suburban Jobs Program**. Council has secured \$135,000 in funding from the Liveable Cities Program towards the design of the 'Nepean Loop' section of the Great River Walk. Council, in partnership with the Penrith Business Alliance and the University of Western Sydney (UWS), has also secured \$13.5 million in funding from the Suburban Jobs Program towards the establishment of a business park on the UWS Werrington Campus.

For more information on the NGAA please visit [www.ngaa.org.au](http://www.ngaa.org.au).

## Leadership Team

The leadership team at Council is unchanged from last year and comprises the General Manager, Alan Stoneham, who is supported by two experienced Directors, Barry Husking and Craig Butler. Between them Alan, Craig and Barry have a total of more than 100 years experience in local government management.

Alan Stoneham was appointed General Manager in July 2008. He has planning qualifications, a background in town planning and significant local government experience on a range of strategic land use and corporate planning matters.

Director Barry Husking is also Council's Chief Financial Officer, a reflection of his significant experience in the finance, property, strategic planning and risk management areas. He also has experience in human resources and information technology through senior management roles at Penrith, Fairfield, Hawkesbury and Ku-ring-gai Councils. Barry holds finance and local government qualifications and is a member of Certified Practising Accountants Australia, Local Government Managers Australia and a member of the Australian Institute of Company Directors.

Craig Butler has more than 33 years experience in local government planning. He is known for his strong foresight and has as a principal objective of ensuring that Penrith City's growth is planned for in a sustainable way, considering economic, social and environmental aspects. Craig is the NSW representative on the Executive of the National Growth Areas Alliance, representing the five NSW member councils. He is also a Director on the Board of the Penrith Business Alliance (PBA).

Eight Group Managers are accountable for day to day operations and ensuring Council's programs and services are implemented.

- Wayne Mitchell, City Infrastructure
- David Burns, City Presentation
- Vicki O'Kelly, Finance
- Brian Steffen, Information and Customer Relations
- Ruth Goldsmith, Leadership
- Stephen Britten, Legal and Governance
- Roger Nethercote, People and Places
- Linden Barnett, Workforce and Workplace

This senior leadership team is responsible for longer term planning, partnerships, advocating and positioning the City to capture its full potential as a major Regional City.



▲ Director Barry Husking, General Manager Alan Stoneham and Director Craig Butler.

General Manager - Alan Stoneham

Directors - Craig Butler & Barry Husking

Group Managers

Group	Program	Service	Department and Manager
<b>CITY INFRASTRUCTURE Wayne Mitchell</b>			
	Major Infrastructure Projects and Design	Design & Project Management	Major Projects Craig Ross/Michael Jackson (from Jan 2012)
	Roads, Footpaths and Buildings	Building Maintenance & Construction Civil Construction & Maintenance Fleet & Plant Maintenance	City Works Hans Meijer
	Traffic, Parking and Drainage	Development Engineering Floodplain & Drainage Engineering Traffic Management, Parking & Road Safety	Engineering Services Adam Wilkinson
<b>CITY PRESENTATION David Burns</b>			
	Community Facilities	Cemeteries Neighbourhood Facilities Management	Public Domain Amenity & Safety Yvonne Perkins
	Public Spaces and Community Safety	Community Safety Public Domain Maintenance	
	Parks	Bushland Management City Parks	Parks John Gordon
	Sport and Recreation	Recreation & Leisure Facilities Management	Recreation Andrew Robinson
	Waste Management and Community Protection	Emergency Services Management Regulatory Control Waste Management	Waste & Community Protection Tracy Chalk
<b>FINANCE Vicki O'Kelly</b>			
	Corporate Finance	Financial Services Purchasing & Supply Operational Planning Risk Management & Insurance Property Development & Management	Financial Services Andrew Moore Ken Lim Ken Muir Property Development Brian Griffiths
<b>INFORMATION &amp; CUSTOMER RELATIONS Brian Steffen</b>			
	Community Information and Events	City Partnerships Communications Marketing Customer Service	Corporate Communications & Marketing Barbara Magee Information Management & Technology Chris Gardner
	Corporate Support	Information Technology Mapping Information / GIS Records Management	Information Management & Technology Chris Gardner
	Libraries	Libraries	Library Colin Stevenson
<b>LEADERSHIP Ruth Goldsmith</b>			
	Planning and Advocacy	City Planning Regional Planning & Advocacy	Sustainability & Planning Paul Grimson
	Strategic Planning	Strategic Planning	
	Sustainability	Sustainability Planning	
<b>LEGAL &amp; GOVERNANCE Stephen Britten</b>			
	Corporate Governance	Corporate Governance Council & Executive Support Legal Services	Legal & Governance Glenn Schuil Matthew Bullivant
<b>PEOPLE and PLACES Roger Nethercote</b>			
	Children's Services	Children's Services	Children's Services Janet Keegan
	Community Wellbeing	Community & Cultural Development Lemongrove Retirement Village Neighbourhood Renewal	Community & Cultural Development Erich Weller
	Development Applications	Building Approvals & Certificates Development Applications	Development Services Paul Lemm
	Environmental and Health Management	Environmental Health	Environmental Health Graham Liehr
<b>WORKFORCE &amp; WORKPLACE Linden Barnett</b>			
	Corporate Workforce	Workforce & Workplace	Workforce & Workplace Danielle Welsh

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## Internal Audit

Internal Audit helps Council manage its risks. It evaluates where the most significant unaddressed risks are likely to be and provides advice on the best way to manage them. Internal audit helps maintain accountability, transparency and continuous business improvement.

The Internal Audit program is overseen by the Audit Committee, an independent body which adds additional expertise.

The most significant audits in 2011-12 were:

- An audit of the use of volunteers has resulted in Council determining to form a group to develop corporate policies and procedures for managing volunteers. There is an increased risk in using volunteers, and we need to ensure that we manage our use of volunteers to matters and to a scale to ensure risk is minimised.
- An audit of contract management reviewed the creation and management of large and medium sized contracts. No errors causing loss were located, however procedural errors were found on the medium sized contracts suggesting that systems to locate and correct problems were not achieving the desired effect. In response, Council started a complete review of its supply policies and procedures to make them more contemporary.

- Management and processes of the Internal Audit Function itself were reviewed by the accounting firm BDO. The report concluded that "overall, the Internal Audit function is relatively mature. It compares favourably within the Local Government sector ...". The report also provided a number of recommendations to fine tune the Internal Audit operation.

## Governance Partnerships

Council recognises the value of partnerships, on a local, regional, national and even international level and has established important partnerships with a number of organisations.

These partnerships give Council opportunities to learn from the successful practices of other organisations and to foster friendship, communication and understanding.

Council maintains international partnerships with six sister cities, using these links for information exchange as well as community and economic collaboration. Council signed its first agreement with Fujieda City in 1984 and now has international links with:

- Fujieda City in Shizuoka, Japan – Sister City
- Penrith in Cumbria, England – Sister City
- Hakusan City (incorporating Matto City) in Ishikawa, Japan – Friendship City
- Gangseo District in Seoul, Republic of Korea – Mutual Cooperation Agreement
- Xicheng District of Beijing City, China – Mutual Cooperation Agreement
- Kunshan in the Jiangsu Province, China – Friendship City.



▲ Group Managers from left to right: Ruth Goldsmith, David Burns, Brian Steffen, Vicki O'Kelly, Linden Barnett, Wayne Mitchell, Stephen Britten and Roger Nethercote  
2nd Print Run

▼ Signing of a Memorandum of Understanding between the Penrith Business Alliance and the Gangseo Chapter of the Seoul Chamber of Commerce.



This year also saw Penrith City Children’s Services Cooperative sign a Friendship Agreement with the Association of National and Public Childcare Centres in the Gangseo District of Seoul, which is an international partner city of Penrith. The agreement will create opportunities for exchanges including information and artwork.

Nepean Blue Mountains Local Health District also signed a Friendship Agreement with Kunshan No.1 Hospital for combined telehealth and training opportunities, and the Penrith Business Alliance signed a Memorandum of Understanding with the Gangseo Chapter of the Seoul Chamber of Commerce and Industry to collaborate on joint business initiatives. Engineering students from the University of Western Sydney were received as interns by Kunshan Municipal Government, in a trial program.

This year saw Council continue to welcome fact-finding delegations from local governments in China and Korea, on a fee-paying basis.

Council also has a friendship agreement with Lachlan Shire Council in regional New South Wales.

### Legal Services

Council’s Legal and Governance Department includes two qualified solicitors with extensive knowledge and experience to provide quality legal advice to Council.

For detailed information on legal proceedings dealt with in the reporting period please see the Statutory section of this document (page 95).

### Information Assets

As a government organisation that deals with large amounts of highly sensitive, confidential and commercial information, responsible management and disclosure of information is a top priority for Council. Our information and records management processes are guided by the principles of good governance, with a particular focus on accountability.

Most information retained by Council is stored on an electronic document management system. Council also maintains traditional record keeping archives for the storage of documents that cannot be stored electronically.

## Access to Information

The Government Information (Public Access) Act 2009 (GIPA Act) encourages the proactive release of information by government. Certain types of information require an information access request be lodged before Council is able to release the information. Council may also withhold information it deems against the public interest.

Details of information requests for the previous year can be found in the Statutory section of this document (page 115).

## Governance Indicators

Five indicators have been adopted by Council to provide information on the organisation's governance and its practices relating to the management of information, handling of complaints and its risk management processes. All of these indicators are on track for the reporting period.

For more information on our suite of indicators please visit the Our Performance section on page 57. For more information on each of these indicators, including more detailed comments please visit our website.



▲ Councils libraries provide a range of services and activities for the local communities.

Indicator	Status 2011-12	Comment
Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data (PR8)	On Track	No complaints were identified in 2011-12. This is a steady trend.
Percentage and total number of business units analysed for risks related to corruption (SO2)	On Track	Council has an established audit program with 10% of business units analysed within the reporting period. An organisational risk management process has been identified to occur in the next financial year to assist with further enhancing the audit program.
Actions taken in response to incidents of corruption (SO4)	On Track	All corruption actions identified were investigated and attended to. Council will continue to actively promote its Code of Conduct for Councillors and staff.
Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations (SO8)	On Track	Council continues to maintain zero number of sanctions for non-compliance with laws and regulations. This is a steady trend.
Increased proportion of residents who are satisfied that they have opportunities to participate in planning for the City's future (PC22)	On Track	This indicator relies on data from the 2012 Customer Satisfaction Survey. As part of the survey respondents were asked to provide their level of agreement with the statement that 'Penrith Council provides opportunities for residents to participate in planning and having a say about the City's future'. Over 50.6% of respondents had high agreement with this statement, 30.2% gave medium agreement, giving a total of 80.8%.



▲ Aboriginal Youth community engagement activity.

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## OUR PEOPLE

Council has a capable, talented and diverse workforce serving the community. There are 903 permanent, 153 temporary and 170 casual staff who work across our 47 services. A third of Council's workforce is involved in constructing and maintaining the City, one third in providing childcare services and the remaining third carry out a range of professional and administrative duties, such as planning and engineering.

We value and invest in our workforce by providing career opportunities, a family-friendly work environment, a strong work health and safety culture, regular performance reviews and skills training and development. In 2011-12 women made up 62% of Council's permanent workforce and 42% of all permanent staff members are aged between 30 and 50 years.

### Valuing Our Staff

We encourage staff to be involved and productive members of their communities as well as their work teams. Most of our staff live locally and are very proud to work for the City they call home.

We are committed to training our staff to ensure that we stay up to date with current work practices, and provide ongoing learning opportunities. We held 107 internal training sessions over the year on a range of issues, and staff attended 533 external training sessions.

Council has in place an Employee Performance Planning and Review system which provides staff with an annual opportunity to have their performance reviewed. This system is aimed at recognising good performance over the year, and ensuring that staff have the chance to identify training and career development needs for the following year.

◀ The Mobile Playvan celebrated 30 years service.

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## Amanda Roseman

Amanda Roseman is an energetic young woman with a passion for travel. Having lived in England for six months, travelled to Bali, Dubai and the Greek Islands she returned to Australia hoping to do something rewarding.



Amanda Roseman with children from Erskine Park Children's Centre

She applied for a Children's Services Traineeship in 2010. "I was placed at Cook Parade Children's Centre," she said. "The staff were so supportive with everything, from writing my first Learning Story to changing my first nappy. After my first week though I knew this was what I wanted to do as my career."

Amanda completed her traineeship in January 2012. She was nominated for NSW Trainee of the Year and was a Regional Finalist. After completing her traineeship and obtaining Certificate III through TAFE, she applied for an assistant role with Council. Amanda now works full-time at Erskine Park Children's Centre in the 0-3 years room.

"Everyday is a challenge as we have 20 children under three years of age to look after. As you could imagine this is very challenging but rewarding at the same time. Each child has their own individual needs to be met, so working as part of a team is essential in getting all tasks complete," she said.

"If I hadn't applied for this traineeship I wouldn't have completed my Certificate III in Children's Services. It was a great experience for someone like me who was already out of school and wanted employment where I could study and work at the same time," she said. "The traineeship helped me to gain further employment as I already had 12 months work experience and completed the Certificate III."

"Coming in every morning and seeing their little faces and making them laugh and smile makes it all worthwhile," she said. Amanda hopes to undertake a Diploma in Children's Services in the future.

## Michael Hudson - Trades Assistant Carpenter

After finishing Year 12, Michael undertook a 12-month General Construction traineeship with Council in 2008 and is now a Trades Assistant with Council. His role involves maintaining playgrounds, sport and recreation areas. "I knew I wanted to be skilled in a trade but didn't know which one," he said.

Michael was encouraged by a colleague to undertake a trade in carpentry. Excited by this opportunity and supported by Council, Michael enrolled in a Certificate III in arpenetry through TAFE, under the Educational Assistance Policy. "Council paid for my fees as well as allowed me to have leave to attend classes," he said. "I am very grateful that I have had this opportunity and I can now apply for a position as a carpenter when one comes up at Council."



## Employment Initiatives

Council's 12-month Traineeship and Undergraduate Traineeship programs continue to introduce new people to specific professions and local government. These programs attract quality applicants of all ages. In 2011-12 Traineeships were offered in the following areas:

12 month Traineeships

- Child Care (26)
- Hospitality (4)
- Information Technology (1)
- Sport and Recreation (1)
- Business Administration (13)

Under Graduate Traineeships

- Health and Building (2)
- Planning (2)
- Environmental Health (1)
- Engineering (5)
- Library (1)

The program gives trainees the chance to develop great skills and gain a nationally recognised qualification. Our involvement with TAFE NSW – Western Sydney Institute has continued with the delivery of innovative programs. Our trainees get real work experience and 27 of the 2011-12 trainees secured permanent or temporary work with Council after their traineeship.

Council also provides scholarships through the University of Western Sydney (UWS) to encourage local people to study in skill shortage areas such as engineering, planning and early childhood teaching. Working with Council is part of the scholarship.

Our emphasis on education opportunities and an active traineeship program helps to attract new people to Council and leaves us well placed to meet the needs of an ageing population. We need to be sure that as our workforce ages and people start to plan for retirement their knowledge and experience is not lost. With about 25% of Council staff under 30 years of age, there is ample opportunity for retiring staff to pass on their wisdom.

Staff retention remained stable in the past year with 75 employees leaving Council during 2011-12 which represented a staff turnover

rate of 8.31%. Of those who left Council in the last year, 12 were retirees. The knowledge and experience accrued by those with many years service at Council is invaluable. Council has a phased-in retirement policy which allows staff to ease into retirement by first reducing their days or hours. This helps in sharing knowledge with replacement staff to ensure the vast pools of knowledge are not lost.

## Education and professional development

Council is a leading employer with highly skilled, motivated and capable staff. Council incorporates a policy of continuous learning so that we can meet our community's needs.

Continuous learning strengthens us as an organisation as it helps foster an enthusiasm in our workforce, which in turn helps us recruit and retain valuable staff. The Educational Assistance Program is a key component of our learning and development strategy and helps staff upgrade or change their qualifications. This program actively promotes study in identified skills shortage areas such as early childhood teaching, planning and engineering. Council offers financial assistance for tuition (paid upon successful completion of study units) as well as leave provisions to meet study and exam commitments. In 2011-12, 96 staff were supported to undertake tertiary studies related to their work.



▲ Staff that graduated with their Certificate 4 in Carbon Management.

## Louise Petchell Learning for Sustainability Scholarship

In late 2009 Council created a \$5000 scholarship in recognition of former Sustainability Coordinator, Louise Petchell, who died in April 2009.

This year, several applications were received from staff. A selection committee chose five staff to share the scholarship.

Ruth Byrnes, Council's Senior Traffic Officer, to attend a Bike Futures Conference in Melbourne. This information will be used to inform a feasibility study into a bike share scheme for Penrith City.

Monique Desmarchelier, Council's Health Strategy Officer, to undertake a short course in Community Development to investigate how the principles can be incorporated into the Health Strategy.

Tracy Leahy, Council's Community Programs Coordinator, undertook a short course in Social Planning and Development as part of the Graduate Diploma in Local Government Management at the University of Technology. This will further build on Tracy's existing skills and boost the delivery of a range of Community Development activities.

Council's Urban Designer, Ajmal Siddiq, and Sustainability Research Planner, Krystie Race, submitted a joint application. They undertook a study tour to visit several councils in the Melbourne area who are leaders in sustainable building design policy. This will contribute to the development of a policy which seeks to ensure that sustainability is embedded in the design of Council buildings.

▼ Louise Petchell Learning for Sustainability Scholarship recipients.



## Mentoring Program

For the past few years Council has run a Leadership and Management Development Program (LMDP) for the General Manager, Directors, Managers and senior staff. This program aims to help staff understand the value of sharing knowledge and experience to solve a problem, and includes the creation of cross department leadership teams. These teams each focus on a particular project or initiative that will benefit the organisation. The establishment of an in-house mentoring program was one of those initiatives.

The in-house mentoring program for staff aims to support and guide staff in their professional development by boosting skills and knowledge, developing confidence in dealing with issues and challenges, and providing leadership perspective, skills, ideas and insight.

The program helps those staff, the organisation as a whole and the community. The program has influenced the organisational culture through the sharing of ideas and experience, increased loyalty and commitment, and created a corporate environment that attracts and retains talented staff to better serve our community.

## Employee Opinion Survey

As an organisation, we need to continually review and understand our own performance and processes to enable us to maintain our high level of services. Penrith City will continue to grow with more housing, residents, investments and infrastructure, however our revenue base does not always increase at the same rate.

This means we need to find innovative ways to minimise the additional resources required to provide our services at current standards. As the City grows we need to plan how we will maintain our services and continue delivering value for our residents, ratepayers, businesses and stakeholders and ourselves. Our staff are a valuable source of information about how we operate as an organisation, and are an essential part of any conversation around changing or improving our processes and practices.

In April we asked all staff to fill in an Employee Opinion Survey which gave them the chance to have their say about how they felt working at Council, and what ways they could see that would help us improve as an organisation. More than half of Council's staff filled in the survey, which was confidential, to encourage honest feedback. A broad range of comments came out through the survey, and overall



▲ Parks mowing crew with one of the new Toro Mowers.

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the results provided a good overview of how people are feeling across the organisation. From the information staff have provided, we can set priorities for action to build on the things we are doing well, and address those areas where we need to improve.

The early messages from the survey are that:

- Leaders at all levels are being asked to communicate better, be more visible and promote teamwork across the organisation
- Staff want to be sure that workloads are evenly distributed within teams, and that responsibilities within teams are made clear
- We need to get better at rewarding and recognising good work, and at managing underperformance.

We need to communicate more both within our own teams and across the organisation – staff want to be spoken with, not at, and to have regular chances to communicate with their team leaders, supervisors and managers.

Some of the results are challenging, but the honesty of the feedback provides us with a great opportunity to identify how we can work together to become a better organisation. In addition to looking at how we can improve, the survey has provided us with the chance to tap into the rich knowledge and views of our staff.

### Workforce Diversity

Equal Employment Opportunity (EEO) ensures all employees have equal access to the opportunities that are available at work, particularly training and promotion. This is done by ensuring workplaces are free from discrimination and harassment. Council is

committed to developing a workplace culture that displays fair practices and behaviours, and no incidents of discrimination were reported to Council in 2011-12.

EEO also provides support to groups who may have had to overcome past or present discrimination in employment. These groups include:

- women;
- Aboriginal People and Torres Strait Islanders;
- people with a disability; and
- people from culturally and linguistically diverse backgrounds.

The following table shows the representation of each of these groups across the organisation compared with the Penrith LGA community profile.

In response to these representations:

- Council is aware that there is a level of under reporting with regard to ATSI identification and disclosure across the organisation. In 2011-12 the representation in this group increased due to a trial program which supports nine staff with on the job training combined with partial completion of Certificate II competencies in Horticulture;
- The representation of women in the organisation has increased compared to the 57% reported in 2010-11, and is above the community average;
- The representation of people who speak a language other than English is below the community average and has slightly declined compared to the 4.8% reported in 2010-11;

EEO Group	Penrith City Community Profile (ABS Census 2011) %	Penrith City Council % 2011-12
Aboriginal and Torres Strait Islanders (ATSI)	2.4% (2006)*	1.6%
Women	50.6%	62%
People speak a language other than English	14.6%	9.7%
People With a Disability	13.5%*	4.3%

\* Figures from the 2011 census were not available at the time of printing.

\*\*Penrith Inclusion Plan People with a Disability 2009-2013

## Tanya Jackson - A mentees journey

Tanya was part of the Leadership Management Development Program (LMDP) project team that worked on establishing a mentoring program. "It was exciting and encouraging seeing the pilot program start, and to be part of it was an added bonus" she said.

At the beginning of the program Tanya said she "felt a bit hesitant, like any new situation you step into in life, you're working out expectations and aren't quite sure where you're heading". In the first couple of meetings she stayed in 'true planner' mode, pulling out her 'project plan' of goals, strategies, and actions. As time progressed, she realised that the mentoring program didn't need to be so planned and rigid, as it was more about the journey.

Tanya said "Having Director Barry Husking as a mentor provided a wonderful opportunity to draw on his experience and gain a better understanding of the organisation, explore future study options as well as different ways of approaching things in my current role. It offered me the chance to take time out and reflect on where I'm at now and more importantly where I'm heading in both my career and personally".

"I'm glad Council supported this initiative and that I have participated in the program. Over the next few years we have the opportunity to build a culture of mentoring, support and leadership in the organisation. All of the development courses I've done over the past five years – Springboard for Women, LMDP and now this Mentoring program have been a growth opportunity for me," she said. "I have made connections and friendships with people in the organisation through these experiences."



▲ Mentee Tanya Jackson, Strategic Planning Coordinator and her mentor Barry Husking, Director

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- Council continues to monitor strategies to provide people with disability employment opportunities within the organisation. Although marginally lower than the 4.8% reported in 2010-11 the result of 4.3% is significantly higher than the average 0.8% participation rate reported by other metropolitan councils. The participation rate was also higher than that of the NSW public sector, reported as being 3.9% in 2009. There may be some people who don't nominate their circumstances due to possible stigmas associated with disability identification and disclosure.

### Training and Development opportunities which support EEO

Council has an ongoing program of diversity and refresher training initiatives that incorporate information on equal employment opportunity, access and equity, disability awareness and diversity in the workplace. During the reporting period 84 staff members attended these programs. A further 59 staff attended training in Mental Health Awareness and Aggression Management.

Training programs available for women include a variety of courses, seminars, conferences, and workshops. During the reporting period 5 women completed the Springboard program which is a mentoring program which aims to help women gain confidence in their personal and professional lives. In addition, 88 women accessed career development opportunities by relieving in a higher position.

### Gender Equity Workshop



### Gender Equity

The Council of Australian Governments (COAG) has set an overall target of 50% for women employed in local government, and 30% of senior managers being women. Currently, Council's workforce is 62% female. There are only two female senior managers (20%).

Following the 2010 Gender Equity Forum, the General Manager set up a Gender Equity Steering Committee to research, analyse and formulate an action plan to address the issues raised. The Gender Equity Steering Committee is charged with working to identify strategies to improve opportunities for women across the organisation, but particularly in leadership roles. A range of leadership programs have been initiated with women encouraged to participate – some have been offered only to women.

Council also continues to progress Gender Equity initiatives across the organisation. A number of forums and workshops were held during 2011-12 to support employees with:

- family friendly policies
- professional development opportunities and pathways
- health and wellbeing.

Council won a Bronze Award under the 50:50 Vision – Councils for Gender Equity Program which is administered by the Local Government Women's Association. Council continues to work towards achieving a Silver Award.

## Traineeship Program

Council's annual traineeship program includes two positions targeted for people of Aboriginal or Torres Strait Islander background, and people with a disability.

During the past year two people with a disability successfully completed the Business Administration Traineeship, and one person with a disability commenced a traineeship in January 2012. In addition, nine people of Aboriginal or Torres Strait Islander background began a trial program which provides on the job training in horticulture. This program will ultimately provide the opportunity for participants to complete a Certificate II, which in turn provides a starting point for further study.

## A Safer, Healthier Workforce

There was a small reduction in the number of staff injury claims during the year - 67 claims compared with 68 for the previous year. The average length of time spent off work from injuries was 6.5 days, a slight increase from 2010-11. The cause of incidents shown in Graph 1.1 indicates the greatest cause of injury is manual handling at 28%, followed by slips, trips and falls at 24%.

The number of days lost due to staff injuries was 436 compared with 440 in 2010-11. Council's return to work program saw 62 of the 67 injured staff return to normal duties, with the remaining five staff on return to work programs. The average cost of a claim in 2011-12 was \$3,651.63 slightly higher than in 2010-11.

There were 15 Work Health & Safety related

courses conducted during 2011-12, attended by a total of 355 staff.

Improvements in work, health and safety programs ensure a safer workplace for all Council employees. The success of these ongoing programs was particularly highlighted in Children's Services which had 25% less claims than the previous year.

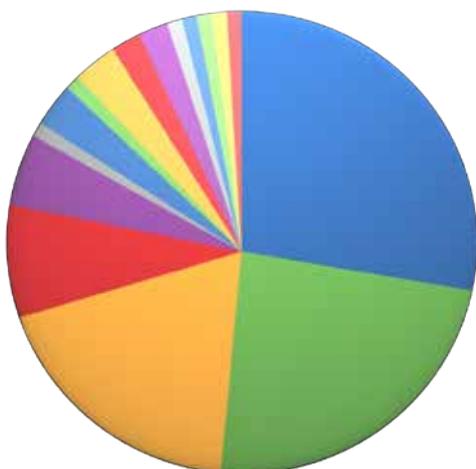
Council's Work Health and Safety Committee is made up of nine elected Council staff comprising three administration positions, three construction and maintenance positions and three Children's Services positions. In addition, there are five management representatives appointed by the General Manager. The committee conducted 63 worksite inspections across Council's activities in 2011-12.

## Our People - Indicators

Council has adopted nine indicators to provide information on some key measures relating to our people. These indicators have remained relatively stable over the last couple of years, with minimal change in most of the areas measured.

For more information on our indicators please visit the Our Performance section on page 57. For more information on each of these indicators, including more detailed comments please visit our website [www.penrithcity.nsw.gov.au/sustainability](http://www.penrithcity.nsw.gov.au/sustainability).

Cause of Incidents 2011-12



- 28% manual handling
- 24% slips, trips and falls
- 19% collisions
- 8% equipment
- 5% aggressive behaviour
- 1% allergic reactions
- 3% insect bites
- 1% flying debris
- 3% motor vehicle accidents
- 2% repetitive tasks
- 2% electric shocks
- 1% foreign bodies
- 1% animal encounters
- 1% assault
- 1% chemical burns
- 1% excessive noise

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Indicator	Status 2011-12	Comment
Total workforce by employment type, employment contract, and region (LA1)	On Track	Council has a workforce of 1245. The breakdown of employment types has remained stable during the reporting period .
Total number and rate of employee turnover by age group, gender, and region (LA2)	On Track	<p>A total of 75 employees left Council during the reporting period, representing a staff turnover rate of 8.3%. The highest turnover took place in the 65+ years category and the lowest in the 15-24 years band.</p> <p>The overall turnover of permanent staff has remained relatively stable over the last 4 years and is slightly below industry averages and Council's benchmark of 10%.</p>
Ratio of basic salary of men to women by employee category (LA14)	Steady	The average wage for females during 2011-12 was approximately 97% of the average male wage. This ratio has remained stable compared to the previous reporting period.
Percentage of employees receiving regular performance and career development reviews (LA12)	Steady	Annual performance reviews are an important part of Council's employee management systems, with Council policy requiring all permanent staff to receive an annual performance review. During the 2011-12 reporting period 89% of scheduled performance reviews were completed within specified timeframes. This is a steady trend.
Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity (LA13)	On Track	<p>Female employees made up 62% of the workforce in 2011-12, up from 57% in the previous reporting period. The majority of females fall within the traditional occupational categories of clerk, customer relations, administration, para-professional and professional specialist. Men continue to be mostly in the areas of field operator, trade officer and management.</p> <p>Council largely has a middle aged and older workforce with 49% of permanent employees falling within the age range of 35-54 years, 23% aged over 55 years, and 28% of Council's permanent workforce are aged under 35 years. People with a disability account for 4.8% of Council's workforce, while just over 1% identify with being Aboriginal or Torres Strait Islander. People with an ethnic background make up 9% of our workforce.</p>

Indicator	Status 2011-12	Comment
Percentage of total workforce represented in formal joint management – worker health and safety committees that help monitor and advise on occupational health and safety programs (LA6)	Steady	All Council staff are covered with 1.4% of staff participating in Worker Health and Safety Committees. The existing committee has 14 members and 3 advisors, which is consistent with legislative and constitutional requirements.
Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region (LA7)	On Track	A total of 67 claims were recorded in 2011-12, compared with 68 for the previous reporting period.  The average length of time spent off work from injuries was 6.5 days, with the greatest cause of injury being manual handling, followed by slips, trips and falls. The number of work days lost due to injury was 436, a slight decrease on the 440 in the previous reporting period.
Total number of incidents of discrimination and actions taken (HR4)	On Track	There were no reported incidences of discrimination in the 2011-12 reporting period.  Council has an ongoing program of training initiatives that incorporate equal employment opportunity, access and equity, disability awareness and diversity in the workplace. During the reporting period 84 staff members attended these programs.
Total number of incidents of violations involving rights of indigenous people and actions taken (HR9)	On Track	There were no incidences identified in the 2011-12 reporting period. This is a steady trend continuing from the previous reporting period.

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▲ Council staff wear orange to support SES week.





## OUR ENVIRONMENT

This chapter should be read in conjunction with the End of Term Report 2012, which can be found on the accompanying CD. The End of Term Report provides information on our progress towards the environmental outcomes set by our community in the Community Strategic Plan. Together, this information forms our State of the Environment Report for 2011-12.

One of Penrith's defining attributes is our natural environment; the beautiful waterways and stunning mountain views. Our neighbourhoods are surrounded by natural landscapes and historic farmlands. To manage our future properly we must balance growth with the need to preserve our natural environment, support agriculture and build on our local fresh food production and other rural activities.

To reduce the City's ecological footprint we implement best practice design, construction and maintenance of our infrastructure and assets.

Council is one contributor to environmental protection. Other organisations, state and federal governments and our communities have a role to play too. Together, we are working to achieve:

### A City with:

- Healthy waterways and protected natural areas
- A smaller ecological footprint
- Viable agriculture and rural activities that provide fresh local food

### A Council with:

- A smaller ecological footprint

While we play a limited role in influencing our partners' actions, Council's strategies help set the direction for Penrith to become the City we want and to ensure that our organisation operates in a sustainable way. We have achieved a number of things to improve the environmental sustainability of our City and protect our valuable natural assets.

◀ Local tree plantings to improve biodiversity.

## Penrith's Environment

Council uses indicators to provide information on the local environment and its health, and reports on these annually. In most instances Council has limited direct control over these indicators and instead works with a range of stakeholders, including the broader community, to put in place programs that will benefit the local environment.

Most of these indicators are steady with limited change experienced over the reporting period. Details on the citywide indicators are provided in the following table, however there are a number of issues that have arisen during the year which have influenced the indicator's status.

Penrith Local Environment Plan 2010 was a big step forward in protecting our rural lands by setting clear boundaries for our urban areas. Maintaining a viable agricultural industry presents its own unique challenges, particularly when rural activities are located close to residential areas. Council continues to work on initiatives that respond to issues around local food production and the support of our farming industries, including ongoing support for the Penrith Farmer's Market.

In November 2011, the State Government started a process which enabled owners of large rural landholdings to present a case for development directly to the Planning Minister. This has the potential to compromise the City's urban footprint (which was established through consultation with our communities) and threatens our rural lands. Planning for the expansion of the Western Sydney Employment Lands is also a potential threat, however Council recognises the importance in supporting the creation of local jobs. As a compromise, we hope to ensure that intensive agriculture is included in the future plans.

Maintaining the City's biodiversity is an ongoing challenge for Council as part of managing planned future growth in the region. Biodiversity outcomes have been secured, wherever possible, in planning for new urban release areas. This has included the dedication of 62 hectares of Cumberland Plain Woodland for inclusion in the Mulgoa

Nature Reserve as part of the Glenmore Park Stage 2 works along with the creation of the 900 hectare (565 hectares are within Penrith local government area) Wianamatta Regional Park as part of the St Marys Release Area. The former Air Services Australia site in Cranebrook is proposed to be zoned for environmental protection as part of Stage 2 of the Citywide LEP.

Council has also adopted a Biodiversity Strategy and an Action Plan to guide its work in this area over coming years, with high priority actions including:

- development of a biodiversity mapping layer so that changes to our natural areas can be monitored
- integrating data from local surveys and reports with the GIS layer
- supporting State Government to monitor and evaluate listed threatened species and ecological communities
- improving asset management and maintenance practices to consider biodiversity
- ensuring development assessment processes consider biodiversity conservation
- helping authorities with the control of noxious weeds, and
- promoting community participation.



▲ Use of rocks to stabilise the bank and reduce erosion at Werrington Creek.

Indicator	Status 2011-12	Comment
Increase in the proportion of river and creeks that are healthy (PC6)	Steady	The latest macroinvertebrate study, conducted in 2012, indicated the overall health of the monitored waterways has slightly decreased compared to the results in the 2011 sampling period, however generally these results remain comparable with the results of previous sampling programs between 2004 and 2009. Increased rainfall in the months leading up to the annual sampling is likely to have impacted on water quality and the change in results cannot be linked to an overall increase in pollution levels.
Increase in the proportion of residents who are satisfied that the river and creeks are healthy (PC7)	Steady	The 2012 Customer Satisfaction Survey asked respondents to give a satisfaction rating for the 'health of the Nepean River and creeks'. 47.1% of respondents gave a medium satisfaction rating and 37.2% gave a high satisfaction rating, giving an overall satisfaction of 84.3% or 6.00 out of 10 in the reporting period. This result is comparable with satisfaction scores from 2010-11 of 84.9% and 6.00 out of 10.  It is worth noting that the community places high importance on the health of the Nepean River, with survey respondents in 2012 giving an overall score of 9.00 out of 10 for importance. This is a slight increase from 8.91 in the 2011 Customer Satisfaction Survey.
Decrease in the number of days per annum where air pollution levels exceed the relevant standards (PC8)	On Track	In Western Sydney, photochemical smog is considered the most significant issue and unfortunately is largely outside of Council's direct control. In the 2011-12 reporting period, a total of 12 days exceeded the Regional Air Quality Index standard. This is a small decrease from the 14 days reported in the 2010-11 reporting period.
Increased proportion of residents who value the natural setting of the river/escarpments, the City's rural landscapes, local bushland and creeks, and the City's built heritage (PC19)	Steady	Respondents to the 2012 Customer Satisfaction Survey were asked to provide their level of agreement with the statement 'I value the City's natural settings, rural landscapes and built heritage'. The mean score to this question was 8.28 out of 10, with 96.8% of respondents giving either a medium or high level of agreement.  This is a steady result when compared with the results from the 2011 survey, which gave an overall score of 8.2.
Reduction in water and energy consumption per person (PC12)	On Track	During 2011-12 Penrith households consumed an average of 203 kilolitres of potable water, compared with 212 kilolitres in the previous reporting period. This represents a reduction of 4%.  Data from Endeavour Energy relating to household electricity consumption is provided on a 3 year average (2008-09, 2009-10 and 2010-11) and shows Penrith households consumed an average of 24.1 kilowatt hours per day during this period of time, or 8,811 kilowatt hours per year. This is the first year that this information has been available so it is not yet possible to establish a trend.
Increase in the area and value of viable biodiversity-rich habitats that form part of the City's 'green web' (PC9)	Challenge	Conservation and restoration of existing indigenous vegetation is a key component in maintaining biodiversity. Council works closely with the community and other key stakeholders, including Greening Australia, the Catchment Management Authorities and Bushcare and Landcare volunteers to coordinate and address priority biodiversity issues within the Penrith region.  Maintaining the City's 'green web' is an ongoing challenge for Council as part of managing planned future growth in the region. Council also continues to investigate opportunities to collect and respond to data in relation to clearing for development on private land.

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## Our contribution as an organisation

Council also uses indicators to measure its progress towards the effective management of environmental aspects of its operations, including the consumption of resources and the management of natural areas under its control.

The results for these indicators are generally positive with continued reductions in the consumption of water and energy and the emission of greenhouse gases. Similarly, the diversion rate of domestic waste from landfill has also continued to improve. Details on the citywide indicators are provided in the table following, however there are a number of issues that have arisen during the year which have influenced the status of these indicators.

In 2009 Penrith was the first Council in Sydney to introduce a three bin system, which included a full organics bin. Introducing this innovative service posed a series of challenges and Council worked closely with our communities to optimise this waste system. Since its introduction we've diverted 239,350 tonnes of waste from landfill. This has represented a significant cost saving to residents and helped reduce our total greenhouse gas emissions by 32%. The three bin system has won numerous awards over the past three years including:

- contributing to the 'Overall Sustainable Council Award' at the Keep Australia Beautiful Sustainable Cities Awards (2012)
- leadership in the Recycled Organics Industry from Compost Australia (2011)
- overall Winner in the Waste Minimisation Category Sustainable Cities Award (2011)
- highly Commended for Excellence in Sustainability from NSW Local Government Excellence Award (2010)
- most progressive Recycled Organics Purchasing Policy Program from Compost Australia (2009).

We have installed solar panels at nine community facilities, with plans for eight more. We've upgraded lighting and installed heat reflective roof paint across Council facilities, replaced inefficient personal computers and made air conditioning systems more efficient at Penrith Civic Centre,

Queen Street Centre and Ripples Leisure Centre. The pools at Penrith and Ripples now have blankets to reduce heat loss and Ripples also has a more efficient pool heating system.

To reduce water use, 30 new rainwater tanks have been installed and the Whitewater Stadium now uses water from the lakes. Systems to reuse backwash water have been installed at Ripples and Penrith, pools to reduce the demand for drinking water, as has the installation of water saving fixtures and appliances across Council facilities. Four of our sporting fields also use recycled water from the Penrith Sewage Treatment Plant for irrigation, to reduce the demand on drinking water supplies.

Council has been proactive in investigating water harvesting and reuse options for the City including the Penrith Managed Aquifer Recharge Project and the Penrith Recycled Water Project – Stage 2. These projects aimed to reduce reliance on river water, secure a sustainable source of water to irrigate sporting fields and potentially generate some commercial income. Both projects are in the investigation and design stages to determine their viability. These investigations have been supported with funding from the federal Department of Sustainability, Environment, Water, Population and Communities, and the NSW Department of Finance and Services.

A number of other projects aimed at improving the management and health of our waterways and catchment were carried out including:

- Ropes and South Creek Rehabilitation Project, funded by the NSW Environmental Trust and completed in partnership with Blacktown City Council, and
- Werrington Creek Project, involving the rehabilitation of around 10 hectares of riparian vegetation, and stormwater harvesting and reuse upgrades for the Penrith Valley Regional Sports Stadium.

A key challenge identified is in the area of waste management from Council's own operations, which has seen an increase of around 30% in the amount of waste disposed in landfill and associated greenhouse gas emissions. This increase has been partly attributed to the disposal of illegally dumped materials, in addition to a significant increase in the amount of road and drainage construction projects undertaken during the year linked to additional funds from the recent Special Rate Variation. This high level of construction is expected to continue over coming years. A detailed investigation is underway to minimise the amount of waste sent to landfill.

Another significant challenge for Council is the widespread infestation of Grey Box Gum trees (*Eucalyptus moluccana*) with the grey box psyllid, not only in Penrith but across Western Sydney. Grey Box eucalypts are one of the key tree species within the Cumberland Plain Woodland, which has been listed by both State and Federal Government as an Endangered Ecological Community. The insects occur in very high

numbers, spread across the tree rapidly and suck the sap from the leaves, causing them to die off. Most trees can cope with psyllid damage for a couple of seasons, however repeated attacks deplete the trees' reserves faster than they can be replenished, and may lead to the death of the host tree.

The infestation has resulted in a number of trees being removed on both private and public land and has the potential for widespread impacts if the current outbreak continues, in terms of impacting on the long term viability and health of existing Cumberland Plain Woodland remnants and the region's biodiversity.

There is no definitive reason for the current infestation. Council has joined with the University of Western Sydney and Bankstown City Council to work together on a strategy for managing this issue. Currently, Council is undertaking a trial of control measures, including direct injection into the tree trunk, as well as the application of a tablet around the base of the tree. Results of the trial will inform the development of strategy for ongoing management.



▲ Local school students were involved in the roll out of Councils innovative 3 bin waste service.

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	Indicator	Status 2011-12	Comment
INTRODUCTION	Increased percentage of domestic waste diverted from landfill (PC13)	On Track	Council achieved a diversion rate of 65.13% in the reporting period, an increase of 4.4% from the 2010-11 financial year. This takes Council close to achieving the target set for all councils by the New South Wales Government of 66% diversion by 2014.
	Materials used by weight or volume (EN1)	On Track	Council used 54,474 tonnes of construction materials during 2011-12, a slight decrease on the 55,032 used in the previous reporting period.
GOVERNANCE	Materials that are recycled input materials (EN2)	On Track	A total of 14,000 tonnes of material from construction projects was reused on various road works projects. This is a 15% increase from the 2010-11 figures of 12,000 tonnes.  Council purchased 1,839 tonnes of recycled construction materials, as well as 2,449 tonnes of composted and recycled organic topdressing and topsoil for use on Council projects.
	Direct energy consumption by primary energy source (EN3)	On Track	Electricity consumption continued to decrease, with a drop of 1.7% compared to the previous financial year, however gas usage increased slightly. The amount of electricity generated through the installation of solar panels at Council facilities has continued to increase, up 42% on the previous year. Liquid fuel usage has remained relatively stable, with a small increase (0.5%) during the reporting period.
OUR PEOPLE	Total water withdrawal by source (EN8)	On Track	Potable water consumption in 2011-12 was 132,202 kilolitres, a decrease of more than 25% on the previous year. Council also experienced a significant decrease in the consumption of recycled water. These decreases are believed to be largely attributed to increased rainfall in 2011-12, resulting in reduced irrigation of Council's parks and sporting fields.
	Percentage and total volume of water recycled and reused (EN10)	On Track	Council installed backwash recycling systems at its two swimming centres in 2008.  Rainwater tanks have also been installed at 37 Council facilities. The largest tank installed to date is a 150,000 litre underground tank at the Penrith Sports Stadium at Werrington.  Council also uses recycled water from Penrith Sewage Treatment Plant on four of our playing fields, with 4,338 kilolitres used during 2011-12, a decrease on previous years.
OUR ENVIRONMENT	Total direct and indirect greenhouse gas emissions by weight (EN16)	On Track	In 2011-12 Council emitted 26,113 tonnes of CO <sub>2</sub> -e as a result of its consumption of electricity, fuel and gas. Overall, this corresponds to a decrease of 382 tonnes, or 1.5% compared to the previous year.
OUR PERFORMANCE	Other relevant indirect greenhouse gas emissions by weight (EN17)	Challenge	During 2011-12 Council emitted 13,009 tonnes of CO <sub>2</sub> -e from the disposal of waste, an increase of 3781 tonnes, or around 30% on the 2010-11 reporting period.  This increase can be contributed to the disposal of illegally dumped waste, and an increase in waste generated by construction projects associated with the SRV.
	Total weight of waste by type and disposal method (EN2)	Challenge	Waste generated from Council operations was 18,695 tonnes in 2011-12, a 10.6% increase on last year, with 8,689 tonnes of waste processed for recycling and just over 10,000 tonnes going to landfill.
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Indicator	Status 2011-12	Comment
Initiatives to reduce greenhouse gas emissions and reductions achieved (EN18)	On Track	Council continues to work towards reducing greenhouse gas emissions associated with its diverse range of activities, achieving a reduction of 2,659 tonnes of CO2-e in the reporting period, and building on the 6,221 tonnes CO2-e in 2010-11.
Total number and volume of significant spills (EN23)	On Track	No significant spills were recorded during 2011-12. This is a steady trend as Council continues to maintain zero spill incidents. (Significant is defined as more than 1m2 of road pavement affected, and could trigger an emergency or HAZMAT response).
Habitats protected or restored (EN13)	Challenge	<p>Council continued to work with Bushcare volunteers to actively protect and restore bushland areas within the City. The focus during this reporting period has been on reducing weeds impacting on native biodiversity and increasing species abundance of local populations.</p> <p>Bushcare volunteers contributed 900 hours for weed control during 2011-12. This is below Council's target of 1200 volunteer hours and is a significant decline on previous years.</p>

For more information on our indicators please visit the Our Performance section on page 57. For more information on each of these indicators, including more detailed comments please visit our website.



▲ Protection of seedlings increases their chances of survival.

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## Final Funding for Enhanced Environment Program

In 2002 the Minister for Local Government approved an additional rate increase for a period of 10 years. This is the final year of this rate increase, which was made up of three components:

- Enhanced Environment Program (EEP)
- Community Safety and Neighbourhood Renewal Program, and
- Economic Development and Tourism Initiative.

The total funds spent on these programs during the 10 year period was \$24,454,000. For further information on funding in 2011-12, and more detail on the non-EEP components of the rate increase (Community Safety and Neighbourhood Renewal; and Economic Development and Tourism) please refer to the Statutory chapter on page 96.

The EEP funds were directed towards addressing the health of the Hawkesbury-Nepean catchment and the sustainability of the City by integrating sustainability principles into all of Council operations, and encouraging sustainable practices among the City's communities.

EEP allowed Council to direct an extra \$18,864,000 during the 10 year period towards important environmental and sustainability projects. These included community and school education programs, the implementation of water and energy conservation projects, greenhouse initiatives and partnerships, installation of water quality improvement infrastructure and a range of biodiversity management projects, with both capital and non-capital elements.



▲ Drain stencilling with local school children.

Five key program areas were covered under EEP.

### 1. Water Quality Infrastructure

\$5,612,000 was spent during the 10 years on installing water quality infrastructure to improve stormwater quality before it enters our creeks and rivers, and on cleaning and maintaining gross pollutant traps. Key initiatives included:

- installing major gross pollutant traps for key sites
- upgrading existing gross pollutant traps to improve their performance
- rehabilitating sections of Jamison Creek, South Creek, Tench Reserve, Werrington Creek, and Peachtree Creek
- putting in place a citywide water quality monitoring program
- purchasing spill response equipment and training staff
- writing stormwater quality policy and guidelines.

### 2. Planning and Development Services

\$7,163,000 was directed toward applying specialist resources to boost environmental outcomes in the planning and delivery of release areas and in developments throughout the City. These resources included:

- an environmental auditing program, focussing on commercial, industrial and agricultural properties
- developing the Biodiversity Strategy and Action Plan
- starting an integrated and coordinated community and schools education program to raise awareness of environmental issues.

### 3. Communication and Community

## Involvement

\$340,000 was spent over the 10 year period toward keeping the community informed and engaged with the projects.

### 4. City Parks

The City's parks and reserves were an important element of EEP, with \$2,385,000 spent on a range of activities to ensure the protection of our parks and bushland areas. Key initiatives included:

- development of the Plans of Management for Council's bushland reserves
- bush regeneration work by the Bushland Management Team and contractors
- support of the Bushcare volunteer program
- establishing a recycled water scheme from Penrith Sewage Treatment Plant to four local sporting fields.

### 5. Sustainability Programs



▲ Bush regeneration activities to protect bushland areas.

The delivery of sustainability programs accounted for \$3,364,000 of the funds spent during the 10-year period. A key focus was delivering Council's Sustainable Penrith program which helped ensure a targeted and coordinated approach towards building a sustainable City. Key initiatives included:

- putting in place an Energy Performance Contract for St Marys Centre and Penrith Civic Centre to improve efficiency with significant savings
- putting in place Energy and Water Savings Action Plans to monitor and reduce resource consumption at Council's largest facilities
- delivering the Sustainability Street program, which supported eight community groups to become local leaders in sustainability and encourage sustainable living
- completion of a climate change risk assessment and adaptation planning process to identify key areas of potential impact for the City and the organisation
- development of key sustainability related policies, including Green Purchasing and Sustainable Events, to embed sustainability principles into Council's day-to-day operations.

About \$1 million of EEP funds remained unspent at the end of 2011-12. These funds have been allocated to projects with the funds projected to be spent within the next financial year.





## OUR PERFORMANCE

Council is committed to becoming a more sustainable organisation, and to undertaking a continual monitoring and review process to inform our service delivery and organisational operations. We measure and report our performance against the stated goals and activities in our Delivery Program every 6 months, in accordance with the Integrated Planning and Reporting legislation.

In addition, we have a series of indicators which we report against every year, which have now been adopted by Council as a key way of providing information on how we are performing against the objectives identified in the Delivery Program.

The indicators include 'Council' indicators that measure our performance as an organisation, as well as 'City' indicators which look at liveability or community wellbeing. Often Council can play only a limited role in the results as progress will only be made by working together with the community and other key stakeholders on these broad issues, including transport, housing and jobs.

Together the indicators help give an overall picture of Council's performance, and its progress towards achieving the outcomes the community has identified in the Community Strategic Plan.

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◀ Children's art activities formed a part of our community engagement program.

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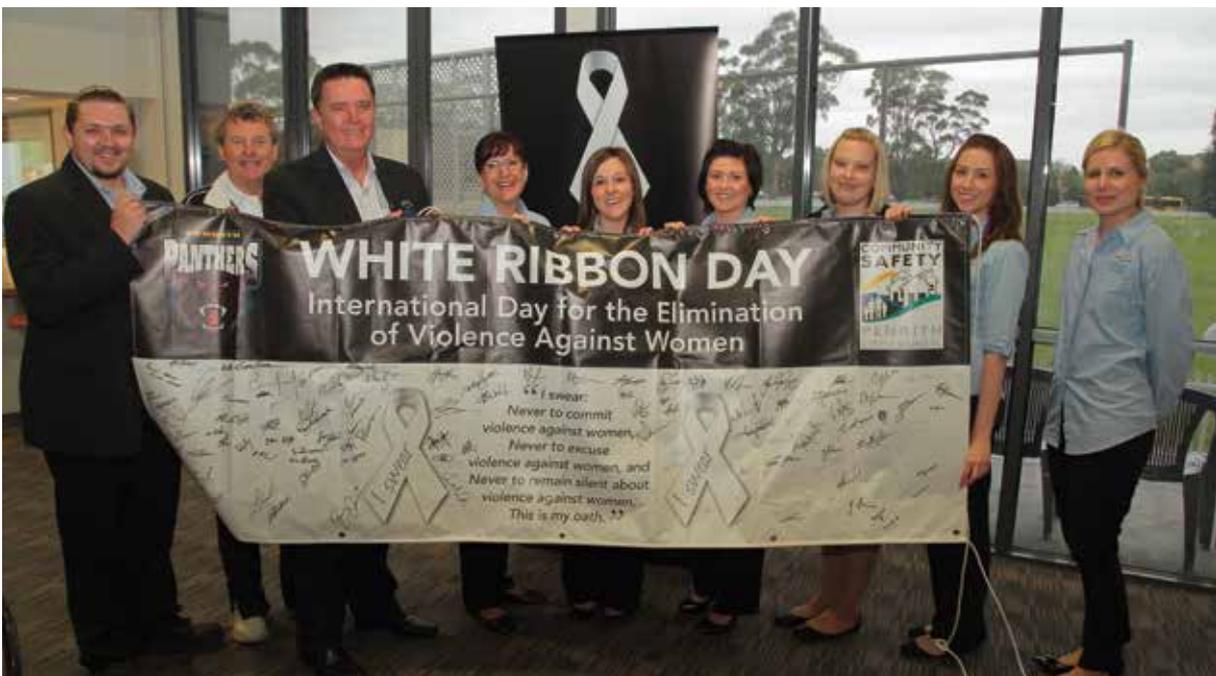
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Indicator	Status 2011-12	Comment
Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments (EC1)	On Track	Council's financial position is sound and stable with a surplus of \$20.9 million in 2011-12. Key indicators have shown an improvement when compared with results from 2010-11, including results for revenue, total assets, equity and the Unrestricted Current Ratio.  Council's financial performance is aligned with its continued focus on long-term financial sustainability. We regularly review our Operational Plan and financial performance throughout the year to adapt to changing conditions and requirements.
Public policy positions and participation in public policy development and lobbying (SO5)	On Track	Council continues to advocate strongly to State and Federal Government, in association with the National Growth Areas Alliance (NGAA) and the Penrith Business Alliance (PBA) to receive funding for services and facilities for the City and its communities.  This year saw the continuation of Council's strategic program of lobbying and advocacy to help address long term needs and priorities for the City that are generally outside of Council's direct control.
Practices related to customer satisfaction, including results of surveys measuring customer satisfaction (PR5)	On Track	Council's 2012 Customer Survey showed that overall satisfaction with our performance is 6.90 out of 10 (compared with 6.77 last year). Overall satisfaction with value for rates dollar is 6.08 out of 10 (compared with 6.00 last year).  Penrith City Council continues to outperform comparable NSW Councils. The 2012 results reveal an overall satisfaction score of 69 out of 100, compared to 'Metropolitan Council's' which scored an average of 63 out of 100.  Overall satisfaction with the performance of Council staff was high with a mean score of 7.31, an increase from 2011 where a mean score of 7.18 was recorded.



▲ White Ribbon Day banner signed by players from Penrith Panthers NRL team.

The 'City' indicators provide a measure of the liveability and sustainability of the City and cover issues such as education, transport and jobs and are outlined in the table below. Unfortunately many of these indicators rely on the results of the Census and as such are only updated every 6 years, with the latest results due in late 2012.

Use of community and facilities increased during the reporting period, along with self reported use of public transport. Similarly more respondents to the Customer Satisfaction Survey reported being satisfied with their level of access to services and information. There was a slight decline in the number of people who reported attending cultural activities or events in the City. No significant challenges were identified.

Indicator	Status 2011-12	Comment
Increased proportion of residents participating in cultural activities and events (PC20)	Challenge	<p>Respondents to the 2012 Customer Satisfaction Survey indicated that 56.9% had attended a festival, and 54.2% had attended a concert. This is a slight decline on results from 2011 of 61.9% and 55% respectively.</p> <p>In addition, 22.7% of respondents indicated that they do not participate in or attend any cultural activities or events, which is an increase compared to the 19.8% of respondents in 2011.</p>
Increase in proportion of residents attending educational facilities (PC25)	**Improving	<p>Council relies on Census data to report on this indicator. Most recent Census data (2011) shows that 30.7% of the Penrith population attended educational facilities. These facilities included preschools, primary and secondary schools, TAFE, university, and other educational facilities.</p> <p>This is an increase from 2006, when 24.7% of the population were attending educational institutions.</p>
Proportion of residents who are active in community organisations (PC23)	On Track	The 2012 Customer Survey asked respondents to indicate their level of agreement with the statement 'I am actively involved in community organisations in the City such as voluntary work, sporting groups, rotary, charities and schools'. 59% of respondents had either medium or high agreement with this statement, which is a slight increase on the 57% reported in 2010-11.
Increased usage of community facilities (PC17)	On Track	There continues to be a slight increase in utilisation of neighbourhood facilities, which includes neighbourhood centres, community centres, youth centres, senior citizen centres and community halls.
Increased percentage of population undertaking adequate physical activity (PC16)	Stable	<p>Historically, Penrith tends to have higher rates of smoking, being overweight or obese, and lower rates of physical activity than the State average. Unfortunately regional data on these health aspects has not been updated since 2009, however as the proportion of adults that are overweight or obese within NSW continues to increase it is expected that this trend is also likely to apply within the Penrith local government area.</p> <p>Results from Council's 2012 Community Survey indicate that only one in ten respondents walk or cycle to work, 29% of respondents participate in formal organised sport, while 32.5% of respondents take part in informal active recreation, such as ball games, jogging, swimming or attending a gym. Approximately one third of respondents do not take part in any sporting activity. These figures are generally consistent with the results of previous community surveys.</p>

	Indicator	Status 2011-12	Comment
INTRODUCTION	Increased number of dwellings that are within accessible distance of services and facilities (PC2)	On Track	The number of dwellings that are within walking distance of key centre services and facilities has increased slightly.  Dwelling construction is on the rise in new urban areas including Glenmore Park Stage 2, North Penrith, Caddens and Jordan Springs, with 1296 dwellings constructed to date in these areas. More than 500 of these dwellings in Jordan Springs, Caddens and Glenmore Park Stage 2 are accessible to land zoned for future town centres that will provide services and facilities to these communities. Development approvals for dwellings have also been issued for North Penrith, construction has commenced for terrace housing.
GOVERNANCE	Decrease in the number of households experiencing housing stress (PC4)	** Challenge	The 2011 Census data identified that 22.5% of all households were experiencing housing stress. Of these, about 13% were experiencing mortgage-related stress, while the remainder, 9.5%, were experiencing housing stress relating to rent.
OUR PEOPLE	An increased variety of housing types are available (PC14)	No New Information	This indicator relies on Census data. The 2011 Census indicated Penrith has a higher proportion of separate dwellings in the state or national average, and a lower proportion of high density dwellings.
OUR ENVIRONMENT	Increased variety of jobs and business opportunities are available (PC3)	No New Information	There is no new data available for the reporting period however, data from the 2006 Census identified 52,330 jobs in Penrith LGA, which is an increase from the 49,513 recorded in 2001.  2011 Census data in this area was not available in time to update this indicator.
OUR PERFORMANCE	Increase in number of local residents working locally (PC5)	No New Information	Council currently relies on Census data for this indicator, with the most recent data available from the 2006 Census indicating that of the 83,465 residents in the workforce, 36.9% (30,793 residents) live and work in Penrith, with 53.0% (44,219 residents) travelling outside the LGA to attend work.  2011 Census data in this area was not available in time to update this indicator.
STATUTORY	Increased proportion of residents participating in sporting and recreational activities (PC18)	Stable	The 2012 Community Survey asked respondents whether they participate in sporting and recreational activities with 29% indicating that they participate in organised sport, 49.3% participating in informal passive recreation and 32.5% taking part in informal active recreation. Almost a third of respondents (31.9%) indicated that they don't participate in any sporting or recreational activities. These figures are generally consistent with results from previous years.  This survey also indicated that community satisfaction with the provision of sporting facilities in the region has remained high.

\*\* Note - 2011 Census data relating to housing and employment statistics was released on October 31, 2012. Proper analysis of this data and ways in which Council can respond to emerging challenges will be developed, but are not available for the finalisation of this report.

Indicator	Status 2011-12	Comment
Increased proportion of residents who feel safe in their community (PC15)	Stable	<p>The 2012 Community Survey asked respondents to provide their level of agreement with the statement 'I feel safe in my neighbourhood'. 73% of respondents gave a high score and 96% gave either a medium or high rating. This result is consistent with the previous reporting period.</p> <p>Similarly, respondents level of satisfaction with 'The safety of the City's public spaces' was stable, with 63% indicating high satisfaction, and 93% indicating either medium or high satisfaction.</p> <p>When asked about satisfaction with 'the safety of the City's parks, playgrounds and reserves' 58% of respondents gave a high rating, and 89% gave either a medium or high rating. This is a steady result.</p>
Increased proportion of residents are satisfied with their level of access to services, information and facilities (PC1)	On Track	<p>The 2012 Customer Satisfaction Survey asked respondents to provide their level of satisfaction with their level of access to Council's services, information and facilities. 22.0% of respondents gave a medium rating and 71.5% gave a high rating, giving an overall mean score of 7.25 out of 10. This is a slight improvement on last year's score of 7.12 out of 10.</p>
Increased use of public transport (PC11)	On Track	<p>Respondents to the 2012 Customer Satisfaction Survey were asked about their use of public transport on their journey to school or work, with 22% saying they use public transport. In addition 10.5% of respondents indicated they walk or cycle to work.</p> <p>The use of public transport appears to have increased slightly when compared to the results of the 2011 Customer Survey, which indicated 18% of respondents using public transport. The number of respondents walking or cycling has remained steady (10.7%).</p>



▲ Penrith's free shuttle bus in the CBD.

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## DELIVERY PROGRAM AND OPERATIONAL PLAN

The Delivery Program and Operational Plan together set out the key activities, tasks and priorities which Council will undertake throughout the year. The Delivery Program consists of 21 programs which are made up of 47 services, and covers the period from July 2009 to June 2013. This Annual Report details our progress against the third year of activities listed in the Delivery Program.

The Delivery Program includes 117 service activities which together address the full range of Council's operations. Programs report on a total of 37 indicators which measure their progress towards specific goals. Additionally, the Delivery Program identifies 42 priorities which address those issues which our partners and community felt were particularly important.

The following pages provide a snapshot of the achievements, challenges and indicators of each of the programs for the year. Budget information for each program is provided in the financial statement on the enclosed CD or online.

Council has 21 services.

- Children's services
- Community information and events
- Community facilities
- Community wellbeing
- Corporate finance
- Corporate governance
- Corporate support
- Corporate workforce
- Development applications
- Environmental and health management
- Libraries
- Major Infrastructure Projects and Design
- Parks
- Planning and Advocacy
- Public Spaces and Community Safety
- Roads, Footpaths and Buildings
- Sport and Recreation
- Strategic Planning
- Sustainability
- Traffic, Parking and Drainage, and
- Waste Management and Community Protection.

 Green - On target	90% +	A program, service, service activity, budget, or program indicator is within 10% of targeted performance for that 'year to date' (YTD) period.
 Amber - Needs focus	75% – 89%	A program, service, service activity, budget, or program indicator is within 15% – 25% of targeted performance. It is at risk of non-completion, and may be the subject of a proposed carry over or partial revoke of works. A comment is required about the issue, the focus required, and what will be done to address it.
 Red - At Risk	< 75%	A program, service, service activity, budget, program indicator is more than 25% off its targeted performance. A comment is required about the issue, the focus required, and what will be done to address it.
 Baseline Data		Data on this indicator was collected for the first time this year, and will act as a baseline for future years. It is not possible to indicate a trend for these indicators.

 Green - 90% +	 Amber - 75% – 89%	 Red - < 75%	 Baseline Data - No trend established
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Progress Summary (July 2011 – June 2012)		Status
Program	Children's Services	
Service	Children's Services	
Priorities	P11 Deliver high quality children's services that are affordable, accessible and viable	
Indicators	More families use Council's children's services each year	
	More than 90% of program activities are completed each year	
Program Budget	Refer to Financial Summary	

### Highlights and Challenges (July 2011 – June 2012)

Highlights	<ul style="list-style-type: none"> <li>The ArtKids project encouraged preschool children to explore their creativity through different media including clay, painting, wool sculpture and drawing</li> <li>New funding under the Federal Family Support Program commenced for activities targeted at improving outcomes for young children living in vulnerable circumstances. There is also a strong focus on Aboriginal families. The funding of \$306,000 is available for three years until June 2014</li> <li>High utilisation for our newest service, Glenmore Park Child and Family Centre, which has developed a good profile in the community</li> <li>Completion of a shade structure in the adventure playground at the Glenmore Park Child and Family Precinct</li> <li>Playground upgrades including:               <ul style="list-style-type: none"> <li>Yoorami OOSH which incorporates a natural feel with timber logs, sandstone boulders and a dry creek bed meandering along the fence line</li> <li>Gumbirra Children's Centre and OOSH including a tepee, dry creek slides, stepping logs and tree bridge walkway</li> <li>Blue Emu Children Centre which now has a dry creek bed, amphitheatre deck, stepping log and new artificial grass</li> <li>Kindana OOSH which now has new synthetic grass, basketball area, open amphitheatre, turf ball area, vegetable gardens and timber stepping logs</li> </ul> </li> <li>Installation of an all abilities toilet at Tandara Children's Centre</li> <li>Maintenance works including an upgrade to fixed equipment at 9 centres; 13 craft sink upgrades; 3 laundry/nappy change upgrades; and a staff room extension at Koala Corner</li> <li>Celebration of 30 years of service delivery by the Mobile Playvan to the community</li> <li>Paint Penrith REaD was awarded a Zest Award for exceptional partnerships in February 2012</li> </ul>
Challenges	<ul style="list-style-type: none"> <li>Availability of qualified staff continues to challenge children's services nationally</li> <li>The utilisation for before and after school care continues to be very fluid, both below targets at the end of the year. Of most concern is the utilisation for after school care</li> <li>Meeting the National Quality Framework (NQF) requirements and necessary staff training</li> </ul>

Strategic Plan links		Community Outcomes	Strategic Responses
Objectives	We have access to what we need	7. A City with equitable access to services and facilities	7.1 Base the provision of services and facilities on principles of social justice and equity

Green - 90% +	Amber - 75% – 89%	Red - < 75%	Baseline Data - No trend established
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<b>Community Facilities</b>	Group Manager	City Presentation David Burns
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Progress Summary (July 2011 – June 2012)		Status
Program	Community Facilities	
Services	Neighbourhood Facilities Management	
	Cemeteries	
Priorities	P37 Implement prioritised actions from the review of the Neighbourhood Facility Management Services	
Indicators	All operational cemeteries have their sustainability maximised to meet the needs of Penrith's communities	
	All neighbourhood facilities are regularly assessed to establish appropriateness for contemporary community needs	
	All agreed management structures for neighbourhood facilities are progressively assessed and supported to meet the requirements of the Neighbourhood Facilities Management Policy	
	More than 90% of program activities are completed each year	
Program Budget	Refer to Financial Summary	

Highlights and Challenges (July 2011 – June 2012)	
Highlights	<ul style="list-style-type: none"> <li>Installation of fencing and gates at Castlereagh and Sir John Jamison cemeteries</li> <li>Installation of interpretive signage at Castlereagh cemetery in accordance with the adopted Penrith Valley Cemeteries Action Plan</li> <li>Launch of the Neighbourhood Facilities Management and Operational Procedures Manual on 14 May 2012</li> </ul>
Challenges	<ul style="list-style-type: none"> <li>Attracting new volunteers to manage neighbourhood facilities</li> <li>Ensuring that all Neighbourhood Facilities are to a standard of presentation that meets community expectations and OH&amp;S risks are minimised</li> <li>The provision of a supply of sustainable burial sites and memorialisation for the community</li> <li>The provision of funding to secure a long-term maintenance plan for all cemeteries across the Penrith LGA.</li> <li>Recommendations from the Cemeteries Plans of Management will require close consideration to ensure that priority is given to actions that will maximise the sustainability of the current operational cemeteries into the future</li> </ul>

Strategic Plan links	Community Outcomes	Strategic Responses
Objectives	Our public spaces encourage safe and healthy communities	19.1 Provide community facilities, and recreation and leisure programs, that encourage healthy activity

Green - 90% +	Amber - 75% – 89%	Red - < 75%	Baseline Data - No trend established
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Progress Summary (July 2011 – June 2012)		Status
Program	Community Information and Events	
Services	City Partnerships	
	Customer Service	
	Marketing	
	Communications	
Priorities	P1 Review and refresh the brand and marketing plan for the City, which build on its strengths, natural environment and identity	
	P15 Create a new Council website to improve communications, and information on Council Services	
Indicators	Council's initiatives are recognised through awards, and participation with other leading organisations	
	More people know who to contact for representation and information	
	More local residents are recognised by, and involved in, civic and community events	
	More than 90% of program activities are completed each year	
Program Budget	Refer to Financial Summary	

Highlights and Challenges (July 2011 – June 2012)	
Highlights	<ul style="list-style-type: none"> <li>Adoption of a new Penrith brand, brand strategy and communication tools</li> <li>100 media releases issued promoting Council's key messages, activities and services, with about 95% resulting in media coverage</li> <li>Prepared and distributed the 2010-11 Annual Report</li> <li>The eleventh annual Cancer Council Relay for Life event was successfully completed</li> <li>Successful business delegations from Korea and China</li> <li>Community events held including Australia Day and 2013 Bicentenary of the First Crossing of the Blue Mountains commemoration at Weir Reserve</li> </ul>
Challenges	<ul style="list-style-type: none"> <li>There were no challenges identified for this reporting period</li> </ul>

Strategic Plan links	Community Outcomes	Strategic Responses
Objectives	We demonstrate leadership, foster resilience and tenacity, and encourage innovation	1. A Regional City that provides our jobs, education, services and entertainment
	We have a say in our future	10. A Council that involves, informs and responds
	We play an active role in our communities	23. A City with opportunities to engage, participate and connect
		1.1 Demonstrate our leadership, and encourage innovation
		1.2 Share aspirations and work together to grow Penrith as a Regional City
		10.1 Engage our communities by creating opportunities for participation, listening, providing information and responding
		23.1 Enhance community strengths and capacity by supporting collaborative networks and partnerships

Green - 90% +	Amber - 75% – 89%	Red - < 75%	Baseline Data - No trend established
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<b>Community Wellbeing</b>	Group Manager	People and Places Roger Nethercote
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Progress Summary (July 2011 – June 2012)		Status
Program	Community Wellbeing	✔
Services	Community & Cultural Development	✔
	Neighbourhood Renewal	✔
Priorities	P10 Advance planning for a Regional City Community Services Facility in the Penrith City Centre	✔
	P42 Engage in strategic partnerships to facilitate and support the planning and delivery of social infrastructure, programs and services	✔
	P39 Complete the St Marys Corner Community and Cultural Precinct and, together with community partners, commence activation of the precinct	✔
	P38 Engage the community in developing Neighbourhood Action Plans in priority identified established areas of the City	✔
Indicators	More cultural activities are organised in the City's public places, including St Marys Corner	✔
	More local residents are involved in developing Neighbourhood Action Plans	✔
	More than 90% of program activities are completed each year	✔
Program Budget	Refer to Financial Summary	

Highlights and Challenges (July 2011 – June 2012)	
Highlights	<ul style="list-style-type: none"> <li>The intergenerational "Llandilo when I was Young" project was completed</li> <li>Completion of the NSW Government funded Northern Rural Areas Community Development Project</li> <li>The 'Penrith Inclusion Plan - the Journey so far' celebration was held in October 2011</li> <li>The Street Dreams St Marys project was completed at St Marys Corner. Workshops were held with up to 20 young Sudanese people to enable the participants to gain skills in creating lyrics and rhythms, recording and performance. The launch of the CD took place in April 2012</li> <li>Council hosted a successful celebration of International Women's Day on 8 March 2012 attracting 90 women from diverse backgrounds who celebrated women's achievements</li> <li>Organisation of two successful Seniors Week concerts for the Council's official functions to celebrate Seniors Week 2012 as well as providing support for 15 individual projects including a Seniors Expo, an Open Day at U3A and a healthy exercise morning for CALD seniors at the Penrith Women's Health Centre</li> <li>Council held the Penrith Community Care Forum on 1 March 2012 and a special forum to address 'Domestic Squalor and Hoarding' in Penrith</li> <li>The Child Friendly City Strategy was launched in April 2012 as part of a family fun day at Wainwright Park Kingswood. Over 140 children and parents attended</li> <li>A series of successful events were held in April/May 2012 to celebrate Youth week, including the major performance and skate event at Jamison Park which attracted about 800 young people</li> <li>The successful Kids at the Corner St Marys Story Makers Children's Holiday workshop program was again held at St Marys Corner</li> <li>The Mondo project gained significant momentum in the period with up to 200 participants each Thursday afternoon. A number of special events have been held including shuffle dance, band and singing performances as part of a concert in the Joan, and a DJ face off competition</li> <li>Coordinated and hosted a 'Men Friendly Seminar' in May 2012 with approximately 50 people attending from a range of local community, health and neighbourhood services</li> </ul>

✔ Green - 90% +	⚠ Amber - 75% – 89%	✘ Red - < 75%	▣ Baseline Data - No trend established
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<b>Highlights</b>	<ul style="list-style-type: none"> <li>• Successful “Networking” Breakfast held in May 2012 with over 70 people from non-government agencies attending</li> <li>• The Campement Urbain project ‘The Future of Penrith, Penrith of the Future’ was awarded the “Australia Award for Urban Design 2012”, the patron of which is the Prime Minister Julia Gillard. The award was presented to the French-Australian art and urban design collective Campement Urbain: Sylvie Blocher, François Daune, and Tim Williams for ‘The Future of Penrith, Penrith of the Future’. One of the strengths of this project that was highlighted in the award was the extensive consultation with local residents from across the City, including from different backgrounds and ages</li> <li>• A successful Refugee Week event was held with key note speakers Professor Kevin Dunne from University of Western Sydney (UWS) and Father Frank Brennan dispelling many of the common myths surrounding refugees and asylum seekers. Over 140 participants attended including many students from local high schools</li> <li>• The Conversations about Work – Southern Sudanese Employment report was launched at St Marys Corner. Council and a number of community partners are implementing the recommendations</li> <li>• The “re Presenting Colyton” project was completed and involved local women and artists creatively exploring the importance of public spaces to the identity of Colyton and its community</li> <li>• The Bennett Road Public School Mural project was unveiled. The project involved a group of 25 students of differing abilities working with artists from Wirriambi Designs to design and complete a mural that reflects the aspirations of the students and their families</li> </ul>
<b>Challenge</b>	<ul style="list-style-type: none"> <li>• Increasing community expectation for Council to lead and deliver a broad range of projects, which have in many cases grown in size and scale, with limited increase in funding to match (e.g. NAIDOC Week Family Gathering and Council’s inspirational cultural development and City Centre/Town Centre activation focus)</li> </ul>

Strategic Plan links		Community Outcomes	Strategic Responses
Objectives	We have access to what we need	7. A City with equitable access to services and facilities	7.1 Base the provision of services and facilities on principles of social justice and equity
	We have a say in our future	10. A Council that involves, informs and responds	10.1 Engage our communities by creating opportunities for participation, listening, providing information and responding
	We build on our strengths, value our heritage, celebrate our cultural diversity, and foster creativity	20. A City with people and places that are inclusive, foster creativity, and celebrate diversity	20.1 Encourage vibrant places in the City, and creativity, inclusivity and diversity in our communities 20.2 Support cultural initiatives that meet local needs, and attract regional interest
	We play an active role in our communities	23. A City with opportunities to engage, participate and connect	23.1 Enhance community strengths and capacity by supporting collaborative networks and partnerships

Green - 90% +	Amber - 75% – 89%	Red - < 75%	Baseline Data - No trend established
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**Corporate Finance** Group Manager  
Finance  
Vicki O'Kelly

Progress Summary (July 2011 – June 2012)		Status
Program	Corporate Finance	
Services	Financial Services	
	Operational Planning	
	Purchasing & Supply	
	Property Development & Management	
	Risk Management & Insurance	
Priorities	P4 Lobby government for financial assistance to redress the current infrastructure backlog and provide funding to key regional projects	
	P5 Pursue alternative funding options to deliver Council services and facilities, including consideration of a Special Rate Variation, following community consultation and engagement	
Indicators	Unrestricted current ratio (excluding internal loans) not less than 1.25 to 1	
	Outstanding rates less than 4.5% of rates, charges and fees (excluding pensioners)	
	Council's commercial properties provide a positive financial return	
	More than 90% of program activities are completed each year	
Program Budget	Refer to Financial Summary	

Highlights and Challenges (July 2011 – June 2012)	
Highlights	<ul style="list-style-type: none"> <li>• Contracts were exchanged for the sale of the Cranebrook Shopping Centre and former Hardware store site</li> <li>• Audited financial statement adopted by Council in September 2011. Penrith was the 9th of 52 Councils to lodge their statements with the Division of Local Government</li> <li>• Adoption of the 2012-2013 Operational Plan</li> <li>• Completion of a number of Information Communication Technology (ICT) productivity improvements</li> <li>• Additional financial support to priority projects: new Community Strategic Plan and Flood Mitigation works</li> <li>• Finalisation of tenders for a number of projects including:               <ul style="list-style-type: none"> <li>o Mamre and Erskine Park Roads intersection</li> <li>o Ripples Roof replacement and rectification works</li> <li>o Supply of paver and bluestone kerb for CBD Renewal works</li> <li>o Provision of maintenance services</li> </ul> </li> </ul>
Challenge	<ul style="list-style-type: none"> <li>• Continuing to maintain financial sustainability amid growing expectations of services to be provided across the organisation</li> </ul>

Green - 90% +	Amber - 75% – 89%	Red - < 75%	Baseline Data - No trend established
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Strategic Plan links		Community Outcomes	Strategic Responses
Objectives	We demonstrate accountability, transparency and ethical conduct	4. A Council that manages its finances, services and assets effectively	4.1 Deliver service for the City and its communities, and maintain our long term financial sustainability
		5. A Council that behaves responsibly and ethically	5.1 Champion accountability and transparency, and responsible and ethical behaviour 5.2 Base our decisions on research, evidence, and our responsibility to anticipate harm before it occurs
	We have access to what we want	7. A City with equitable access to services and facilities	7.1 Base the provision of services and facilities on principles of social justice and equity

 Green - 90% +	 Amber - 75% – 89%	 Red - < 75%	 Baseline Data - No trend established
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<b>Corporate Governance</b>	Group Manager	Legal and Governance Stephen Britten
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Progress Summary (July 2011 – June 2012)		Status
Program	Corporate Governance	✓
Services	Corporate Governance	✓
	Council & Executive Support	✓
	Legal Services	✓
Indicators	All recorded breaches to the Code of Conduct are actioned	✓
	More the 95% of Audit Committee recommendations are implemented within agreed timeframes	✓
	More than 90% of program activities are completed each year	✓
Program Budget	Refer to Financial Summary	

Highlights and Challenges (July 2011 – June 2012)	
Highlights	<ul style="list-style-type: none"> <li>Significant reduction in printing costs due to the introduction of iPads (which reduces the need to print business papers) and the installation of wireless technology throughout the civic centre</li> <li>Implementation of the Councillor Bulletin has streamlined communication with Councillors</li> </ul>
Challenges	<ul style="list-style-type: none"> <li>Audit Program had minimal delays due to other organisational priorities</li> </ul>

Strategic Plan links	Community Outcomes	Strategic Responses
Objectives	We demonstrate accountability, transparency and ethical conduct	5. A Council that behaves responsibly and ethically  5.1 Champion accountability and transparency, and responsible and ethical behaviour  5.2 Base our decisions on research, evidence, and our responsibility to anticipate harm before it occurs

Green - 90% +	Amber - 75% – 89%	Red - < 75%	Baseline Data - No trend established
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Progress Summary (July 2011 – June 2012)		Status
Program	Corporate Support	
Services	Information Technology	
	Mapping Information / GIS	
	Records Management	
Indicators	More than 90% of program activities are completed each year	
Program Budget	Refer to Financial Summary	

Highlights and Challenges (July 2011 – June 2012)	
Highlights	<ul style="list-style-type: none"> <li>• Four Records Management staff attained Certificate IV in Record keeping</li> <li>• Improvements implemented to better integrate the Proclaim and Records Management systems</li> <li>• Major upgrade of Council's email server</li> <li>• Replacement of Council's Disk Storage System to increase capacity</li> <li>• Introduction of tablet computers for in-field access to corporate systems and email and calendar – this has provided significant savings in time and money</li> <li>• Negotiation of wireless internet contract for Library Services</li> <li>• Successful trial of PC power management software</li> <li>• Technology and support improvements including new scanners in Records Management, tablet computers being trialled at Childcare Centres and the implementation of Smart board and video conferencing technology</li> </ul>
Challenges	<ul style="list-style-type: none"> <li>• Ensuring that sufficient resources are available for upgrades and enhancements to existing systems as well as the expansion of key corporate systems in the future</li> </ul>

Strategic Plan links		Community Outcomes	Strategic Responses
Objectives	We demonstrate accountability, transparency and ethical conduct	5. A Council that behaves responsibly and ethically	5.1 Champion accountability and transparency, and responsible and ethical behaviour
			5.2 Base our decisions on research, evidence, and our responsibility to anticipate harm before it occurs

Green - 90% +	Amber - 75% – 89%	Red - < 75%	Baseline Data - No trend established
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<b>Corporate Workforce</b>	Group Manager	Workforce and Workplace Brian Steffen
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Progress Summary (July 2011 – June 2012)		Status
Program	Corporate Workforce	
Service	Workforce & Workplace	
Indicators	More than 70% of the workforce are permanent	
	Less than 15% of the workforce have more the 40 days of accumulated annual leave	
	More than 90% of program activities are completed each year	
Program Budget	Refer to Financial Summary	

Highlights and Challenges (July 2011 – June 2012)	
Highlights	<ul style="list-style-type: none"> <li>The staff assistance program has been varied to provide for death/funeral benefits, additional sick leave and staff volunteering services</li> <li>An initial review of the themes identified through the Employee Opinion Survey has been conducted</li> </ul>
Challenge	<ul style="list-style-type: none"> <li>Retaining professional specialist trainees until completion of studies</li> </ul>

Strategic Plan links	Community Outcomes	Strategic Responses
Objectives	We demonstrate accountability, transparency and ethical conduct	4. A Council that manages its finances, services and assets effectively
		5. A Council that behaves responsibly and ethically
		5.2 Base our decisions on research, evidence, and our responsibility to anticipate harm before it occurs
		4.1 Deliver services for the City and its communities, and maintain our long term financial sustainability
		5.1 Champion accountability and transparency, and responsible and ethical behaviour

 Green - 90% +	 Amber - 75% – 89%	 Red - < 75%	 Baseline Data - No trend established
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Progress Summary (July 2011 – June 2012)		Status
Program	Development Applications	
Services	Development Applications	
	Building Approvals & Certificates	
Priorities	P41 Incorporate procedures into the development application process that provides advice on design excellence and promotes quality design	
Indicators	More people agree that development in the City is appropriate	
	More than 90% of program activities are completed each year	
Program Budget	Refer to Financial Summary	

Highlights and Challenges (July 2011 – June 2012)	
Highlights	<ul style="list-style-type: none"> <li>A total of 1209 new development applications were determined with a value of \$472M</li> <li>A total of 361 Construction Certificates have been issued. The value of construction work approved over the year was \$44.62M.</li> <li>A total of 94 Building Certificates and 567 Occupation Certificates were issued. 2366 critical stage inspections were also undertaken.</li> <li>There were 1,036 new lots approved, including 635 in Jordan Springs. This was the highest number of new lot approvals in the Sydney Region</li> <li>Fire safety inspections of all nursing homes within the LGA completed</li> <li>Training sessions for staff from Penrith and other councils were run on Access for People with Disability, Fire Safety, Engineering, Building in Bushfire Prone Areas, BCA and Swimming Pool legislation</li> <li>ICON – Plan on-line property and development enquiry system implemented</li> <li>Represented Council on the Department of Planning and Infrastructures (DoPI) Complying Development Experts Panel</li> <li>Submission on Planning System Review</li> <li>Developers Forum held in August which focussed on good design and development initiatives</li> <li>The 2011 – 2012 Heritage Assistance Fund has been successfully completed with grants being offered to and accepted by six (6) owners of heritage buildings within the LGA</li> </ul>
Challenges	<ul style="list-style-type: none"> <li>Managing the expectations of key stakeholders in the urban release areas</li> <li>Maintaining an effective response to the increased number of major DAs, market expectation for lot releases and proactive management of the City's urban release areas</li> <li>Responding to increased demands in compliance activity has been challenging, particularly following the period of heavy rains earlier in the year</li> <li>The continuous change in planning legislation by the government, and the current major planning system review, has created difficulties throughout the year in ensuring appropriate resourcing is available to effectively respond</li> <li>Retaining market share in the contestable area of building certification remains challenging, and a review is now underway in relation to examining our capacity to respond in this area and to develop options for how we may respond</li> <li>The number of Land and Environment Court hearings has also presented resourcing challenges</li> <li>Responding to changes to the Swimming Pools Act and Access to Premises Standards</li> </ul>

Strategic Plan links	Community Outcomes	Strategic Responses
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Green - 90% +	Amber - 75% – 89%	Red - < 75%	Baseline Data - No trend established
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Objectives	We have access to what we need	6. A City with a strong local economy and access to jobs	6.1 Facilitate a diverse economy, sustainable businesses and secure employment base
		8. A City with lifestyle and housing choice in our neighbourhoods	8.1 Encourage housing that provides choice, achieves design excellence, and meets community needs
	We build on our strengths, value our heritage, celebrate our cultural diversity, and foster creativity	22. A City with design excellence that respects our local identity	22.1 Promote good design, sustainable buildings, and development that enhances our City

 Green - 90% +	 Amber - 75% – 89%	 Red - < 75%	 Baseline Data - No trend established
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Progress Summary (July 2011 – June 2012)		Status
Program	Environmental and Health Management	
Service	Environmental Health	
Priorities	P40 Finalise and implement the Penrith Health Strategy to assist in achieving long term health benefits for the City's communities	
	P17 Lobby for funding to improve catchment and biodiversity health	
	P22 Research and promote viable rural activities and new agri-business	
	P23 Support local food production and sustainable agriculture	
	Indicators	Increase in the type and number of 'healthy water' indicator species
Indicators	Increase in the number of private landowners interested in protecting biodiversity	
	Increase in the number of local food producers selling locally	
	No overall loss in the number of primary producers	
	More people are aware of how to lead a healthy lifestyle	
	More than 90% of program activities are completed each year	
Program Budget	Refer to Financial Summary	
Comments	<p><b>1</b> The annual Macroinvertebrate sampling survey undertaken in May 2012 found the overall health of the waterways to be slightly reduced compared with the results from the 2011 sampling period. This is mostly due to increased rainfall in late 2011 and early 2012 which caused flooding and high flows which scoured the banks of waterways, flushing away macrophyte vegetation and generally removing habitat diversity. Many of the waterways in the City are in a highly modified urban environment and it will remain an ongoing challenge to maintain their health.</p> <p><b>2</b> The number of farms used for agricultural purposes in the City has not varied from the previous year. A web based information resource for sustainable land management was developed and launched in 2011. This provides important information and links to other relevant resources, opportunity for feedback and enables people to communicate with others sharing the same interest in sustainable land management and local food production. Information provided from landowners through web site is a useful tool to develop responses to issues that affect primary producers.</p> <p>There are a number of factors which present a challenge to primary producers including environmental and land use conflicts, fragmentation of viable agricultural land and the impact of development on viable agricultural land. Whilst there was no measured loss of primary producers in the last twelve months, it will be an ongoing challenge to ensure there is no loss in the future.</p>	

Green - 90% +	Amber - 75% – 89%	Red - < 75%	Baseline Data - No trend established
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### Highlights and Challenges (July 2011 – June 2012)

Highlights	<ul style="list-style-type: none"> <li>• Completion of regeneration works covering an area of 6.5 hectares within the Werrington Creek riparian corridor</li> <li>• Council received the "Alive and Well Partnerships Award 2011"</li> <li>• Council's Stormwater Education Program and Catchment Tours engaged 8 primary schools and 1 high school, reaching around 1,200 students</li> <li>• Council's Enviro Adventure activity reached a total of 576 students from 10 local primary schools</li> <li>• Funding was received from NSW Health as part of World No Tobacco Day to provide 'Smoke Free Zone' signs to selected schools</li> <li>• As part of the promotion of health and well being in the City, over 300 Penrith City Council staff participated in health checks over the year. 75 Children Services staff participated in fitness tests</li> </ul>
Challenge	<ul style="list-style-type: none"> <li>• Whilst the Environmental Health Department is undertaking its core activities there is a challenge to meet minimal regulatory obligations. There has been a significant increase in premises that require inspection (for example food premises). There are also increasing work loads due to a rise in customer service requests and referrals for specialist advice relating to Development Applications</li> </ul>

Strategic Plan links		Community Outcomes	Strategic Responses
Objectives	Our natural habitats are healthy	11. A City with healthy waterways and protected natural areas	11.1 Work with others to protect and conserve the River, waterways and catchments, and natural environments
	We encourage sustainable production and technologies	14. A City with viable agriculture and rural activities that provides fresh local food	14.1 Protect the landscape values and productive capacity of the City's rural lands
	We build on our strengths, value our heritage, celebrate our cultural diversity, and foster creativity	21. A City that promotes health and wellbeing	21.1 Encourage the wellbeing of our communities

 Green - 90% +	 Amber - 75% – 89%	 Red - < 75%	 Baseline Data - No trend established
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<b>Libraries</b>	<b>Group Manager</b>	<b>Leadership</b>
		<b>Ruth Goldsmith</b>

Progress Summary (July 2011 – June 2012)		Status
Program	Libraries	
Service	Libraries	
Priorities	P12 Implement the preferred Library service delivery model	
Indicators	More people use the City's libraries and services each year	
	More than 90% of program activities are completed each year	
Program Budget	Refer to Financial Summary	

Highlights and Challenges (July 2011 – June 2012)	
Highlights	<ul style="list-style-type: none"> <li>• Appointment of Children's Librarian</li> <li>• New customer feedback facility developed allowing customers to respond electronically with suggestions, compliments or complaints on how to enhance library services</li> <li>• Increase in the number of digital resources purchased (i.e. eBooks and downloadable audio books), which can be accessed by library members from their home PC or mobile digital devices</li> <li>• Participation in Paint the Town REaD Annual Reading Day and Early Literacy Conference</li> </ul>
Challenges	<ul style="list-style-type: none"> <li>• There were no challenges identified for this reporting period.</li> </ul>

Strategic Plan links		Community Outcomes	Strategic Responses
Objectives	We have access to what we need	7. A City with equitable access to services and facilities	7.1 Base the provision of services and facilities on principles of social justice and equity

Green - 90% +	Amber - 75% – 89%	Red - < 75%	Baseline Data - No trend established
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## Major Infrastructure Projects and Design

Group  
Manager

City Infrastructure  
Wayne Mitchell

Progress Summary (July 2011 – June 2012)		Status
Program	Major Infrastructure Projects and Design	
Service	Design & Project Management	
Priorities	P27 Build a decked commuter carpark at Penrith Station	
	P28 Investigate a new decked carpark in the Penrith City Centre	
Indicator	More than 90% of program activities are completed each year	
Program Budget	Refer to Financial Summary	

### Highlights and Challenges (July 2011 – June 2012)

Highlights	<ul style="list-style-type: none"> <li>North Penrith Commuter Carpark completed with a significant saving</li> <li>Construction has commenced on the signalisation and widening of the Mamre Road / Erskine Park Road intersection. Tender pricing is significantly below initial estimates</li> <li>Howell Oval/CUA stadium works completed</li> <li>Ripples roof replacement and pool refurbishment commenced – this work is scheduled for completion by the end of 2012</li> <li>114 Henry Street ground floor tenancies subdivided and refurbished suitable for letting by Property Department</li> <li>Kokoda Park amenities replacement completed</li> <li>Design work completed for large sections of new shared paths</li> <li>Penrith CBD Masterplan project underway with extensive consultation and engagement activities</li> <li>New project management system implemented and staff training commenced</li> <li>Great River Walk funding secured for further stage and completion of current stages</li> </ul>
Challenges	<ul style="list-style-type: none"> <li>Wet weather significantly delayed completion of several funded projects including the North Penrith Commuter Carpark and Memory Park</li> <li>Delivery of the Werrington Enterprise Living and Learning Precinct infrastructure is on hold pending resolution of the Department of Planning cap on S94 contributions</li> <li>Construction of the Erskine Park Road and Mamre Road intersection was delayed due to the Roads and Maritime Service (RMS) preparing and approving the Review of the Environmental Factors (REF) for the project. Work has now commenced with completion expected late 2012</li> </ul>

Strategic Plan links		Community Outcomes	Strategic Responses
Objectives	Our physical infrastructure is adaptable, and responds to changing needs	16. A City with an integrated local road and pathways network	16.2 Implement effective traffic and parking responses
		17. A City with infrastructure that responds to community needs	17.1 Provide well-maintained community buildings

Green - 90% +

Amber - 75% – 89%

Red - < 75%

Baseline Data - No trend established

<b>Parks</b>	<b>Group Manager</b>	<b>City Presentation</b>
		David Burns

Progress Summary (July 2011 – June 2012)		Status
Program	Parks	✔
Services	Bushland Management	✔
	City Parks	✔
Priorities	P18 Encourage community involvement in bushland management	✔
	P36 Implement the ten-year Parks Asset Renewal Program	✔
Indicators	More than 90% of program activities are completed each year	✔
Program Budget	Refer to Financial Summary	

Highlights and Challenges (July 2011 – June 2012)	
Highlights	<ul style="list-style-type: none"> <li>Construction of 4 new playground facilities at various locations across the City</li> <li>Enhancements to sporting facilities including               <ul style="list-style-type: none"> <li>installation of new lighting at Ridge Park</li> <li>reconstruction of 3 playing fields and a new lighting system at Mark Leece Oval</li> <li>reconstruction of the international league field at Ched Towns Reserve</li> <li>reconstruction of 2 soccer fields at Eileen Cammack Reserve</li> <li>installation of irrigation and new goal posts at Doug Rennie Field,</li> <li>upgrade of synthetic long jump surfaces at Jamison Park</li> </ul> </li> <li>Installation of shade structures at the Surveyors Creek Softball Complex</li> <li>Installation of bores at Gow Park and Parker Street Reserve to reduce reliance on potable water supply</li> <li>New seating, shade structures and fencing at Tench Reserve</li> <li>Community events held: Trees for Mum and general bush care facilitation</li> <li>Completion of the Spotted Gum Removal Program</li> <li>Five school planting events helped educate students on the principles of biodiversity</li> </ul>
Challenges	<ul style="list-style-type: none"> <li>Identification of potential funding sources for bushland management/ implementation of Plans of Management (currently funded by the Enhanced Environmental Program Special Rate Variation which ends this year)</li> <li>Managing a large number of grant funded facility upgrades secured by community sporting organisations</li> <li>Increasing the number of bushcare volunteers to supplement Council staff in the management of natural areas</li> <li>Meeting community expectation in periods of high grass growth. A wet January to March 2012 provided optimal grass growing conditions.</li> <li>Unseasonal wet weather which has delayed projects in the Parks Asset Renewal Program</li> </ul>

Strategic Plan links		Community Outcomes	Strategic Responses
Objectives	Our natural habitats are healthy	11. A City with healthy waterways and protected natural areas	11.2 Protect and conserve the natural areas under Council's responsibility
	Our public spaces encourage safe and healthy communities	18. A City with safe, inviting parks and public spaces	18.1 Provide safe, well-maintained public spaces and parks

✔ Green - 90% +	⚠ Amber - 75% – 89%	✘ Red - < 75%	▣ Baseline Data - No trend established
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<b>Planning and Advocacy</b>	Group Manager	Leadership Ruth Goldsmith
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Progress Summary (July 2011 – June 2012)		Status
Program	Planning and Advocacy	✔
Services	Regional Planning and Advocacy	✔
	City Planning	✔
Priorities	P3 Gazette Penrith Local Environmental Plan 2012 and adopt Penrith Development Control Plan 2012	✔
	P7 Support the Penrith Business Alliance to encourage investment and job creation, including opportunities for business hubs and sustainable businesses to locate and grow in Penrith	✔
	P8 Finalise the Public Domain Plans for Penrith City Centre and St Marys Town Centre	✔
	P9 Implement public domain improvements in Dunheved Business Park to help attract investment and new businesses	✔
	P13 Complete the Urban Study and Urban Strategy, to provide a diversity of housing, including retirement lifestyle opportunities	✔
	P14 Develop and implement a program of advocacy that targets the delivery of key infrastructure and regional employment growth	✔
	P21 Confirm, with the State Government, the City's agreed urban and rural boundaries, and reflect those boundaries in Penrith Local Environmental Plan 2012	✔
	P24 Lobby for improved train services, including quadruplicating the Western Rail line, separate freight rail lines, and improved bus / rail interchanges	✔
	P25 Lobby for improved bus services, including more and prioritised buses and shuttle services in the City's Centres	✔
	P26 Lobby for better local and regional road connections, including the Jane Street extension, Erskine Park Arterial (Lenore Drive), Werrington Arterial, and links to the Growth Centres	✔
P31 Investigate options for a new shared pathway across Victoria Bridge	✔	
Indicators	Council responds to key government policies within specified consultation timeframes	✔
	Area of land zoned rural in the City	✔
	More than 90% of program activities are completed each year	✔
Program Budget	Refer to Financial Summary	

Highlights and Challenges (July 2011 – June 2012)	
Highlights	<ul style="list-style-type: none"> <li>The 'housekeeping LEP' was endorsed by Council and forwarded to the Minister for gazettal</li> <li>'The Knoll' Planning Proposal was endorsed by Council on 4 June 2012 to be forwarded to the NSW Department of Planning and Infrastructure</li> <li>Successful negotiations with Landcom for infrastructure delivery and commencement of development of the Caddens Release Area</li> <li>Development of the North Penrith Army Land commenced, following approval of the concept plan and signing of a Memorandum of Understanding with Landcom</li> <li>Negotiations completed on a Voluntary Planning Agreement for Glenmore Park Stage 2 to address capping of local infrastructure contributions</li> <li>Secured \$135,000 under the Australian Government's Liveable Cities Program towards the design of the Nepean Loop section of the Great River Walk</li> </ul>

✔ Green - 90% +	⚠ Amber - 75% – 89%	✘ Red - < 75%	◻ Baseline Data - No trend established
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<b>Highlights</b>	<ul style="list-style-type: none"> <li>• Transport Study completed and three design options have been prepared for consideration for the new shared pathway across the Nepean River</li> <li>• The Campement Urbain project 'The Future of Penrith, Penrith of the Future' was awarded the "Australia Award for Urban Design 2012"</li> <li>• Panthers Penrith Planning Proposal for rezoning to facilitate \$850 million redevelopment endorsed by Council</li> <li>• Submission made the NSW Government's Discussion Paper on the Integrated Transport Masterplan for NSW and Sydney</li> <li>• Successfully advocated for the preparation of a Structure Plan for expanding the Western Sydney Employment Area by the NSW Department of Planning and Infrastructure</li> <li>• Successfully advocated for the establishment of the Office of Penrith Lakes and commencement of the planning for the delivery of the Penrith Lakes Scheme</li> <li>• Agreement by Government to investigate the preparation of a Growth Infrastructure Plan for the Penrith Health and Education Precinct</li> <li>• Actively participated in preparing the NSW Government's Metropolitan Development Program 2011-12 report and National Growth Areas Alliance (NGAA) survey of community infrastructure required to meet the needs of planned growth in Penrith</li> <li>• Hosted and presented to the Department of Planning's "Western Sydney Employment Lands" Forum in May 2012</li> <li>• Place Management - Finalisation of City Centres Management Review to improve the centres business development, transport, parking and access, and social services</li> </ul>
<b>Challenges</b>	<ul style="list-style-type: none"> <li>• Resources redirected from core programs to address the Minister's review of new housing opportunities program and to address an abnormally high volume of complex and detailed planning enquiries and external initiatives</li> <li>• Complexity of negotiations regarding delivery of road infrastructure to the Panthers Planning Proposal</li> <li>• Timeframes for Stage 2 of the Citywide LEP are being managed to be consistent with current resource capacity. If the Minister pursues his direction to exhibit Stage 2 prior to Christmas, additional staff and resources will be needed to enable us to respond effectively. The challenge will be to meet deadlines whilst still maintaining a high quality output</li> <li>• Impacts on our capacity arising from an abnormally high number of Government reforms, strategy initiatives etc.</li> </ul>

Strategic Plan links		Community Outcomes	Strategic Responses
Objectives	We demonstrate leadership, foster resilience and tenacity, and encourage innovation	1. A Regional City that provides our jobs, education, services and entertainment	1.1 Demonstrate our leadership, and encourage innovation 1.2 Share aspirations and work together to grow Penrith as a Regional City
	We plan responsibly for now and the future	3. A Council that plans responsibly for a sustainable future	3.1 Build our City's future on the principles of sustainability
	We have access to what we need	6. A City with a strong local economy and access to jobs	6.1 Facilitate a diverse economy, sustainable businesses and secure employment base
		8. A City with lifestyle and housing choice in our neighbourhoods	8.1 Encourage housing that provides choice, achieves design excellence, and meets community needs
We have a say in our future	9. A Council that speaks out for Penrith and our region	9.1 Advocate for the employment, transport, and infrastructure to ensure the region is sustainable	

 Green - 90% +	 Amber - 75% – 89%	 Red - < 75%	 Baseline Data - No trend established
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▲ Todd Lane at night.

## Public Spaces and Community Safety

Group  
Manager

City Presentation  
David Burns

Progress Summary (July 2011 – June 2012)		Status
Program	Public Spaces and Community Safety	
Services	Community Safety	
	Public Domain Maintenance	
Priorities	P34 Provide enhanced level of service to high profile areas, and address the emerging issue of litter, in the City	
	P35 Implement the ten-year Public Amenity Replacement Program	
Indicators	Recommendations from Community Safety Assessments/Audits are prioritised for implementation through a range of available funding opportunities/programs	
	Regular engagement with Police Local Area Commands about community safety programs and issues is maintained	
	More than 90% of program activities are completed each year	
Program Budget	Refer to Financial Summary	

## Highlights and Challenges (July 2011 – June 2012)

Highlights	<ul style="list-style-type: none"> <li>Domestic Violence Resource Project was highly successful, delivering 16 training sessions to 398 participants</li> <li>Commencement of an additional 2-person crew responsible for the coordination and delivery of litter collection</li> <li>Grant funded Crime Prevention through Environmental Design (CPTED) "Green screening" projects continue to be rolled out to minimise graffiti on large expanses of colourbond fencing viewed from public spaces.</li> <li>Landscaping work under the NSW Attorney General's Department funded CPTED Graffiti Hotspot program completed</li> <li>Completion of new public toilet facility at Kokoda Park, St Marys in April 2012</li> <li>The Federally funded Mondo Community Safety Project continues with full support from all stakeholders</li> <li>Commencement of community consultation for the development of the new Community Safety Plan for the City</li> </ul>
Challenges	<ul style="list-style-type: none"> <li>Identification of agreed effective treatments/solutions in response to community safety concerns relating to public spaces such as pedestrian laneways, parks and reserves across the City</li> <li>Development of a strategy to expand public domain maintenance programs as additional residential areas are released across the City, including Jordan Springs, Glenmore Ridge, Twin Creeks and North Penrith</li> </ul>

Strategic Plan links		Community Outcomes	Strategic Responses
Objectives	Our public spaces encourage safe and healthy communities	18. A City with safe, inviting parks and public spaces	18.1 Provide well-maintained community buildings

Green - 90% +

Amber - 75% – 89%

Red - < 75%

Baseline Data -  
No trend established

<b>Roads, Footpaths and Buildings</b>	Group Manager	City Infrastructure Wayne Mitchell
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Progress Summary (July 2011 – June 2012)		Status
Program	Roads, Footpaths and Buildings	<input checked="" type="checkbox"/>
Services	Building Maintenance & Construction	<input checked="" type="checkbox"/>
	Civil Construction & Maintenance	<input checked="" type="checkbox"/>
	Fleet & Plant Maintenance	<input checked="" type="checkbox"/>
Priorities	P32 Implement the ten-year Building Asset Renewal Program	<input checked="" type="checkbox"/>
	P30 Implement Council's Shared Path and Cycleway Network	<input checked="" type="checkbox"/>
Indicators	Length of shared pathways constructed each year	<input checked="" type="checkbox"/>
	Number of bus shelters constructed each year	<input checked="" type="checkbox"/>
	All buildings are designed, constructed and maintained to achieve sustainable operational and lifecycle costs	<input checked="" type="checkbox"/>
	All roads are designed, constructed and maintained to achieve sustainable operational and lifecycle costs	<input checked="" type="checkbox"/>
	More than 90% of program activities are completed each year	<input checked="" type="checkbox"/>
Program Budget	Refer to Financial Summary	

Highlights and Challenges (July 2011 – June 2012)	
Highlights	<ul style="list-style-type: none"> <li>Footpath 'missing links' program completed including paving works at Stafford Street, Kingswood; Lewis Road, Cambridge Gardens; Pendock Road, Cranebrook; Barber Avenue, Penrith and Bennett Road, St Clair</li> <li>34.4 km of roads resurfaced or reconstructed; 5.3 km of new roads dedicated from new subdivisions</li> <li>8,425 metres of footpath either built or widened</li> <li>2km of shared pathway constructed along Mulgoa Road, Penrith between Jane Street and Batt Street</li> <li>Kitchen and hall upgrades completed at Mulgoa Hall, Ridge Park Hall and Erskine Park Hall</li> <li>Shared pathway along Great Western Highway/High Street, from Worth Street Penrith to Nepean Avenue, funded by Roads and Maritime Services (RMS) completed</li> <li>Canteen upgrade at Parker Street Oval completed</li> <li>Memory Park, Penrith construction substantially completed</li> <li>Annual night audit of the road network completed</li> <li>1 new street sweeper, 2 new Toro 5910 mowers, and 1 new tipper purchased as part of the Plant Replacement program</li> <li>Substantial kerb repairs, road resurfacing, pothole repairs and drainage works have been completed in areas affected by flooding in February, as well as assistance with rubbish removal and general clean up</li> <li>Two new bus shelters have been installed at Nepean Hospital (Derby Street, Kingswood)</li> </ul>
Challenges	<ul style="list-style-type: none"> <li>Delivery of capital works programs was a challenge due to extensive periods of wet weather and flooding during November 2011, February 2012 and March 2012</li> <li>There is still no resolution with the Transport for NSW as to the accessibility requirement for bus shelters under the Disability Discrimination Act. The Bus Shelter Replacement program has been delayed as a result</li> </ul>

<input checked="" type="checkbox"/> Green - 90% +	<input type="checkbox"/> Amber - 75% – 89%	<input type="checkbox"/> Red - < 75%	<input type="checkbox"/> Baseline Data - No trend established
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Strategic Plan links		Community Outcomes	Strategic Responses
Objectives	Our physical infrastructure is adaptable, and responds to changing needs	16. A City with an integrated local road and pathways network	16.1 Provide a safe, efficient local road network 16.2 Improve the City's footpath and cycleway network
		17. A City with infrastructure that responds to community needs	17.1 Provide well-maintained community buildings

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 Green - 90% +	 Amber - 75% – 89%	 Red - < 75%	 Baseline Data - No trend established
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<b>Sport and Recreation</b>	Group Manager	City Presentation David Burns
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Progress Summary (July 2011 – June 2012)		Status
Program	Sport and Recreation	<input checked="" type="checkbox"/>
Service	Recreation & Leisure Facilities Management	<input checked="" type="checkbox"/>
Indicators	All recreation facilities are assessed for contemporary needs	<input checked="" type="checkbox"/>
	More than 90% of program activities are completed each year	<input checked="" type="checkbox"/>
Program Budget	Refer to Financial Summary	

Highlights and Challenges (July 2011 – June 2012)	
Highlights	<ul style="list-style-type: none"> <li>Upgrades to Penrith Swimming Centre, including the concourse around the 50m pool and kiosk refurbishment, as well as implementation of six water saving initiatives. Penrith Swimming Centre also celebrated its 50th Anniversary, and improved the RLSSA Safety Score to 96%, 13% above the national average.</li> <li>Completion, opening event, and facilitation of the operation of the new cricket pavilion at Howell Oval, as well as the installation of the new electronic scoreboard</li> <li>Improvement works to St Clair Leisure Centre, including maintenance of ceiling and lighting; resurfacing of floorboards in main hall; and paving areas around the facility. This has resulted in increased utilisation of the St Clair Leisure Centre</li> <li>Completion of the following projects:               <ul style="list-style-type: none"> <li>Maintenance and improvement works to tennis court facilities across the LGA</li> <li>Significant maintenance works to Penrith Swim Centre and Quarterdeck</li> <li>BMX track redevelopment at South Creek Park</li> <li>Facility enhancement and maintenance at Samuel Marsden Road Riding Facility</li> <li>Five new netball courts at Jamison Park</li> </ul> </li> <li>Successful restructure of the Learn to Swim program with the number of participants exceeding the target of 290</li> <li>Sports Ground Management Strategy adopted by Council and action plan developed</li> <li>Gipps Street Staging Plan with associated costs developed and presented to State Govt</li> <li>\$18,200 of Travel Assistance donations provided to individuals representing their country or state in the fields of sport and culture</li> <li>Completion of a Tennis Development Plan and an Aquatics Business Modelling Study</li> <li>Penrith hosted the NSW State Netball Championships</li> <li>'Running Your Club' Workshops held in association with the NSW Department of Sport and Recreation</li> </ul>
Challenges	<ul style="list-style-type: none"> <li>Prolonged unseasonal weather (rain and cold temperatures) significantly impacted the management of sportsground use, attendance at and operations of the Penrith Swimming Centre and the construction of a range of sport and recreation projects</li> <li>Ongoing uncertainty surrounding Section 94 Developer Contributions is impacting on the planning for and delivery of high priority sport and recreation projects e.g. Gipps Street, Jamison Park, South Creek Park</li> <li>Administration of increasing sports ground user hires and requirements, which will continue to increase as new facilities are developed in the future.</li> <li>Resources required to implement successful Community Building Partnership grant applications (internal and assisting clubs), club initiatives and the Parks Asset Renewal Program</li> </ul>

Strategic Plan links	Community Outcomes	Strategic Responses
Objectives	Our public spaces encourage safe and healthy communities	19.1 Provide community facilities, and recreation and leisure programs, that encourage healthy activity

<input checked="" type="checkbox"/> Green - 90% +	<input type="checkbox"/> Amber - 75% – 89%	<input type="checkbox"/> Red - < 75%	<input type="checkbox"/> Baseline Data - No trend established
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# Strategic Planning

Group  
Manager

Leadership  
Ruth Goldsmith

Progress Summary (July 2011 – June 2012)		Status
Program	Strategic Planning	
Service	Strategic Planning	
Priorities	P16 Prepare and implement a Community Engagement Strategy that ensures regular discussion with our communities and stakeholders about their needs and aspirations for the City	
Indicators	Council pursues the commitment of our key partners in contributing to Strategic Plan outcomes	
	Regular and continuing opportunities for community engagement are provided	
	More than 90% of program activities are completed each year	
Program Budget	Refer to Financial Summary	

Highlights and Challenges (July 2011 – June 2012)	
Highlights	<ul style="list-style-type: none"> <li>Organisational two year review of Delivery Program completed</li> <li>First stage of Council's Engagement Program for the new Community Strategic Plan substantially completed and enthusiastically received by staff and residents. Around 4,600 surveys were received by post and 400 people engaged at listening posts. Nearly 400 residents, children/youth, business or community group representatives have participated through target engagement activities</li> <li>A draft set of Community Indicators was developed in partnership with the Australian Centre of Excellence for Local Government (ACELG) and the Sustainability Team.</li> </ul>
Challenges	<ul style="list-style-type: none"> <li>Difficulty resourcing the integrated City Planning Strategy due to allocation of resources to organisational priorities such as the review of City Indicators Framework, 2 year Delivery Program review and City Wide LEP. Consultants have now been appointed</li> <li>The current workload and legislative reporting requirements are placing significant pressure on available resources. The challenge will be to meet deadlines whilst maintaining a high quality output.</li> </ul>

Strategic Plan links	Community Outcomes	Strategic Responses
Objectives	We plan responsibly for now and the future	3. A Council that plans responsibly for a sustainable future
	We demonstrate accountability, transparency and ethical conduct	4. A Council that manages its finances, services and assets effectively
		5. A Council that behaves responsibly and ethically
We have a say in our future	10. A Council that involves, informs, and responds	

Green - 90% +	Amber - 75% – 89%	Red - < 75%	Baseline Data - No trend established
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<b>Sustainability</b>	Group Manager	Leadership Ruth Goldsmith
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Progress Summary (July 2011 – June 2012)		Status
Program	Sustainability	
Service	Sustainability	
Priorities	P2 Research the impacts of climate change on the region, and develop plans to respond	
	P6 Mainstreams sustainability in the organisation by engaging with staff and implementing programs	
	P19 Develop a Climate Change Strategy, encompassing both mitigation and adaptation	
	P20 Investigate approaches to measuring the City's and Council's ecological footprints	
Indicators	Initiatives to reduce energy and water consumption, and greenhouse gas emissions	
	More than 90% of program activities are completed each year	
Program Budget	Refer to Financial Summary	

Highlights and Challenges (July 2011 – June 2012)	
Highlights	<ul style="list-style-type: none"> <li>Local Government's Energy Management Plan has resulted in a 9.8% decrease in energy usage from the 2005-6 baseline, which has saved Local Government \$450,000 in 2010-11. Adoption of the Water Efficiency Plan</li> <li>A series of four free sustainability education workshops were held for residents to promote sustainable living</li> <li>Completion of the "Love Food Hate Waste" program, with 223 direct participants and a further 300 involved in cooking workshops at Penrith Farmers Market</li> <li>Brown paper bag sessions, staff induction and staff training were held to help staff increase the sustainability of their personal and professional actions</li> <li>Sustainability education and assistance continues to be provided to schools, with help to prepare grant applications for sustainability projects, as well as school visits and information packages</li> <li>Cross department working team set up to assess feasibility of establishing an Environmental Upgrade Agreement (EUA) program which will benefit businesses in the City</li> <li>Completion of training for all sustainability educators on the development and evaluation of sustainability education programs</li> <li>Development of a Sustainable Penrith sub-brand aligned with the new 'Penrith Is Here' brand</li> <li>Endorsement of the Corporate Sustainability Training and Engagement Program</li> </ul>
Challenge	<ul style="list-style-type: none"> <li>There were no challenges identified for this reporting period</li> </ul>

Green - 90% +	Amber - 75% – 89%	Red - < 75%	Baseline Data - No trend established
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Strategic Plan links		Community Outcomes	Strategic Responses
Objectives	We demonstrate leadership, foster resilience and tenacity, and encourage innovation	1. A Regional City that provides our jobs, education, services and entertainment	1.1 Demonstrate our leadership, and encourage innovation
	We plan responsibly for now and the future	2. A Regional City that is resilient to climate change	2.1 Respond to the effects of climate change on our region
	We demonstrate accountability, transparency and ethical conduct	5. A Council that behaves responsibly and ethically	5.2 Base our decisions on research, evidence, and our responsibility to anticipate harm before it occurs
	We use our resources wisely, and take responsibility for our levels of consumption	12. A City with a smaller ecological footprint	12.1 Respond to the impacts of climate change, by mitigating and adapting what we do
13. A Council with a smaller ecological footprint		13.1 Work to reduce the organisation's ecological footprint	

 Green - 90% +	 Amber - 75% – 89%	 Red - < 75%	 Baseline Data - No trend established
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<b>Traffic, Parking and Drainage</b>	Group Manager	City Infrastructure Wayne Mitchell
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Progress Summary (July 2011 – June 2012)		Status
Program	Traffic, Parking and Drainage	
Services	Development Engineering	
	Floodplain & Drainage Engineering	
	Traffic Management, Parking & Road Safety	
Priorities	P29 Develop and progressively implement Access and Parking Plans for the Penrith City Centre and St Marys Town Centre	
	P33 Complete the Penrith City Centre and St Marys Town Centre flood studies, and develop a works and mitigation program	1
	More people use public transport each year	
	More than 90% of program activities are completed each year	
Indicators	More people use public transport each year	
	More than 90% of program activities are completed each year	
Program Budget	Refer to Financial Summary	
Comment	<p>1 A draft report and the simulation results of the Penrith CBD detailed overland flood study has been received by Council and Office of the Environment and Heritage (OEH). The review of this information is taking longer than anticipated due to significant workload.</p> <p>The St Marys (Byrnes Creek) overland flow flood model and all simulation runs have been completed. The size of this model has, however, presented a challenge as processing the results has required longer computer processing time and manual input. The draft report and the simulation results are expected to be received by December 2012.</p>	

Highlights and Challenges (July 2011 – June 2012)	
Highlights	<ul style="list-style-type: none"> <li>\$870,000 funding for the 2011/2012 financial year under the Auslink Blackspot program, all projects completed</li> <li>2.25 kilometres of new roads delivered, costing approximately \$4.49m</li> <li>Design work completed for 2km of shared paths along Mulgoa Road</li> <li>Design work for a shared pedestrian/cycle bridge across the Nepean River completed</li> <li>Detailed design of the Werrington Arterial commenced by Roads and Maritime Services</li> <li>Adoption of the Penrith City Centre Car Parking Strategy and the PATHS (Penrith Accessible Trails Hierarchy Strategy)</li> <li>Introduction of the Western Sydney Car Pooling initiative</li> <li>Delivery and better alignment of the free shuttle bus for Penrith CBD</li> <li>Detailed submission to the State's draft Transport Masterplan</li> </ul>
Challenges	<ul style="list-style-type: none"> <li>Decisions about the final design of Penrith Lakes is preventing the Nepean River Flood Study from being completed</li> <li>Significant increase in development activity across our various release areas is placing pressure on available resources. The challenge will be to maintain appropriate response times to meet customer (internal and external) expectations</li> <li>Finalisation of the various flood studies is well overdue. This work is critical to the (risk) management of the floodplains and the development of contemporary flood policies and information</li> <li>Managing the impacts of the February 2012 floods within the Torkington Creek catchment</li> <li>Continued lobbying of State Government for a meaningful commitment (timing and funding) to critical transport services and infrastructure essential for our Regional City and to meet anticipated growth</li> </ul>

Green - 90% +	Amber - 75% – 89%	Red - < 75%	Baseline Data - No trend established
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Strategic Plan links		Community Outcomes	Strategic Responses
Objectives	Our physical infrastructure is adaptable, and responds to changing needs	15. A City with interconnected, safe public transport	15.1 Lobby State and Federal Government to ensure that City has an effective public transport network
		16. A City with an integrated local road and pathways network	16.2 Implement effective traffic and parking responses
			16.3 Improve the City's footpath and cycleway network
		17. A City with infrastructure that responds to community needs	17.2 Improve the City's drainage network

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<b>Waste Management and Community Protection</b>	Group Manager	City Presentation David Burns
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Progress Summary (July 2011 – June 2012)		Status
Program	Waste Management and Community Protection	
Services	Emergency Services Management	
	Regulatory Control	
	Waste Management	
Indicators	More than 58% of domestic waste diverted from landfill each year (with a target of 66% by 2014)	
	More than 90% of program activities are completed each year	
Program Budget	Refer to Financial Summary	

Highlights and Challenges (July 2011 – June 2012)	
Highlights	<ul style="list-style-type: none"> <li>Overall winner in the Waste Avoidance category at the LGSA Local Government Excellence in the Environment Awards</li> <li>Winner of the NSW Waste Minimisation Award, at the 2011 Sustainable Cities Awards, awarded by Keep Australia Beautiful</li> <li>NSW and National Winner, Leadership in the Recycled Organics Industry, awarded by Compost Australia, a division of the Waste Management Association of Australia</li> <li>Compliance with the State Government’s target of reducing Domestic Waste to landfill by 66%</li> <li>Estimated cost saving of over \$500,000 to member councils from the ongoing success of the Western Sydney Regional Illegal Dumping (RID) Squad.</li> <li>Over 150 infringements issued for the illegal transport and dumping of waste</li> <li>The Local Emergency Management team working with the State Emergency Service (SES), other support agencies (NSW Police, NSW Fire and Rescue, and NSW RFS), to respond to the significant storm event on 9 February 2012 which caused flooding at Londonderry and Claremont Meadows. Whilst there was significant damage to property no injuries occurred to residents or rescue/recovery personnel</li> <li>Completion of the “Love Food Hate Waste” program, with 223 direct participants and a further 300 involved in cooking workshops at Penrith Farmers Markets</li> <li>Over 2,800 students educated through various waste education programs, and recycling education programs broadened to include dry recyclable quality and quantity</li> <li>Collected 122,230 kgs of electronic waste for recycling at the two e waste recycling days</li> <li>Launch of the Green Bin Bloke - the new face of contamination management and recycling education programs; and the ‘Eye Spy’ illegal dumping hotline</li> <li>Commenced construction of the Animal Holding Facility in Castle Road, Orchard Hills</li> </ul>
Challenges	<ul style="list-style-type: none"> <li>Extreme weather events including flood events which resulted in two (2) Natural Disaster Declarations requiring additional resources from emergency services and higher levels of involvement from Council staff</li> <li>Responding to proposed changes in legislation for the management and funding of the NSW Rural Fire Service and NSW State Emergency Service</li> <li>Continued negotiations with the NSW Rural Fire Service and Llandilo Brigade regarding options for the upgrade of the existing station or the provision of a new facility</li> <li>The ongoing deterrence, prevention and abatement of illegal dumping and illegal landfill within our Regional City boundaries</li> <li>Contamination management for the organics waste service in site specific locations in the LGA</li> </ul>

Green - 90% +	Amber - 75% – 89%	Red - < 75%	Baseline Data - No trend established
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Strategic Plan links		Community Outcomes	Strategic Responses
Objectives	We use our resources wisely, and take responsibility for our levels of consumption	12. A City with a smaller ecological footprint	12.1 Respond to the impacts of climate change, by mitigating and adapting what we do
		13. A Council with a smaller ecological footprint	13.1 Work to reduce the organisation's ecological footprint
	Our public spaces encourage safe and healthy communities	18. A City with safe, inviting parks and public spaces	18.1 Provide safe, well-maintained public spaces and parks

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## STATUTORY REPORT

The following information fulfils statutory requirements. It addresses the elements of Council's Charter set out in Section 8 of the Local Government Act 1993. Where appropriate, more details are given in other sections of this Annual Report or in the electronic version of this report as indicated.

### Local Government Act 1993 and Local Government (General) Regulation 2005

References to 'section' refer to the Local Government Act 1993, while references to 'clause' refer to the Local Government (General) Regulation 2005.

Council's general reporting requirements are set out in section 428 of the Local Government Act 1993 and the Local Government (General) Regulation 2005 (Part 9, Division 7).

To access copies of the Acts and Regulations visit [www.legislation.nsw.gov.au](http://www.legislation.nsw.gov.au).

### Integrated Planning and Reporting

Council operates under the new Integrated Planning and Reporting requirements of the Local Government Amendment (Planning and Reporting) Act 2009 and is a Group 1 Council.

Comparison of actual performance against projected performance and reasons for any difference is required.

Council provides 47 external and internal services. Of these, 4 operate as controlled entities and have separate reporting requirements. A summary of the overall performance of the remaining services against defined requirements of the 2011-12 Operational Plan and Delivery Program 2009-2013 is provided in this report's Performance Section on page 57.

Further details of Council's performance against the 2011-12 Operational Plan and Delivery Program 2009-2013 are provided in the report available on the enclosed CD or Council's website.

◀ **New playground constructed with SRV funding.**

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## SPECIAL RATE VARIATION INITIATIVES (section 508(2) and section 508A)

Council must report to its communities on the programs funded from special rate variations approved by the Minister for Local Government, either directly or through the Independent Pricing and Regulatory Tribunal. Reporting is regularly carried out through Operational Plan performance reports as well as community newsletters and the media.

Full details of special initiatives undertaken for Penrith City in 2011-12 are in Council's 2011-12 Operational Plan.

### Special initiatives 2002-12

- Enhanced Environmental Program**  
 This was the final year of the Enhanced Environmental Program, which was developed to fund projects to improve the quality of rivers and creeks, protect and regenerate native plants and animals and support the environmental education of our community, helping us to live more sustainably. In 2011-12 the program continued under the supervision of a steering committee that monitored progress and the allocation of funds for appropriate projects to meet the program's objectives. The special initiative allocation to this program in 2011-12 was \$2,276,851. More information on the Enhanced Environmental Program is provided in the 'Our Environment' chapter.
- Community Safety and Neighbourhood Renewal Program**  
 This was the final year of the Community Safety and Neighbourhood Renewal Program, which provided Council with additional resources to address community safety and neighbourhood renewal projects. The special initiative allocation to this program in 2011-12 was \$334,827.
- Economic Development and Tourism Initiatives**  
 The Economic Development and Tourism Initiative also wrapped up this year. It provided funding support to the Penrith Business Alliance for local business and employment development. The special initiative allocation to this program in 2011-12 was \$305,336.

### Special Initiatives 2006-16

In 2006, Council successfully applied for a special rate variation to implement the Asset Renewal and Established Areas Strategy. The strategy aims to increase investment in infrastructure renewal and public domain maintenance (including roads, buildings, graffiti removal and street cleaning as well as maintenance of the Penrith City Centre and St Marys Town Centre) and programs addressing the needs of the City's older areas.

This initiative includes the following programs.

- Road Asset Renewal**  
 This program helps ensure that the City's local road network is maintained at an acceptable level without compromising other programs. The special initiative allocation to this project in 2011-12 was \$2,221,800.
- Building Asset Renewal**  
 This program provides for the replacement or refurbishment of major building components such as plant, roofing, floor coverings and paintwork. The special initiative allocation to this program in 2011-12 was \$955,734.
- Established Areas Revitalisation**  
 The Established Areas Revitalisation program improves the delivery of services, facilities and infrastructure for residents in established areas to a level that is appropriate for Penrith's status as a Regional City. The special initiative allocation to this program in 2011-12 was \$2,004,792.

## Special Rate Variation 2011 – Funding our Future

In 2011 Council, with community support, successfully applied to the Minister for Local Government for a special rate variation (SRV).

A determination on this application was announced by the Independent Pricing and Regulatory Tribunal (IPART) on 10 June 2011. Council was successful in its application for a four year phased increase in rates above the annual IPART increase in order to maintain existing assets and service levels and fund key priorities which had been previously identified by the community.

The approved SRV of 9% over four years was slightly less than that for which Council applied (11% over four years). These figures are exclusive of ministerial increases. The variation approved translates to an additional 65 cents a week for the average rate paying household (land value less than \$300,000 which is 90% of homes) for the first year of the SRV component.

The programs and initiatives to be funded through the SRV include:

- Maintaining Existing Asset and Service Levels
  - o Park Asset Renewal Program
  - o Building Asset Renewal Program
  - o Footpath Asset Maintenance
  - o Public Amenity / Toilet Replacement Program
  - o Penrith Business Alliance
  - o Sustainability and environmental initiatives
  - o Maintain other existing services
- Enhanced Services
  - o Enhanced Public Domain Maintenance
  - o Neighbourhood Renewal
  - o Enhancement to Shared Pathways Program
- City Centre Upgrades and Renewal
  - o City Centre Improvements for Penrith and St Marys

\$2.3 million was available for 2011-12, with \$2,262,036 allocated to fund these initiatives and programs. The balance of \$37,964 will be rolled over and made available in 2012-13.

## LEGAL PROCEEDINGS CLAUSE 217 (1)(A3)

As well as using external legal firms, Council's internal Legal and Governance Group, which employs a Group Manager - Legal and Governance, Senior Legal Officer, Secretary and trainee, provided a range of legal services in 2011-12. The Legal and Governance Group dealt with Council's property transactions, provided legal advice, litigation and subpoenas, and responded to other specific issues for the organisation.

Council paid its external legal firms/consultants/court/process servers/barristers \$1,101,762 in 2011-12. However, it is estimated that approximately \$393,000 is recoverable from one of the legal matters identified in the table below (123-179 Patons Lane, Orchard Hills). This particular case has increased Council's expenditure in legal services significantly in the year, as legal expenses were \$409,347 in 2010-11 and \$435,082 in 2009-10. This expenditure was for general advice, preparing for court hearings, defending appeals, barrister's costs, consultant expert costs and acting for Council in court actions.

Council has spent an estimated \$443,011 on the provision of legal services in-house during the financial year. This expenditure included an allocation for 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. Last year Council recovered in excess of \$265,309 from cost orders by undertaking its own in-house legal services with respect to conveyancing and litigation.

Fines in the amount of \$42,022 have been recovered through prosecutions in the Local Court. In a number of cases Council had a costs order made in its favour which can be offset against the legal costs.

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## Matters ongoing from previous years in the Land and Environment Court

Matters	State or Progress	Costs incurred in reporting period
230 Pattys Place, Jamisontown	Class 4 proceedings instigated by Bardsley-Smith and Stubbs. The applicants sought orders from the Court to strike down the Development Consent issued by Council for use of premises as a Chemist Warehouse.  Council filed a submitting appearance. The court delivered Judgment on 18 April 2012. The court upheld the Council's consent.	\$1,539
312 Third Avenue, Llandilo	The applicant appealed the decision of the Land and Environment Court to uphold Council's refusal of the applicant's Development Application for alterations and extensions to an existing fruit store.  The applicant appealed the decision to the Court of Appeal.  The Court of Appeal upheld the decision of the Land and Environment Court and ordered the applicant to pay Council's costs of the proceedings.	\$1,046
1-9 Lamrock Street, Emu Plains	Class 1 Appeal. Council refused the development application. The applicant sought consent for the demolition of an existing dwelling and the erection of 66 residential apartments in 5 blocks.  The matter was listed for hearing 11 – 13 April 2011. The Court dismissed the applicant's appeal.	\$494
123-179 Patons Lane, Orchard Hills	The applicant seeks consent for a refused project application by the Minister of Planning issued on 27 September 2010 for the construction and operation of a waste and resource management facility, construction of a non-putrescible waste recycling facility, construction of a waste transfer station, continued shale/clay extraction and site rehabilitation.  The applicant made 2 amendments to its original application to respond to Council's contentions. The court approved the applicant's final proposal.	\$641,263  Of this amount \$466,339 is for Solicitor/Barrister fees and \$174,922 is for Expert Consultants. It is estimated that of this amount, \$393,000 is recoverable.
89B O'Connell Street, Kingswood	Class 1 Appeal. The applicant appealed against conditions of consent that formed an approval by Council for the sub-division of 71 residential lots and 1 residue lot.  The Court handed down judgment in favour of the applicant on 30 January 2012.	\$278,578

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## New Matters in the Land and Environment Court

Matter	State or Progress	Costs incurred in reporting period
Western Sydney Conservation Alliance Inc (WSCA)	<p>The applicant brought Class 4 proceedings challenging the validity of 4 consents issued by Council for the residential subdivision of land at 'Jordan Springs'.</p> <p>WSCA claimed that Council failed to consider a Recovery Plan for the Regional Park.</p> <p>The Court held that Council did not have before it details of the flora and fauna other than Cumberland Plain Woodland. The Court suspended the consents. Council subsequently considered an amended species impact statement prepared on behalf of the developer. The court subsequently lifted the suspension and fresh consents were issued.</p>	\$93,808
1247-1253 Mamre Road, Kemps Creek	The applicant sought consent for a rural industry. The matter was listed for a section 34 conference. The Court issued consent orders after Council and the applicant reached resolution.	\$11,250
4 Glennie Street, Colyton	The applicant appealed against a decision of Council to refuse consent for an unlawfully constructed carport. The structure did not comply with the fire separation requirements of the Building Code of Australia. The applicant withdrew the appeal and removed the unlawful carport.	\$180
1503-1509 Elizabeth Drive, Kemps Creek	<p>The applicant has appealed against a decision of Council to refuse consent for the expansion of an existing quarry and the establishment of a crushing, grinding and separating works in conjunction with the extractive industry.</p> <p>The matter is currently subject to an ongoing section 34 conference.</p>	<p>In house lawyer No external expenditure</p>

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## New Matters in the District Court

Matter	State or Progress	Costs incurred in reporting period
Zsuzsa Klara Hughes	The Defendant was convicted of an offence against the Protection of the Environment Operations Act 1997. The Local Court imposed a \$750 fine, \$1500 Council legal costs and \$86 Courts costs. The Defendant appealed to the District Court on 24 August 2011. The Appeal was dismissed as the District Court had no jurisdiction to hear the matter.	\$2,700
David Wilson	The matter was heard on 21 February 2012 at Penrith Local Court. The Defendant was fined \$500 and was ordered to pay court costs of \$73.  The Defendant subsequently appealed to the District Court where he failed to appear. The District Court dismissed the matter.	\$3,880

## Local Court Matters

Matters	State or Progress	Costs incurred in reporting period
Mary Gatt	Defendant convicted of an offence against the Companion Animals Act 1998. The Court dismissed the offence.	\$2,680
Monica Skinner	Defendant convicted of an offence against the Companion Animals Act 1998.	\$4,200
Daniel Azar	The defendant was convicted of an offence to demolish a dilapidated building in accordance with an order issued by Council under section 121B of the Environmental Planning and Assessment Act. The Court did not impose any fine nor award any costs to Council.	\$1,500
Terry John Gooney	Defendant convicted of an offence against the Companion Animals Act 1998. The matter was withdrawn.	In house lawyer No external expenditure
Jennifer Shlemon	Defendant convicted of an offence against the Companion Animals Act 1998. The matter was withdrawn.	In house lawyer No external expenditure
Carmen Genovese	Defendant convicted of an offence against the Companion Animals Act 1998. S10 dismissed.	In house lawyer No external expenditure
Van Quoc Huynh	Defendant convicted of an offence against the Food Act 2003 (NSW). The Court imposed a fine of \$40,000 including costs.	In house lawyer No external expenditure
Onka Sharma	The defendant refused to pay certain fees and charges to Council in relation to food premises inspections.  The matter was listed for hearing on 14 February 2012. Mr Sharma was required to pay Council \$772 in respect of 3 inspection fees and 2 delivery program fees, \$338 in solicitor's fees and \$139 in respect of court filing fees and service fees. The assessor ordered the Defendant to pay the total of \$1,249 within 28 days.	In house lawyer No external expenditure

## New Matters in the Coroners Court

Matter	State or Progress	Costs incurred in reporting period
Isabela Fresco	This was an inquiry into the drowning death of a 4 year old child in the family's backyard swimming pool. Council appeared in the matter to assist the Coroner. There were no adverse findings against Council.	\$3,625

## New Matters in the Administrative Decisions Tribunal

Matter	State or Progress	Costs incurred in reporting period
Clement Camilleri	This is a matter whereby the Access Applicant (Mr Camilleri) has sought a review of Council's decision to refuse access to documents consisting of complaints from a particular individual over a period of 20 years. The matter is ongoing.	\$1,300

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 2011-12. These figures relate to actions taken by Council against other individuals or organisations. There were no fines or sanctions imposed on Council in 2011-12.

Court Matters	Number	Cost*
Matters ongoing from previous years in the Land and Environment Court	5	\$922,920
New matters in the Land and Environment Court	4	\$105,238
New matters in the District Court	2	\$6,580
Local court matters	8	\$8,380
New matters in the Coroners Court	1	\$3,625
New matters in the Administrative Decisions Tribunal	1	\$1,300

\*Costs incurred on those matters within 2011-12 only.

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

Expenses/Recovered Monies	Value
External legal expenses	\$1,101,762
Internal legal expenses	\$443,011
Recovered fines	\$42,022

# MAYORAL AND COUNCILLOR FEES, EXPENSES AND FACILITIES

## Clause 217(1)(a1)

The total amount of fees paid to the Mayor and Councillors for the year was \$426,847. Councillors received a fee of \$24,960 each, with the Mayor and Deputy Mayor receiving an extra fee of \$58,168 and \$14,542 respectively.

The total amount spent on providing facilities to Councillors and paying Councillors' expenses for the year was \$97,771. This includes:

Expense	Cost
Dedicated office equipment	\$5,872
Telephone calls	\$8,144
Conferences and seminars	\$50,204
Training and skill development	\$29,498
Interstate visits	\$NIL
Overseas visits	\$NIL
Expenses of spouses, partners or accompanying persons	\$NIL
Child care	\$4,053

## Senior Staff

### Clause 217(1)(b) and (c)

Council has a management structure consisting of a General Manager and two Directors (one of whom is the Chief Financial Officer), supported by eight Group Managers.

As at 30 June 2012 the remuneration packages (including salary, motor vehicle and superannuation) for the designated senior staff positions were:

Position	Remuneration
General Manager	\$320,750
Director – Chief Financial Officer	\$235,750
Director	\$235,750

## Overseas Visits

### Clause 217 (1)(a)

There were no overseas visits undertaken in 2011-12.

## Contracts awarded for amounts greater than \$150,000 Clause 217(1)(a2)

Tender Arrangement General Contracts awarded and payments over \$150,000 including GST made subsequent to the calling of formal tenders were:

Contractor	Goods/services supplied	Value of Contracts Awarded 2011-12 ex GST	2011-12 Payments (\$) ex GST
Sita Australia	Garbage Services		\$16,592,000
Nace Civil Engineering Pty Ltd	Road Works		\$4,933,503
Devcon Civil Pty Ltd	Concrete Works		\$2,196,009
Westco Building Consultants Pty Ltd	Building Works		\$1,676,276
Hix Management Pty Ltd	Electrical/ Plumbing Services		\$1,123,419
Because We Care	Compost Garbage Bags		\$1,040,451
Del Rochio Concreting Pty Ltd	Concrete Works	Various unit rates*	\$844,606
Metal Fencing Specialists	Fencing		\$603,801
Fuji Xerox Australia	Printing/ Photo Copying		\$596,342
Technology One	Software		\$544,173
Elite Commercial Solutions Pty Ltd	Building Services	\$572,000	\$468,708
KBR Pty Ltd	Consulting Services	\$368,000	\$455,725
Nepean Regional Security Pty Limited	Security Services		\$454,995
Arcs Building Group Pty Ltd	Building Works		\$361,202
Melocco Pty Ltd	Granite Kerbstones and Pavers		\$355,228
B G Enterprises (NSW) Pty Ltd	Plumbing/ Electrical Services		\$339,576
Gadens Lawyers	Legal Services		\$315,425
Allied Civil Pty Ltd	Concrete Works		\$310,306
Abcoe Distributors Pty Ltd	Childcare Consumables		\$293,214
Denham Constructions Pty Ltd	Construction Commuter Carpark		\$246,375
L J Follington Constructions Pty Ltd	Grave Digging Services	Various unit rates*	\$206,045
Sparke Helmore Lawyers	Legal Services		\$205,828
Programmed Maintenance Services Ltd	Painting Services		\$199,393
DFS T/As NSW Public Works	Recycled Water Feasibility Study		\$185,597
Hiretec Maintenance Pty Ltd	Air-conditioning Services	\$171,000pa*	\$180,144
Coates Hire Operations Pty Ltd	Plant Hire		\$163,806
Sydney Metro Tree Services	Tree Maintenance		\$163,157
PF Concrete (NSW) Pty Ltd	Concrete Works		\$147,161
Firetection	Fire Services		\$147,087
Mecolec Services Pty Ltd	Lighting Sporting Fields		\$143,602
Corporate Commercial Facilities	Cleaning Services		\$138,603
Australian Wetlands Pty Ltd	Conservation Services		\$136,892
Amazon Cleaning and Security Pty Ltd	Cleaning Services	\$128,000pa*	\$128,000
Haden Engineering Pty Ltd	Mechanical Services	\$524,000	\$42,559
Bermagui Construction Pty Ltd	Ripples Roof Replacement	\$1,637,000	\$0

\* (2+1 years)

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## Purchases under arrangements made by umbrella organisations

The following payments of more than \$150,000 including GST were made on contracts implemented by umbrella organisations. These included State Government contracts implemented by Department of Commerce, Federal Government contracts, Local Government and Shires Association and Western Sydney Regional Organisation of Councils (WSROC).

Contractor	Goods/services supplied	2011-12 Payments (\$) ex GST
State Asphalts Services Pty Ltd	WSROC Asphalt Contract	\$8,570,422
Bernipave Pty Ltd	WSROC Asphalt Contract	\$1,620,620
Westpool	Insurance	\$898,000
United-Independent Pools	Insurance	\$893,880
Manildra Park Pty Ltd	Fuel	\$689,935
GYC Pty Ltd	Toro Mowers	\$502,111
Avante Linemarking	Line marking	\$454,804
Leonard Holt Robb	Agency Services	\$422,939
Allianz Aust Workers Compensation (NSW)	Insurance	\$418,554
Dataflex Pty Ltd	Computers	\$345,218
Allianz Australia Workers Comp NSW Ltd	Insurance	\$339,125
Penrith City Automotive Pty Ltd	Cars	\$312,008
Macdonald Johnston Pty Ltd	Plant	\$298,908
Land & Property Management Authority	Rates Valuations	\$284,115
Australasian Playgrounds Pty Ltd T/As A-	Playgrounds	\$268,700
Fulton Hogan Industries Pty Ltd	WSROC Asphalt Contract	\$268,130
Gilbert & Roach	Isuzu Truck & Parts	\$264,981
Site Group Pty Ltd	WSROC Traffic Management	\$247,078
Heartland Motors Pty Ltd	Cars	\$242,922
Hewlett Packard	Computers	\$233,060
Ontera Modular Carpets Pty Ltd	Carpet Supply	\$225,931
Bakers Construction & Industrial	WSROC Hardware Contract	\$225,694
Penrith Subaru	Cars	\$209,778
QBE Insurance (Australia) Ltd	Insurance	\$209,173
Moduplay Group Pty Ltd	Playgrounds	\$204,264
IBM Australia	Computer hardware	\$168,926
Forpark Australia	Playgrounds	\$154,307
Road Signs & Marking Supplies Pty Ltd	WSROC Signs Contract	\$149,479
Office of State Revenue NSW Treasury	Infringements	\$144,397

## Other suppliers paid more than \$150,000 including GST

Contractor	Goods/services supplied	Current year payments ex GST	Comments
Enviroguard Pty Ltd	Waste Disposal	\$997,865	Multiple charges for disposal of soil, rock, concrete and mixed waste. A request for tender for the disposal of this waste is expected in October 2012.
Hi Quality Recycling Services Pty Ltd	Waste Disposal	\$344,382	Multiple charges for recycling of concrete and other waste. A request for tender for this service is expected in October 2012.
Penrith Valley Regional Sports Centre Ltd	Grant	\$243,448	Grant for asset renewal at the Sports Centre.
Generation Alliance Pty Ltd	Brand Project	\$202,100	Two separate engagements.
North Shore Paving Co Pty Ltd	Netball Courts	\$171,144	Inclement weather caused the value of this work to exceed the threshold limit.
Net Balance Management Group Pty Ltd	Sustainability & Planning Consultants	\$143,555	Multiple contracts for sustainability and strategic planning consultants.
Warren-Linden	Childcare Playgrounds	\$143,423	Multiple contracts for landscaping at childcare centres.
Brooks Irrigation	Parks Irrigation	\$141,569	Multiple contracts for irrigation works at playing fields.
Opus International Consultants (NSW) Pty	Consultant Commuter Carpark	\$140,711	Inclement weather caused the value of this work to exceed the threshold limit.
More Turf Pty Ltd	Artificial Turf	\$135,102	Multiple contracts for supply of artificial turf. A request for tender is expected to be issued in October 2012.

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## SERVICES AND ACCESS FOR PEOPLE WITH DIVERSE CULTURAL AND LINGUISTIC BACKGROUNDS, AND ACCESS AND EQUITY ACTIVITIES

Council undertook many initiatives to promote services and access to services for people from diverse cultural and linguistic backgrounds, people of Aboriginal and Torres Strait Islander backgrounds and other groups such as women, children, older people and people with a disability. Some highlights are:

### Celebrating Aboriginal Heritage

Council hosted a successful NAIDOC Week Family Gathering on 8 July 2011 at Jamison Park to celebrate the survival, culture and achievements of Aboriginal and Torres Strait Islander peoples. The event attracted around 4,000 people who enjoyed activities on the day including musical performances, sporting competitions, children's rides, health checks, information displays and provision of a seniors tent for community elders.

To support the fostering of stronger relationships between young Aboriginal people and older Aboriginal people, Council has completed an Aboriginal Intergenerational Arts Project funded by the Office for Ageing NSW. This project brought community members together with a local Aboriginal artist and a metal fabricator to discuss their experiences of family and to then design and develop a piece of community art. This art piece was completed and will be permanently located in the local park at Dukes Oval, Emu Plains.

### Rural Areas

The Northern Rural Areas Community Development Project was successfully completed in early 2012. Funded under the then Western Sydney Area Assistance Scheme by the NSW Government, the project consulted with the local communities of Penrith's Northern Rural Areas to develop and implement partnership projects that addressed social and related needs.

Highlights from 2011-12 included the printing of 'The Berkshire Park, Llandilo Shanes Park Newsletter', the first Berkshire Park Carols by Candlelight which took place on 2 December 2011 and the launch of the 'Life in Llandilo When I was Young' booklet on 10 November 2011. 'Life in Llandilo When I was Young' was an oral history project undertaken with award winning author Anna Maria Dell'oso that promoted intergenerational understanding between a diverse group of older and younger Llandilo residents.

### People with Disability

International Day of People with Disability was celebrated by Council on 2 December 2011 at the Joan Sutherland Performing Arts Centre. Drumming, dancing and improvisation were all part of this successful annual event which was organised in partnership with the Sylvanvale Foundation, Illuminart Productions, Sunnyfield Independence and Nordoff-Robbins Music Therapy Centre.

Around 100 guests from the community attended 'The Journey So Far' event on 27 October 2011 to celebrate the achievements of delivering actions from Council's Penrith Inclusion Plan. The event showcased Council's leadership and the successful partnerships formed with a wide range of community partners in making the City of Penrith more accessible and inclusive for people with disability.

### Cultural Diversity

To celebrate Australia's cultural diversity, Council supported a Harmony Day event 'Sharing the journey' on 23 March 2012. Around 120 people came along to listen to a panel of four refugees telling their stories of leaving their country of origin and settling in Australia. The session was sensitively moderated as the panel members shared their personal stories of the challenges they faced in leaving their countries and finally settling in Australia.

As part of the celebrations for Refugee Week, Council supported an event 'Restoring Hope - Dispelling the Myths' on 20 June 2012. About 140 people came along to listen to keynote speakers Professor Kevin Dunne from the University of Western Sydney and refugee advocate Father Frank Brennan.

To improve access to Council's services for people of culturally and linguistically diverse (CALD) backgrounds, Council continues to convene an internal Diversity Reference Group. Initiatives completed in 2011-12 have included Refugee Welcome Zone posters being placed in all childcare services, Libraries and Council's foyer, ongoing training sessions and promotion of the Telephone Interpreter Services to Council staff and two pilot consultations with the Arabic speaking community regarding access to Council services.

The 'Conversations about Work' Southern Sudanese Employment project is a Council initiative aimed at raising awareness of barriers faced by many local Southern Sudanese community members when engaging in training, employment and enterprise opportunities. A report detailing the experiences of the Sudanese community in Penrith when looking for work highlighted some of the challenges this community experiences around transport, housing, childcare and English proficiency. The project has highlighted further opportunities to increase access for Sudanese residents to training and employment.

### Services for Men

To help improve access to programs and services for men in the Penrith community, Council hosted a 'Men Friendly Seminar' on 3 May 2012. The seminar was facilitated by Dr Richard Fletcher from the University of Newcastle with over 45 local service providers coming along to listen to his presentation on effective ways of supporting and engaging men.

### Engaging with Youth

The 'Mondo' Youth Project is a community safety initiative supported by Council together with stakeholders including Westfield, the Joan Sutherland Performing Arts Centre, Penrith Police and PCYC to enhance safety and minimise anti-social behaviour in a key civic precinct in the Penrith City Centre. Council delivers a program of youth engagement activities on a weekly basis for up to 250 young people who meet in the space. 2011-12 highlights have included open mike performances, the Mondo

Christmas party, 'shuffle' dance workshops, the 'World's Greatest Shave' event and a youth talent competition, the 'M-Factor'.

### Programs for Seniors

Council organised two concerts with the theme 'Live Life - Be Happy' to celebrate Seniors Week 2012. It is estimated over 600 residents attended the two concerts and enjoyed a variety of performances. Council also allocated small grants to 15 local organisations to coordinate a range of other local activities during Seniors Week, including a healthy exercise morning for seniors from culturally and linguistically diverse backgrounds.

### Neighbourhood Renewal

The Neighbourhood Renewal Program has focused its engagement activities in Colyton and Penrith over 2011-12 with events such as Family Fun Days, seniors programs and joint activities with Bennett Road Public School and Penrith Public School. Across the two communities, there were 19 engagement activities held to support involvement of hundreds of residents in Council's planning and decision making processes.

### The Future of Penrith

'The Future of Penrith, Penrith of the Future' is a collaborative project which engaged with local residents to identify their aspirations to re-imagine Penrith as a showcase for urban renewal and sustainable living. The project is the product of an innovative partnership between the renowned French-Australian art and urban design collective Campement Urbain, Penrith Council, the Panthers Group, the Museum of Contemporary Art Australia (MCA), Landcom and the Penrith Performing and Visual Arts. The quality of community participation has been a crucial factor in the success of this project by placing the voices of the people of Penrith at the centre of this visioning urban design project for a liveable future city.

Please also see the 'Our Performance' section and enclosed CD for more details under the Community Wellbeing Program.

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## SERVICE AND PROGRAMS THAT PROVIDE FOR THE NEEDS OF CHILDREN

Council provided a range of programs and services to provide for the needs of children within Penrith City.

### Children’s Library Services

Council’s Library service has a dedicated Children’s Library Team which provides free storytime sessions for children aged between 1 and 5 years old at Penrith, St Marys and St Clair libraries. Programs were also developed and run during each of the school holidays to provide a variety of shows and workshops, such as puppet shows, magic shows, science, cartooning, juggling and art and craft workshops for children aged 3 to 16 years old. A Reading Competition is also held during each school holiday which encourages children to become library members, borrow books to read and then enter the competition to win book vouchers and other prizes.

A range of special events for children were also held at the library throughout the year, including:

- Questacon Science Visit for Council preschools
- Book Week Activities – a puppet show for Council preschools and a Magic of Books show for primary schools in Penrith
- Children’s Week Activities – a special storytime outside the library
- Paint the Town REaD special storytime at Emu Plains for pre schoolers
- Rooby’s Read for Life (Paint the Town REaD) Event, Magic Show and National Year of Reading Hour
- Special storytime sessions and library tours as requested by play groups, child care centres and schools in Penrith LGA, an average of one per week throughout the year
- Visits to child care centres and schools on request, and
- HSC workshops.

Penrith City Library also provides access to a range of quality children’s resources at four library service points. These include picture books, board books, graded readers, junior fiction and non-fiction, Premier’s Reading Challenge (PRC) books for K – 8, DVDs, music CDs, talking books and parenting magazines and books.

Council runs a toy library that caters for children from 0 to 12 years old with an immense collection of educational toys that are suitable for indoor and outdoor play. There are seven sessions available at Penrith, St Marys, St Clair and Emu Plains libraries during school terms. The toy library also helps children with special needs through home visits. On request sessions are also organised for families with special needs children at Emu Plains Library.

### ARTKIDS

To contribute to children’s cognitive development and artistic literacy as part of the Early Years Learning Framework, Council completed an exciting and creative project ‘ARTKIDS’ with children from five of Council’s children’s centres and North St Marys Preschool. Two Aboriginal artists provided opportunities for the children to explore a variety of art media including clay work, painting, wool sculpture, drawing and print making. The exhibition of the works produced by the children was launched on 21 September 2011 and exhibited at St Marys Corner Community and Cultural Precinct.

### Child Friendly City Strategy

Council officially launched its Child Friendly City Strategy on 19 April 2012. This strategy is designed to enhance Council’s capacity to effectively plan for children aged 0 to 12 years and their families, and will help ensure Council’s services and facilities best meet the needs of our youngest residents. Children contributed to the development of the strategy through a comprehensive and structured engagement program.

▼ Children's artwork.



### Early Childhood Care and Learning

Council achieved its objective of providing diverse and extensive quality childcare services to meet the needs of local families, in 2011-12 through 39 services managed by a Cooperative board which include:

- 17 long day care centres
- nine before and after school care centres
- six vacation care services
- one occasional care service, and
- six preschools.

There are also two services managed by Council, the Glenmore Park Child and Family Precinct and the Mobile Playvan.

This range of services met diverse family needs by:

- providing childcare principally for the children of working parents in long day care, vacation care and before and after school care, for a range of hours between 6.30am and 6.30pm
- involving parents in the development of educational programs for children up

to six years and in recreation programs for children from five to 12 years

- providing care and education programs for children aged from zero to six in occasional care for parents generally not working outside the home
- providing a Mobile Playvan that supports social networking for families in residential areas that do not have established services, in the rural sector and by extending the service to the older, established area of North St Marys
- implementing a Family Links Project with a focus on supporting the most vulnerable sections of the community including a strong focus on Aboriginal families as part of the government's commitment to the Closing the Gap initiative
- implementing the Active Out Of School program to promote physical activity and healthy lifestyles
- participating in local forums and networks to share information with other service providers and distribute information to services and families.

Council also supported families' needs by providing projects to resource staff to enhance inclusion of children:

- with additional needs and disabilities
- with family backgrounds including Indigenous
- whose home language was other than English, and
- from vulnerable families.

This was achieved through appropriate programs in all service types and offering support service projects which include:

- continuing the Federally funded Inclusion Support Agency to empower childcare service staff across the Penrith, Blue Mountains and Hawkesbury regions to deliver inclusive services for children with additional needs in long day care, vacation care, out of school hours services, occasional care, family day care and in home care services, including Council sponsored, community based and commercial services
- facilitating the Supporting Aboriginal Access to Children's Services project to encourage Indigenous families to use Council's preschools, long day and occasional care services and to offer practical guidance to build the capacity of staff around Aboriginal practices and activities

- maintaining and further developing Indigenous information and equipment resources for long day care centres, preschools and occasional care services
- ensuring Children's Services staff take part in local NAIDOC Week celebrations, disability expos and information sessions for specific culturally and linguistically diverse (CALD) community groups and children from a refugee background
- providing Children's Services staff with access to professional development about inclusion of children with additional needs
- providing support to access flexible support funding, specialist equipment, bicultural support, Indigenous professional support units and general resources through the Professional Support Coordinators directly linked with the Inclusion Support Agency through the Inclusion and Professional Support Program
- providing support to access Commonwealth Inclusion Support Subsidies and ongoing assistance to include children with high, ongoing support needs in long day care, vacation care, out of school hours services, occasional care, family day care and in home care services



▲ Children participating in a worm farming workshop at Kids Place.

- continuing the distribution of regular newsletters to provide information on up to date guidelines, initiatives and practices to support the inclusion of children with additional needs
- providing direct assistance to children with high support needs through the successful continuation of the Out of School Hours (OOSH) Integration Project to facilitate the access of children with disabilities into OOSH services
- providing access for children aged 12 to 18 with high support needs to vacation care programs through the Recreation and Peer Support (RAPS) service which gives them opportunities to engage in the community and develop independent skills through recreational excursions, and
- providing ongoing coaching and mentoring, tailor made to individual children's centres, to ensure the implementation of the Early Years Learning and the My Time: Our Place curriculum frameworks.

In 2011-12 Council continued to review its Children's Services and:

- continued to upgrade facilities with improvements to centre playgrounds and buildings to ensure compliance with legislation and regulations
- implemented enhancements to shade structures at identified sites
- improved customer service with the further development of a centralised waiting list for a place in children's centres
- attended career expos and university open days and participated in the Corporate Partners for Change program to promote services and child care as a career of choice
- provided a trainee program to encourage child care as a career of choice and help maintain a skilled workforce - this included hospitality traineeships for the second year
- provided work experience opportunities for TAFE and university students

- implemented a five year business plan that identifies four key areas of leadership, resources, people and quality
- developed and implemented a marketing plan with strategies to raise the profile of children's services within the community and highlight the range of services available, and
- lobbied extensively at local, state and federal government levels for standards of care and education across the City.

Council encouraged community participation in the management of its Children's Services where possible, including:

- delegating care, control and management of 39 services to the Penrith City Children's Services Cooperative Ltd, through Section 377 of the Local Government Act 1993. The cooperative has been successfully operating since 2003
- conducting parent meetings and annual surveys for evaluation of the services directly managed by Council
- holding open days, festivals and functions across the services to provide opportunities for the community to participate in children's activities, view the centres and learn about available services, and
- promoting the services available to the community through media advertising, brochures, flyers, open days and Children's Week. Written information on all services was distributed widely.

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## WORK CARRIED OUT ON PRIVATE LAND

Local Government Regulation 217 (1)(a4)

There were no works carried out on private lands during the reporting period.

## FINANCIAL ASSISTANCE

Clause 217(1)(a5)

Under Section 356 of the Local Government Act 1993, Council allocated \$20,350 to selected amateur sportspeople or representatives of art, music, and culture, who were residents, members of local clubs, or students of schools and educational institutions in Penrith City or who represented NSW or Australia interstate or overseas.

In 2011-12, Council allocated \$63,256 through the Community Assistance Program to fund 50 projects for many population target groups across the City.

## EQUAL EMPLOYMENT OPPORTUNITY (EEO) MANAGEMENT PLAN

Clause 217(1)(a9)

Penrith City Council is committed to developing a workplace culture that displays fair practices and behaviours, and improved employment access and participation for Equal Employment Opportunity groups identified as:

- women
- Aboriginal People and Torres Strait Islanders
- people with a disability (including those requiring adjustment at work), and
- people from culturally and linguistically diverse backgrounds.

Council is required to prepare and implement an Equal Employment Opportunity (EEO) Management Plan. Activities undertaken in 2011-12 to support EEO principles included:

- implementation of the Equal Employment Opportunity (EEO) Management Plan 2011-14
- as an ongoing strategy Council annually provides two targeted traineeship

positions in which to place people from Aboriginal or Torres Strait Islander background and persons with a disability

- during the reporting period, two people with a disability were successful in completing the Business Administration Traineeship program. Another person with a disability commenced a Business Administration traineeship in January 2012.
- Council also provided nine people of Aboriginal or Torres Strait Islander an opportunity to gain skills in Horticulture. This is a short term project that will provide an opportunity for on the job learning and completion of Certificate II competencies.
- Council continues to progress Gender Equity initiatives across the organisation. A program of ongoing forums and workshops was implemented to support employees with regard to:
  - o family friendly policies
  - o professional development opportunities and pathways, and
  - o health and wellbeing.
- Flexi-time provisions for part-time staff were formally implemented in January
- EEO learning and development opportunities were provided for 143 staff, including 59 staff attending training in Mental Health Awareness and Aggression Management

Of the staff members that have disclosed having a disability, around a quarter require workplace adjustments such as modified work spaces, computer accessories and modifications and the accommodation of assistance animals.

For more information please refer to the Our People section on page 35.

# EXTERNAL BODIES EXERCISING COUNCIL FUNCTIONS

## Clause 217 (1)(a6)

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

### Council Committees

Council has delegated functions to the following committees formed under section 377 of the Local Government Act 1993 and allocated authority under section 355 of that Act. These committees are referred to as:

Section 355 Committees		
No.	Committee Name	Status
1	Audit Committee (this committee has no authority granted to it)	Functional
2	St Marys Development Committee	Functional
3	Arms Australia Inn Management Committee	Functional
4	Access Committee	Functional
5	Emu Plains Tennis Courts Management Committee	Functional
6	Jamison Park Netball Complex Management Committee	Functional
7	Penrith Schools Boatshed Management Committee	Functional
8	Ray Morphet Pavilion Management Committee	Functional
9	Samuel Marsden Road Riding and Facility Committee	Functional
10	Penrith Valley Senior Citizens' Centre Management Committee	Functional
11	Western Sydney Regional Committee for Illegal Dumping	Functional
12	Penrith International Friendship Committee	Functional
13	Andromeda Neighbourhood Centre Management Committee	Functional
14	Kingswood Neighbourhood Centre Management Committee (advisory role)	Functional
15	North Penrith Community Centre Management Committee	Functional
16	Regentville Hall Management Committee	Functional
17	Werrington Community Cottage Management Committee	Functional
18	South Penrith Neighbourhood Centre Management Committee	Functional
19	Heritage Advisory Committee	Functional
20	Policy Review Committee	Functional
21	Senior Staff Recruitment / Review Committee	Functional
22	Penrith Valley Community Safety Partnership	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.

## COMPANIES IN WHICH COUNCIL HELD A CONTROLLING INTEREST

Clause 217(1)(a7)

Companies in which Council held a controlling interest during 2011-12 were:

- Penrith Performing and Visual Arts Limited
- City of Penrith Regional Indoor Aquatic and Recreation Centre Limited
- Penrith Whitewater Stadium Limited, and
- Penrith City Children’s Services Co-Operative Limited (including 24 advisory committees).

During the reporting period, Council also had delegates or directors elected to the boards of:

- Penrith Business Alliance Limited (PBA) (which Council funds)
- The Western Sydney Regional Organisation of Councils (WSROC)
- WSROC Group Apprentices Limited
- The Penrith City and District Business Advisory Centre Limited
- Penrith Sports Stadium Limited
- Westpool, and
- United Independent Pools.

Council also had representation on the following incorporated associations:

- St Marys Town Centre Association, and
- Penrith City Centre Association.

## PARTNERSHIPS, CO-OPERATIVES AND JOINT VENTURES INVOLVING COUNCIL

Clause 217(1)(a8)

Council is a member of Westpool, 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.

## COMPANION ANIMALS ACT AND REGULATION – ENFORCEMENT AND COMPLIANCE

Clause 217(1)(f)

This statement requires Council to report its activities in enforcement and ensuring compliance with the Companion Animals Act 1998 and Companion Animals Regulation 2008.

The lodgement of pound data collection returns is conducted annually in accordance with section 15 and 15.2 of the guidelines on the Exercise of Functions under the Companion Animals Act 1998 and is provided to the Division of Local Government by 31 August 2012.

Dog attack data is submitted to the Division of Local Government by entries into the Companion Animal Register (CAR) when sufficient evidence has been collected to substantiate the attack in accordance with section 33(a) of the Companion Animals Regulations 2008.

Council’s budget for companion animal management and activities in 2011-12 was \$493,000.

Council has undertaken a range of programs and community education activities in relation to the management of companion animals, including:

- providing information regarding cheaper registration fees for desexed animals

- Council’s Companion Animal staff offer public education face-to-face and by telephone
- conducting education days throughout Penrith City
- advertising and organising editorial coverage about companion animal issues in the local media
- monitoring companion animal compliance within Council’s parks and reserves, and
- issuing notices to residents who have yet to lifetime register their companion animals under section 10(b) of the **Companion Animals Act 1998**. Around 2,000 notices were issued in 2011-12.

The strategies Council has in place to comply with the requirements under section 64 of the **Companion Animals Act 1998** to seek alternatives to euthanasia for unclaimed animals are to:

- return animals to the owner when identified rather than being impounded at the animal shelter
- send seizure letters to identified owners within 24 hours to advise of their animal’s impounding
- advertise impounded unidentified animals for sale in the local media and online
- offer dogs and cats to animal rescue organisations that hold a section 16(d) exemption under the Companion Animals Regulation 2008, and
- maintain an animal holding facility agreement which sees Council use Hawkesbury City Council’s Animal Shelter as an impounding facility.

Council has six dog off-leash exercise areas which are maintained and improved when funds are available.

In accordance with section 85(1)(a) of the **Companion Animals Act 1998**, Council received \$105,920 from the Companion Animals Fund in 2011-12 against an expectation of receiving \$140,000.

## PLANNING AGREEMENTS UNDER THE ENVIRONMENTAL PLANNING AND ASSESSMENT (EPA) ACT 1979

### Section 93G(5) EPA Act 1979

There are six applicable agreements for the reporting period.

- South Werrington Urban Village Planning Agreement
- Caddens Release Area Planning Agreement
- Claremont Meadows (Stage 2) Planning Agreement
- St Marys Penrith Planning Agreement
- Glenmore Park (Stage 2) Planning Agreement
- 73 Great Western Highway, Emu Plains.

## REPORTING REQUIREMENTS UNDER THE GOVERNMENT INFORMATION (PUBLIC ACCESS) ACT 2009

### Section 125

Under section 7 of the GIPA Act agencies must review their programs for the release of government information to identify the kinds of information that can be made publicly available. Council’s program for the proactive release of information involves providing as much information as possible on Council’s website and where practicable making other information available free of charge in accordance with Council’s Information Guide.

During the reporting period Council received a total of 34 formal access applications and the details of these are outlined in the following tables.

### 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
Media	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	0	0	0	0	0	0	0	0
Not for profit organisations	0	0	0	0	0	0	0	0
Members of the public (applications by legal representative)	8	2	0	0	0	0	0	0
Members of the public (other)	15	7	1	0	0	0	0	1

\*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 decision. This also applies to the table below.

### 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
Personal information applications*	23	9	1	0	0	0	0	1
Access applications (other than personal information)	0	0	0	0	0	0	0	0
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0

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

## Invalid applications

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	0
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	0
Invalid applications that subsequently became valid applications	0

## Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of the Act

	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

\* 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).

## Other public interest consideration against disclosure: matters listed in table to section 14 of the Act

	Number of occasions when application not successful
Responsible and effective government	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	9
Business interests of agencies and other persons	0
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

## Timelines

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	26
Decided after 35 days (by agreement with applicant)	6
Not decided within time (deemed refusal)	0
Total	32

## Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	Total
Internal review	0	1	1
Review by Information Commissioner*	0	0	0
Internal review following recommendation under section 93 of the Act	0	0	0
Review by the Administrative Decisions Tribunal	0	0	0
Total	0	1	1

\* 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.

## Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review
Applications by access applicants	0
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	1

## RATES AND CHARGES WRITTEN OFF

### Clause 132

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, rounding down of payments by 4 cents, postponed rates, domestic waste charges reversed because they were levied in error and rates and charges reversed due to amended valuations.

The following tables summarise the rates and sundry debtor's amounts written off under delegated authority, or pursuant to Council resolutions:

<b>Rates And Charges Written Off</b>		<b>\$</b>
General Rates		88,911.37
Extra Charges		26,006.32
Domestic Waste		11,346.31
<b>TOTAL</b>		<b>126,264.00</b>
<b>Pensioner Rebate Abandonments</b>		<b>\$</b>
General Rates - Statutory		1,777,677.09
Domestic Waste - Statutory		559,900.45
<b>TOTAL</b>		<b>2,337,577.54</b>
<b>Sundry Debtor Abandonments</b>		<b>\$</b>
Sundry Debtor		63,617.39
<b>TOTAL</b>		<b>63,617.39</b>

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.

# PUBLIC INTEREST DISCLOSURES

Submitted on 10 July 2012

Reporting Period January - June 2012

No of public officials who made public interest disclosures to your public authority	0
No of public interest disclosure received by your public authority	0
Of public interest disclosures received, how many were primarily about:	
Corrupt conduct	0
Maladministration	0
Serious and substantial waste	0
Government information contravention	0
Local Government pecuniary interest contravention	0
No of public interest disclosures (received since 1 January 2012) that have been finalised in this reporting period	0
Have you established an internal reporting policy	Yes
Has the head of your public authority taken action to meet their staff awareness obligations	Yes
If so, please select how staff have been made aware	
Email message to all staff, links on your intranet site	
A program for training of all staff is currently being drafted and it is being anticipated that the training will be rolled later in the calendar year.	

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# 2011-12 FINANCIAL STATEMENTS

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## Introduction

This section provides analysis on the 2011-12 Financial Statements. It compares the reported financial results to Council's own financial objectives. Readers of the Statements are encouraged to contact Council's Financial Services Department on (02) 4732 7815 for any assistance required in understanding the reported results.

These statements are produced in accordance with the Australian Accounting Standards and the NSW Local Government Code of Accounting Practice. The Australian Accounting Standards Board (AASB) has adopted International Financial Reporting Standards (IFRS) and issued the Australian equivalents (AIFRS). The application of AIFRS is reflected in

these Financial Statements. These statements are independently audited, reported to Council, placed on public exhibition and lodged with the Division of Local Government (DLG) by early November each year.

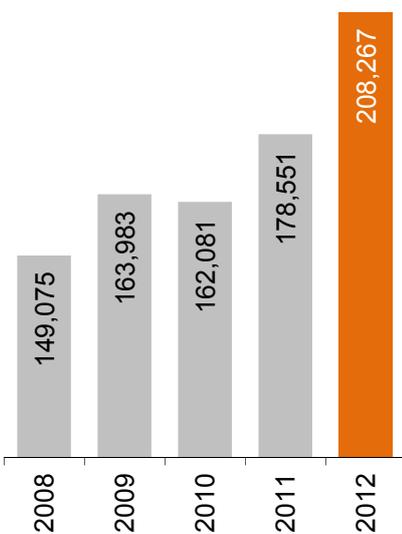
Under the 1993 NSW Local Government Act, Council is required to produce an audited set of Financial Statements. Key statements produced, and included in this document are:

- Income Statement and Statement of Comprehensive Income,
- Balance Sheet,
- Cash Flow Statement, and
- Notes to the Financial Statements.

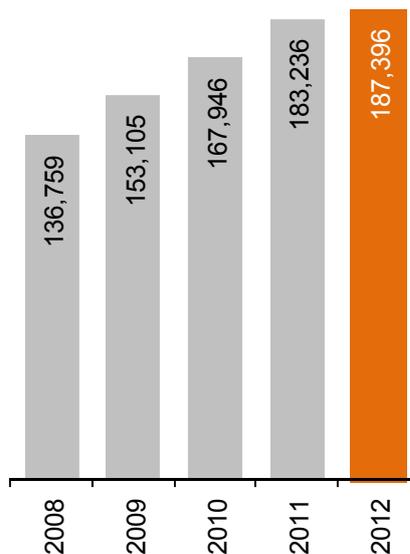
### Summary of 2011-12 Key Results and Events

- Overall income ▲ 16.6% to \$208.3m
- Total Expenses ▲ 2.3% to \$187.4m
- Total Assets ▲ 10.8% to \$2,617m
- Net Assets ▲ 11.4% to \$2,506m
- Asset \$ per head of population is \$14,171
- Liabilities ▼ 1.1% to \$110.7m
- Liabilities per head of population is \$599
- Infrastructure, Property Plant & Equipment ▲ 11.0% to \$2,508m

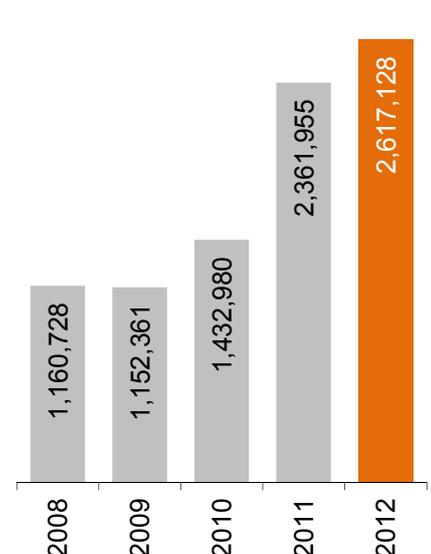
Total Income (\$'000)



Total Expenses (\$'000)



Total Assets (\$'000)



## Five-Year Financial Summary

for the Year Ended 30 June	Units	2012	2011	2010	2009	2008
Total Income from Continuing Operations	\$000	208,267	178,551	162,081	163,983	149,075
Total Expenses from Continuing Operations	\$000	187,396	183,236	167,946	153,105	136,759
Net Operating Result for Year	\$000	20,871	(4,685)	(5,865)	10,878	12,316
Grants and Contributions	\$000	64,919	46,888	33,176	42,603	35,951
Net Operating Result before Capital Grants and Contributions	\$000	(7,564)	(18,020)	(10,340)	(1,190)	(2,059)
<b>Further breakdown of Income Statement items are shown in Appendix 1</b>						
Current Assets	\$000	73,862	71,355	55,571	56,588	60,302
Non-Current Assets	\$000	2,543,266	2,290,600	1,377,409	1,095,773	1,100,426
Current Liabilities	\$000	49,576	50,385	45,762	43,352	39,763
Non-Current Liabilities	\$000	61,117	61,527	64,092	59,077	58,455
Total Equity	\$000	2,506,435	2,250,043	1,323,126	1,049,932	1,062,510
<b>Further breakdown of Balance Sheet items are shown in Appendix 1</b>						
Cash Flows from Operating Activities	\$000	46,789	22,003	22,288	30,500	24,119
Cash Flows from Investing Activities	\$000	(50,804)	(15,684)	(27,901)	(27,903)	(32,221)
Cash Assets at the end of Reporting Period	\$000	4,953	8,361	4,049	5,035	809
Rates Outstanding	%	4.85	5.60	5.67	4.94	5.04
Unrestricted Current Ratio	Ratio	1.32:1	1.19:1	1.03:1	1.17:1	1.15:1
Debt Service Ratio	%	7.40	7.65	7.82	7.45	7.13
Asset Renewal	%	34.0	46.6	51.6	56.9	43.2

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## Financial Overview

### Our financial performance

Council's financial performance for 2011-12 is characterised by:

- a net surplus result of \$20.9m for the year
- a balanced Budget after transferring \$274,430 to reserves for future contingencies
- an improvement in the Unrestricted Current Ratio from 1.19:1 in 2010-11 to 1.32:1 in 2011-12
- an increase in assets from \$2,362m in 2010-11 to \$2,617m in 2011-12, with assets per capita increasing from \$13,547 per person to \$14,171 (ABS population estimate of 184,681) per person during this period
- an increase in the value of Council's Investment Properties of \$1.9m (10.3%). The total value of Council's Investment Properties at 30 June 2012 was \$20.6m
- a decrease in liabilities from \$112m in 2010-11 to \$111m in 2011-12 – with liabilities per capita of \$599
- a decrease in Rates and Annual Charges outstanding to 4.85% (2010-11, 5.60%)
- a larger capital works program of \$53.7m in 2011-12 compared to \$33.6m in 2010-11, including the Penrith Commuter Carpark (\$10.8m) and an increase in roads and drainage dedications
- a total of 47% of Council's income being derived from Rates and Annual Charges. This is a decrease of 3% compared to 2010-11, largely the result of an increase in grants and contributions received in 2011-12
- other key ratios are outlined in Note 13.

### Ensuring financial sustainability

Council's financial performance is aligned with its continued focus on long-term financial sustainability. We regularly review our Operational Plan and financial performance throughout the year to adapt to changing conditions and requirements. Council regularly reviews its Long-Term Financial Plan (LTFP) to ensure short-term needs are considered against long-term sustainability.

Council's investment policies and strategies have been effective in producing strong returns on ratepayers' funds in 2011-12. Council's average return on investments for 2011-12 is 5.66%, which has considerably outperformed the average 90 day BBSW rate of 4.43%. Council was also able to complete its 2011-12 borrowing program at a lower rate than the average return on our investments. The weighted interest rate on borrowings decreased slightly due to the lower cost of capital. Council continues to use borrowings to fund an accelerated infrastructure program, however Council's level of debt is continually monitored to ensure it is sustainable without risking service levels.

Council's operating result for the year was a surplus of \$20.9m. This is taking into account the recent increases to depreciation as a result of the now completed transition to Fair Value of Council's assets.

The 2011-12 financial year provided the first instalment of Council's recent Special Rate Variation (SRV). The additional funding has ensured that asset renewal programs could be fully implemented and essential City Centre Renewal could be undertaken while maintaining the services and service levels being demanded by our community.

Council's LTFP demonstrates that the 2011-12 Special Rate Variation has ensured that Council's Long Term Financial Sustainability, highlighted in Special Schedule 8, has been secured.

### Delivering infrastructure

Local Government in NSW faces a large backlog of work to bring roads, drainage, and building assets to a satisfactory standard. Council's commitment to addressing our infrastructure backlog has seen increased funding for asset maintenance and renewal, and development of renewal programs for all key asset classes in recent years. The review of the LTFP and Resource Strategy during 2010-11 highlighted that while progress is being made in a number of asset classes, Council did not have the capacity to fully fund all identified asset renewal programs and addressing our infrastructure backlog was one of the key drivers for the recently approved Special Rate Variation. As a result, Council now has a program in place to address the identified infrastructure backlog for all key asset classes. Special Schedule 7 provides further information about the condition of these assets.

## Financial Overview (continued)

### Developer contribution reforms

On 4 June 2010, the Premier of NSW announced changes to the Developer Contributions planning process which capped residential development contributions to \$20,000 per new lot/dwelling. On 31 August 2010, this cap was increased to \$30,000 per new lot/dwelling for greenfield release areas and applies to the Werrington Enterprise Living and Learning (WELL) Precinct and Glenmore Park Stage 2.

As a consequence of a Voluntary Planning Agreement (VPA) being negotiating with Glenmore Park Stage 2 landowners, the cap's impact is limited to the WELL Precinct. The infrastructure funding gap arising for new development in the WELL Precinct is estimated at \$46.5 million and would affect the WELL Precinct, District Open Space, and Cultural Facilities s94 Plans.

Following analysis of the physical, social and financial impacts of the cap on the WELL Precinct and the Penrith City community, on 27 June 2011 Council resolved to require new development within the WELL Precinct to provide all drainage and most roadworks by way of conditions of development consent. Contributions up to \$30,000 per lot would be levied for open space, community and cultural facilities. The consequence of this resolution would be no infrastructure funding gaps under the three contributions plans applying to the WELL Precinct.

Council has completed a review of its section 94 plans, as directed by the Minister for Planning, and these revised plans have been adopted by Council and submitted to the Minister for Planning for determination and remaking. The Minister has not made the revised Plans.

More recent changes to the development contributions process proposed in the Green Paper on a New Planning System for NSW would lead to infrastructure funding gaps across the City (among most Plans) estimated to be between \$90 million and \$147 million, or a significant reduction in the nature and scale of facilities being funded. Plans funding open space, and community and cultural facilities would be especially significantly adversely affected. Council will be submitting strong objections to these proposed changes. The absence of detail in the Green Paper – and the fact that it is a Discussion Paper rather than a legislative reform – makes it difficult to provide more precise analysis of the impacts. Further analysis will be available following release of a White Paper and new Planning Act, expected in the next nine to twelve months.

Council's performance in 2011-12 has provided solid results, and we remain in a sound and stable financial position. This provides a strong grounding for Council for the growth, challenges, and opportunities that lie ahead.



**Andrew Moore**  
Financial Services Manager



**Vicki O'Kelly**  
Group Manager Finance  
Responsible Accounting Officer

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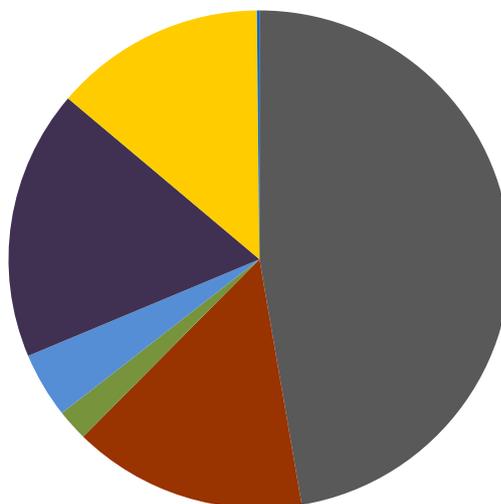
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## Income

### Summary

- Overall income ▲ by 16.6% to \$208.3m

- Rates & Annual Charges (\$98.5m)
- User Charges & Fees (\$31.4m)
- Investment Revenues (\$4.2m)
- Other Revenues (\$8.9m)
- Grants & Contributions - Operating (\$36.5m)
- Grants & Contributions - Capital (\$28.4m)
- Profit from interests in Joint Ventures & Associates (\$0.3m)



Income Item	2012 (\$'000)	2011 (\$'000)	% Change
Rates & Annual Charges	98,524	90,630	8.7%
User Charges & Fees	31,414	30,455	3.1%
Investment Revenues	4,215	3,807	10.7%
Other Revenues	8,862	6,345	39.7%
Grants & Contributions - Operating	36,484	33,553	8.7%
Grants & Contributions - Capital	28,435	13,335	113.2%
Profit from interests in Joint Ventures & Associates	333	426	(21.8%)
<b>Total Income from Continuing Operations</b>	<b>208,267</b>	<b>178,551</b>	<b>16.6%</b>

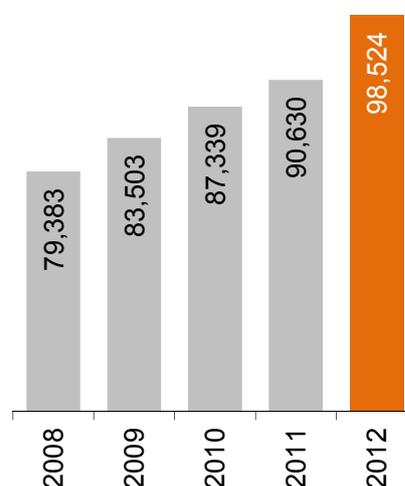
### Rates & Annual Charges

The increase in property numbers from 65,064 in 2010-11 to 65,996 in 2011-12, together with the approved rate increase of 5.9% (including the SRV) has added \$7.9m to Operating Revenue. Rates Outstanding, a key industry indicator, decreased to 4.85% in 2011-12 from 5.60% in 2010-11 and is now below the industry target of 5%. Council has been and will remain active in debt recovery, with a view to maintaining this indicator below 5%.

### User Charges & Fees

User Charges and Fees increased 3.1% over the 2011-12 Financial Year. Increases in Children's Services, Road Reinstatements, and Planning and Building income have been partly offset by decreases in the Performing Arts Centre, Penrith Whitewater Stadium, and Swimming Centre income.

### Rates & Annual Charges (\$'000)



## Income (continued)

### Investment Revenues

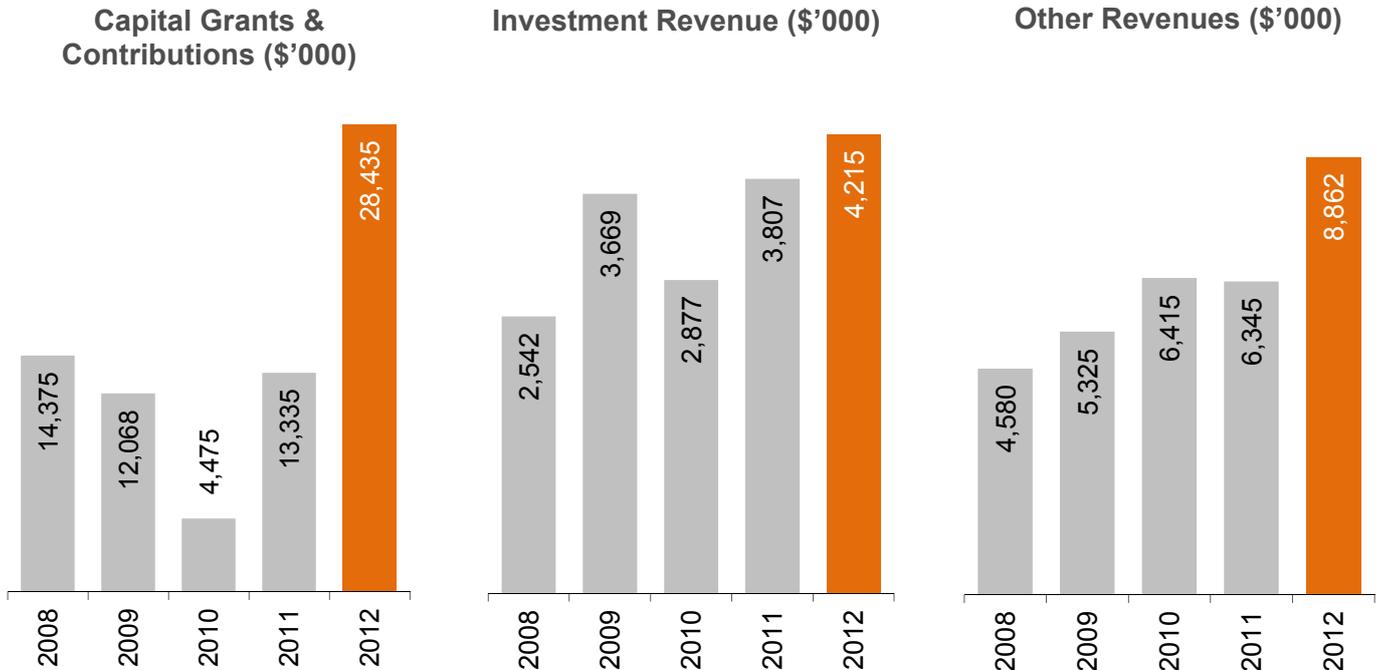
Council's investment portfolio as at 30 June 2012 has increased to \$71.1m (2010-11, \$62.4m). The increase in the portfolio, along with strong investment returns, has seen investment revenues increase in 2011-12 by \$408,000. This result, given the continued uncertainty of global financial markets, is a credit to Council's strong portfolio management.

### Other Revenues

Other Revenues increased by \$2.5m (39.7%) during 2011-12. This was mainly due to the revaluation of Council's Investment Properties of \$1.9m (2010-11, \$586,000) in 2011-12. The Environmental Performance Rebate has also increased \$110,000 during 2011-12.

### Grants & Contributions

Grants & Contributions have increased overall by \$18.0m. This is mainly due to funding received for the Penrith Commuter Carpark (\$8.4m), and increased subdivider dedications in 2011-12 (up by \$4.8m). Council also received the first two instalments of the 2012-13 Financial Assistance Grant in 2011-12, up from one advance instalment for 2011-12 received in 2010-11.



## Expenses

### Summary

- Total Expenses ▲ 2.3% to \$187.4m
- Employee costs ▲ 4.5% to \$75.9m



Expense Item	2012 (\$'000)	2011 (\$'000)	% Change
Employee Costs	75,899	72,601	4.5%
Materials & Contracts	49,673	45,327	9.6%
Borrowing Costs	4,064	4,139	(1.8%)
Depreciation, Amortisation & Impairment	39,034	39,565	(1.3%)
Other Expenses	18,462	19,645	(6.0%)
Loss from Disposal of Assets	264	1,959	100%
<b>Total expenses from Continuing Operations</b>	<b>187,396</b>	<b>183,236</b>	<b>2.3%</b>

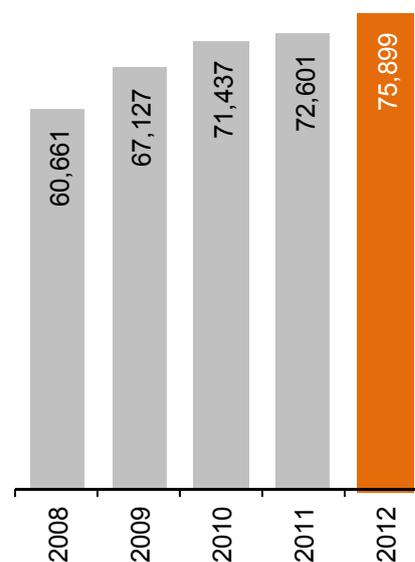
### Employee Costs

Total employee costs increased \$3.3m in 2011-12. This equates to a 4.5% increase, after accommodating an award increase of 2.15% in July 2011, and also includes:

- Decrease in total Superannuation costs - \$850,000
- Skills and knowledge progression - \$390,000
- Employee performance bonuses - \$459,000
- Increases for the provision for Employee Entitlements - \$340,000

Council contributes 9% Superannuation for all employees except those who are members of the Local Government Superannuation Defined Benefits Scheme (DBS). In March 2009, the Local Government Super Scheme (LGSS) advised that it had been impacted by the Global Financial Crisis and contributions rates from 2009-10 were doubled. In 2011-12 the LGSS revised their methodology of calculating Council's additional contribution, and have advised Council of a flat annual fee going forward of approximately \$850,000 per year from 2011-12 and returned Council's required contribution for these employees to the original rates. This change has provided annual savings of approximately \$850,000 from 2011-12.

### Employee Costs (\$'000)



## Expenses (continued)

Council's transition to Workcover's "Burning Cost" model for worker's compensation insurance continues to provide significant savings compared to premium-based insurance. The total worker's compensation expense for 2011-12 was \$1.1m (2010-11, \$1.1m), compared to the 2009-10 costs under the traditional premium of \$3.1m.

### Depreciation

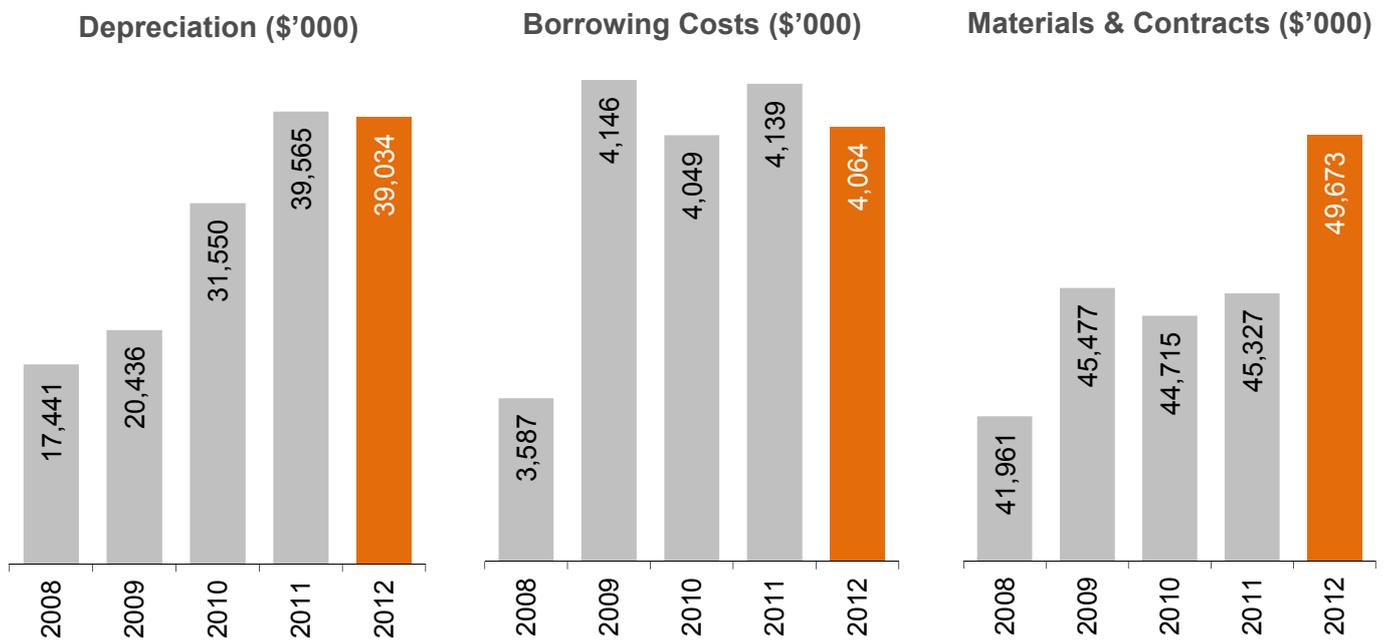
Depreciation is the allocation of the costs of an asset, based on the likely period of its useful life. The depreciation rates used by Council are set out in Note 1 of this document. In 2011-12, a review of the remaining useful life of road assets was once again undertaken to more accurately reflect the depreciation charge for these assets. The amended useful life is applied to the written-down value of the individual roads to determine a more appropriate depreciation charge. Roads and drainage assets were revalued at 30 June 2010 which has resulted in a higher depreciation expense on roads and drainage over the foreseeable future. Council is due to again revalue its road and drainage assets in 2014-15. The current written down value of Council's road and drainage assets is \$685m.

The transition of buildings to Fair Value in 2007-08, and componentisation and revaluation in 2008-09 has also resulted in an ongoing increase in the depreciation of Council's buildings. The current written down value of Council's buildings is \$183.1m.

Total depreciation for the year was \$39.0m (2010-11, \$39.6m).

### Other Expenses

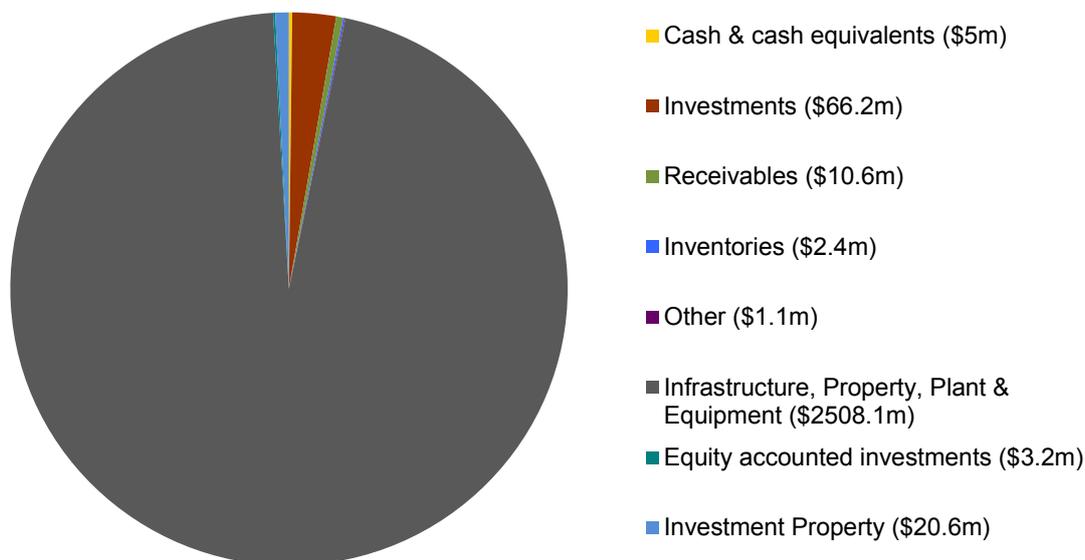
The detailed Notes to the Financial Statements provide information on Other Expenses.



## Assets

### Summary

- Total Assets ▲ 10.8% to \$2,617m
- Net Assets ▲ 11.4% to \$2,506m
- Asset \$ per head of population is \$14,171
- Infrastructure, Property Plant & Equipment ▲ 11.0% to \$2,508m



Asset Item	2012 (\$'000)	2011 (\$'000)	% Change
<b>CURRENT ASSETS</b>			
Cash & cash equivalents	4,953	8,361	(40.8%)
Investments	57,284	46,142	24.1%
Receivables	8,151	13,177	(38.1%)
Inventories	2,357	2,328	1.2%
Other	1,117	1,347	(17.1%)
<b>TOTAL CURRENT ASSETS</b>	<b>73,862</b>	<b>71,355</b>	<b>3.5%</b>
<b>NON-CURRENT ASSETS</b>			
Investments	8,894	7,921	12.3%
Receivables	2,468	2,154	14.6%
Infrastructure, Property, Plant & Equipment	2,508,126	2,258,994	11.0%
Equity accounted investments	3,228	2,896	11.5%
Investment Property	20,550	18,635	10.3%
<b>TOTAL NON-CURRENT ASSETS</b>	<b>2,543,266</b>	<b>2,290,600</b>	<b>11.0%</b>
<b>TOTAL ASSETS</b>	<b>2,617,128</b>	<b>2,361,955</b>	<b>10.8%</b>

### Cash Position

An assessment of Council's cash holdings at the end of the Financial Year provides a different view of the year's financial information. Council's Cash Flow Statement provides information relating to actual payments and receipts of cash. Investments have increased over the 2011-12 year. Council continues to hold funds on call to ensure funds are immediately available if required. This amount can fluctuate and for 2011-12 the holdings of \$5m are in line with Council's targets. The 2010-11 result of \$8.4m was influenced by a property sale completed on 30 June 2011.

## Assets (continued)

### Reserves

Council operates a number of internally and externally restricted reserves. External reserves include unspent Section 94 funds received, special purpose grants or unexpended loans, along with domestic waste and sullage reserves. These reserves are maintained to ensure that the funds received are expended on the intended purpose, and this restriction is imposed on Council through either legislation or the funding body. An increase in externally restricted funds held at 30 June 2012 of \$2.9m is also a contributing factor to the increase in Council's investment portfolio.

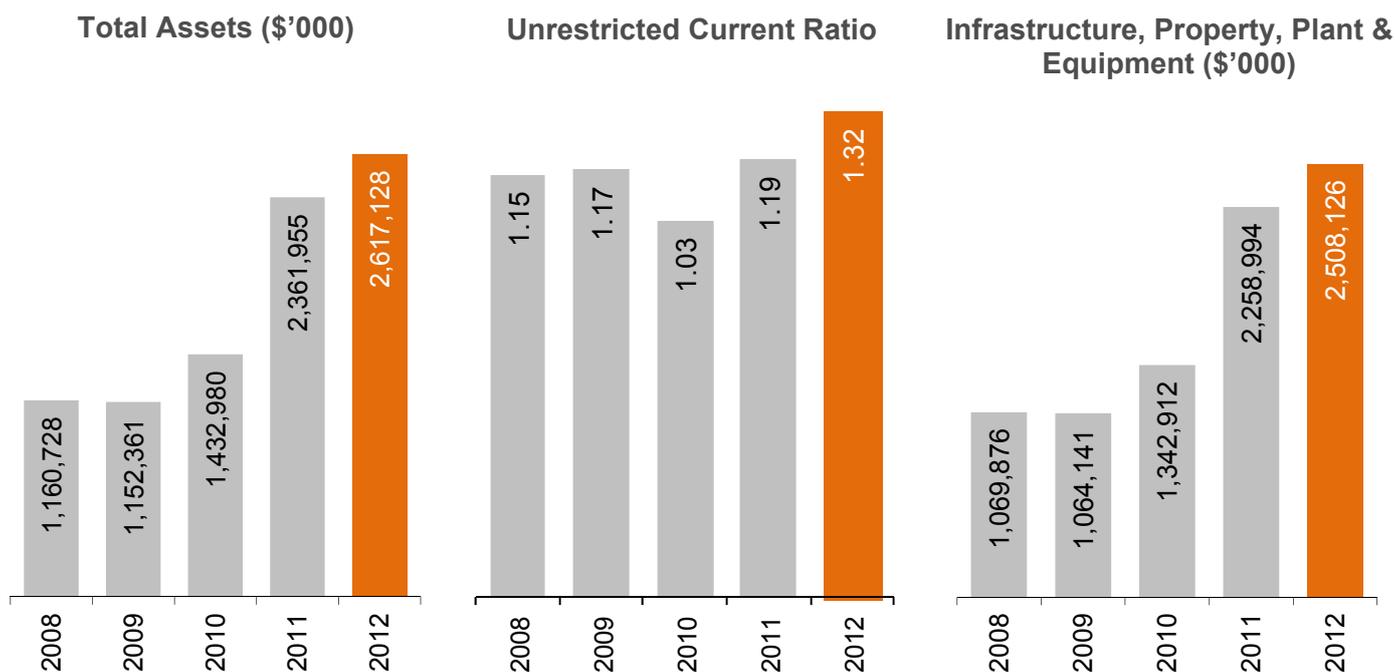
Council continues to maintain a number of internal reserves as detailed in Note 6. These reserves have been established by Council resolution, and include provisions for Employee Leave Entitlements, Property Development activities, and Council's Children's Services operations. The maintenance of these reserves ensures that Council has sufficient capacity to respond to planned calls for funding in these areas and also provides some ability to fund unplanned expenditure for these purposes.

### Unrestricted Current Ratio

The unrestricted current ratio for 2011-12 was 1.32:1. Council's practice of borrowing from internal reserves to meet the demands of essential works required in advance of receipt of Section 94 contributions has again been a major impact on the ratio this year. At 30 June 2012, there were seven Section 94 plans in deficit totaling \$8.4m (compared to 2010-11, \$7.2m). Two plans, the Cultural Facilities Plan and the Civic Improvement Plan, accounted for \$5.6m of this deficit. Once adjusted for these internal borrowings, the adjusted indicator is 1.67:1 and is above Council's adopted benchmark of 1.25:1, and the Division of Local Government's benchmark of 1.5:1.

### Receivables

Receivables for 2011-12 totaled \$10.6m, a decrease of \$4.7m over the 2010-11 year. This was mainly attributable to a decrease in Accrued Income resulting from the delayed receipt of settlement funds (\$5.7m) following the completion of the sale of Lemongrove Retirement Village and Hostel to Anglican Retirement Villages on 30 June 2011. The Rates Outstanding percentage decreased from 5.60% in 2010-11 to 4.85% in 2011-12, which is below the industry benchmark of less than 5%. Council has a long established policy of not actively pursuing pensioners for outstanding Rates and Annual Charges. Excluding pensioners from this calculation decreases this indicator to 3.43% (4.21% in 2010-11), below Council's target of 4.50%.



## Assets (continued)

### Infrastructure, Property, Plant & Equipment

Infrastructure, Property, Plant & Equipment (IPPE) increased 11% over the 2011-12 year to \$2,508m. This increase is mainly due to the revaluation of Council's Land Under Roads (LUR) using 2009 Land Valuations which were previously recognised using 2006 Land Valuations. Council's asset additions throughout the year (\$53.7m) also contributed to this increase. These asset additions included asset renewals of \$11.6m and new infrastructure asset purchases and constructions of \$23.7m. A summary of IPPE activity for 2011-12 is shown below, and is provided in greater detail in Note 9.

#### Plant and Equipment

Vehicles Purchased	30
Vehicles Sold	31
Plant items purchased	23

Total value of purchases \$2.7m, and includes:

- Cat 1 Fire Tankers (x2)	\$549,202
- Toro Groundmaster Mowers (x3)	\$352,255
- Street Sweeper (x1)	\$284,228
- Tipper Crew Trucks (x3)	\$227,340

#### Office Equipment

New Computer Purchases	\$396,393
Other Hardware and Systems	\$698,611

#### Buildings and Other Structure

Howell Oval Pavilion (completed)	\$2.8m
Penrith Disability Resource Centre	\$498,397

#### Road Works and Drainage

Drainage Works (ex. Dedications)	\$297,208
Road Works (ex. Dedications)	\$15.6m

Includes:

- Bus Shelters	\$83,565
- Pathpaving	\$2.7m

#### Infrastructure

Road Dedications	\$6.0m
Drainage Dedications	\$5.7m

#### Major Capital Projects worth of note, either completed or underway during the year include:

Penrith Station Commuter Carpark	\$10.8m
Shared Pathway construction	\$1.6m
City Centre Renewal	\$1.32m
Building Asset Renewal Program	\$731,054
Parks Asset Renewal Program	\$185,928
Public Amenity Replacement Program	\$191,880
Community Safety Program	\$386,648
Children Services Playground Upgrades	\$264,542

#### Other Assets

Library Resources	\$635,000
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INTRODUCTION

GOVERNANCE

OUR PEOPLE

OUR ENVIRONMENT

OUR PERFORMANCE

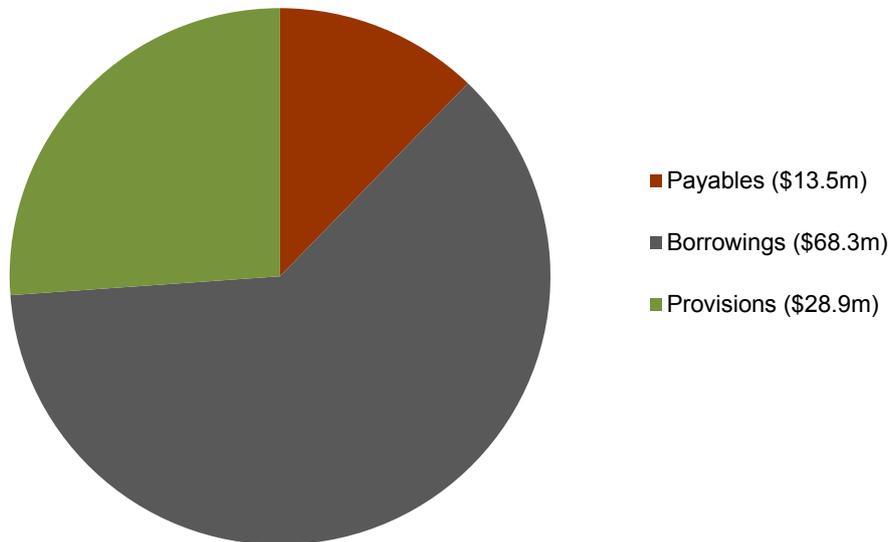
STATUTORY

FINANCIALS

## Liabilities

### Summary

- Liabilities ▼ 1.1% to \$111m
- Borrowings ▲ 0.9% to \$68.3m
- Payables ▼ 13.8% to \$13.5m
- Provisions ▲ 1.2% to \$28.9m

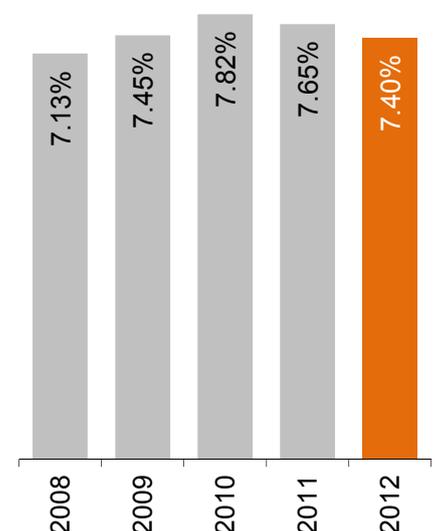


Liability Item	2012 (\$'000)	2011 (\$'000)	% Change
<b>CURRENT LIABILITIES</b>			
Payables	13,522	15,688	(13.8%)
Borrowings	8,413	7,656	9.9%
Provisions	27,641	27,041	2.2%
<b>TOTAL CURRENT LIABILITIES</b>	<b>49,576</b>	<b>50,385</b>	<b>(1.6%)</b>
<b>NON-CURRENT LIABILITIES</b>			
Borrowings	59,849	59,999	(0.3%)
Provisions	1,268	1,528	(17.0%)
<b>TOTAL NON CURRENT LIABILITIES</b>	<b>61,117</b>	<b>61,527</b>	<b>(0.7%)</b>
<b>TOTAL LIABILITIES</b>	<b>110,693</b>	<b>111,912</b>	<b>(1.1%)</b>

The 2011-12 Debt Service Ratio was 7.40% (7.65% in 2010-11). This means that 7.40% of Council's revenue (excluding capital grants and contributions and specific purpose operating grants and contributions) is used to meet Council's annual loan repayments. The Debt Service Ratio indicator can be misleading if comparisons are made without understanding the underlying situation. Much of Council's recent additions to the loan portfolio have income streams to fund the loan repayments. Knowledge of the principal and interest components of loan payments, along with any revenue streams used to fund these repayments, is required if any comparison to other Councils is to be meaningful.

Total borrowings now stand at \$68.3m, an increase of \$607,000 (0.9%) over 2010-11.

### Debt Service Ratio



## Controlled Entities

Council operates a number of controlled entities – Ripples Leisure Centre, Penrith Whitewater Stadium (PWS), and Penrith Performing & Visual Arts (PPVA). The financial results for these entities are consolidated with Council's operations to give the overall result for the year.

Each entity reports their results to Council on an annual basis. At this time, it is resolved that the operations of each entity are underwritten by Council until the next year's results are reported.

	\$'000		
	PPVA	Ripples	PWS
Operating Expenses	3,264	3,771	1,922
Operating Revenues (Excluding Council's Subsidy)	1,787	2,965	1,822
<b>Surplus / (Deficit) before Subsidy</b>	<b>(1,477)</b>	<b>(806)</b>	<b>(100)</b>
Subsidy	1,462	745	-
<b>Surplus / (Deficit) from Ordinary Operations</b>	<b>(16)</b>	<b>(61)</b>	<b>(100)</b>
Capital Grants	-	-	-
<b>Surplus/(Deficit)</b>	<b>(16)</b>	<b>(61)</b>	<b>(100)</b>
Current Assets	1,024	469	430
Non-Current Assets	588	115	1,283
<b>Total Assets</b>	<b>1,612</b>	<b>584</b>	<b>1,713</b>
Current Liabilities	818	793	440
Non-Current Liabilities	139	123	960
<b>Total Liabilities</b>	<b>957</b>	<b>916</b>	<b>1,400</b>
<b>Net Assets</b>	<b>655</b>	<b>(332)</b>	<b>313</b>

## Business Activity Reporting

Business activity reporting shows certain activities of Council in accordance with the National Competition Policy (NCP) guidelines. It attempts to portray the Financial Statements of these activities as if all taxes and commercial principles that applied to private enterprise were also applied to these activities.

It must be emphasised that the business activity report is based on a number of factors:

- prescribed assumptions as to rates of return, taxes and other costs,
- the inclusion of assumed costs as if they were paid,
- a particular view of where the boundary between the activity and other Council operations should be drawn,
- the allocation of costs which are charged to other functions in first instance, and
- determination of the purpose for which each asset is owned, even though the purpose may be one of many joint purposes.

The reports also assume that each year can be separately taken and analysed. Where an activity has irregular revenue, great variations will be reported. Property Development may well show deficits in some years and large surpluses in others. This is because the property strategy results in varying sales from year-to-year.

In these statements all the businesses have generally been assumed to be operators and not owners of the applicable lands. This means for example, that Ripples is a business activity but the ownership of the land and building is outside the business activity. The business activity is then nominally charged a rental for use of the premises. The business activity reports show that if rentals, taxes and similar costs were charged some of the activities would then need a subsidy in order to pay these costs. As these costs are not charged, only assumed, the "Subsidy from Council" does not represent an amount actually paid or ever likely to be paid. It represents the difference between actual surplus and the assumed profit of a commercial operation.

<b>Category 1 (turnover greater than \$2m)</b>	<b>2012 Surplus / (Deficit)</b>	<b>2011 Surplus / (Deficit)</b>	<b>2010 Surplus / (Deficit)</b>	<b>2009 Surplus / (Deficit)</b>
Children's Services	137	(606)	(1,170)	(1,486)
Council Pools	(1,715)	(2,044)	(3,501)	(2,940)
Penrith Whitewater Stadium	(142)	182	(226)	(7)
Property Development	(1,338)	2,911	1,609	1,663
Penrith Performing & Visual Arts	(955)	(3,086)	(2,862)	(3,106)

<b>Category 2 (turnover less than \$2m)</b>	<b>2012 Surplus / (Deficit)</b>	<b>2011 Surplus / (Deficit)</b>	<b>2010 Surplus / (Deficit)</b>	<b>2009 Surplus / (Deficit)</b>
Cemeteries	(86)	(152)	(164)	(133)
Tennis Courts	(216)	(299)	(1,309)	(115)
St Clair Recreation Centre	(159)	(196)	(378)	(358)
Lemongrove Retirement Village (sold 2011)	n/a	80	(289)	(255)
Halls	(1,106)	(1,161)	(4,571)	(427)
Contestable Services	(80)	(4)	106	60

# GLOSSARY



AASB	Australian Accounting Standards Board
ACCA	Association of Certified and Chartered Accountants
ARA	Australasian Reporting Awards
AREAS	Asset Renewal and Established Areas Strategy
ABS	Australian Bureau of Statistics
AFAIM	Associate Fellow of the Australian Institute of Management
AIFRS	Australian Equivalents International Financial Reporting Standards
CALD	Culturally and Linguistically Diverse
CAP	Community Assistance Program
CDSE	Community Development Support Expenditure
CLAIR	Council of Local Authorities for International Relations
CO2	Carbon Dioxide
COS-e	Equivalent tonnes of carbon dioxide, an internationally recognised measure of greenhouse gas emissions
DAs	Development Applications
DECC	Department of Environment and Climate Change
DEEWR	Department of Education, Employment and Workplace Relations
DLG	Division of Local Government
DOP	Department of Planning
EEO	Equal Employment Opportunity
EEP	Enhanced Environmental Program
EPPR	Employee Performance Planning and Review
GIPA	Government Information (Public Access) Act 2009
GHG	Greenhouse Gas
GPT	Gross Pollutant Trap
GRI	Global Reporting Initiative
HNCMA	Hawkesbury Nepean Catchment Management Authority
HRCC	Hawkesbury River County Council
ICE	Information and Cultural Exchange
IFRS	International Financial Reporting Standards



IUCN	International Union for the Conservation of Nature and Natural Resources
JCC	Joint Consultative Committee
JSPAC	Joan Sutherland Performing Arts Centre
KPI	Key Performance Indicator
LDC	Long Day Care
LEP	Local Environmental Plan
LGA	Local Government Area
LGMA	Local Government Managers' Australia
NAIDOC	National Aboriginal and Torres Strait Islander Day of Celebration
NSW	New South Wales
OH&S	Occupational Health and Safety
OH&S&IM	Occupational Health and Safety and Injury Management
OOSH	Out of School Hours
OSSM	On-Site Sewage Management
PITLUS	Penrith Integrated Transport and Land Use Strategy
PLANS	People's Lifestyle Aspiration and Needs Study
RAAF	Royal Australian Air Force
RAN	Royal Australian Navy
RAQI	Regional Air Quality Index
RID	Regional Illegal Dumping
ROSSMP	Ropes and South Creek Regional Open Space Strategic Management Plan
TAFE	Technical and Further Education
UDIA	Urban Development Institute of Australia
UNEP	United Nations Environment Program
UWS	University of Western Sydney
WELL	Werrington Enterprise, Living and Learning
WSROC	Western Sydney Regional Organisation of Councils





# FEEDBACK

## Penrith City Council Annual Report 2011-12 Feedback Form

We need your help to continue to improve our reporting. Please complete this feedback form, tear it out and return it to Penrith City Council by mailing it to PO Box 60, Penrith NSW 2751 or by faxing to 02 4732 7958. You can also complete the feedback form online at our website or send your comments directly to ar@penrithcity.nsw.gov.au.

### 1. To which stakeholder group do you belong?

- Community
- Community group
- Contractor / supplier
- Employee
- Non government organisation
- Other Council

Other \_\_\_\_\_

### 2. Please rank the report in each of the following aspects:

	Poor	Average	Good	Excellent
Level of detail provided				
Range of information provided				
Usefulness of the report				
Layout and design				

### 3. Please rank the report on the information it provided you with about Council's performance in the areas of:

	Poor	Average	Good	Excellent
Organisational profile				
Governance				
Economic				
Environment				
Social				
Statutory reporting				
Financial summary				

### 4. Please give the report an overall ranking:

Poor	Average	Good	Excellent

**5. The most interesting or relevant part(s) of the report for you were:**

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**6. The least interesting or relevant part(s) of the report for you were:**

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**7. Please write any other comments you would like to make here. (You are welcome to attach additional pages.)**

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**Do you want to receive future Annual Reports: Yes / No (Please circle)**

**Your contact details (optional)**

**Name** \_\_\_\_\_

**Address** \_\_\_\_\_

**Organisation (if relevant)** \_\_\_\_\_

**Position (if relevant)** \_\_\_\_\_

**Phone** \_\_\_\_\_

**Email** \_\_\_\_\_

*Thank you for providing your feedback.*



# PENRITH CITY COUNCIL

## Penrith City Council Annual Report 2011-12

### Acknowledgements

Design by [www.vervestudio.com.au](http://www.vervestudio.com.au)

Majority of photos in report by Adam Hollingworth.

### Environmental profile of paper used in Annual Report

As part of Council's ongoing commitment to organisational sustainability, the Annual Report has been printed on paper certified to meet sustainability guidelines.

The Onyx paper used is 100% recycled – a combination of 60% pre consumer and 40% post consumer waste, with the recycled pulp brightened in a Processed Chlorine Free environment (PCF). Onyx is produced in an ISO14001 accredited facility and is Chain of Custody certified by the Forest Stewardship Council. The Onyx range is also endorsed as Carbon Neutral by the Federal Government's Department of Climate Change and Energy Efficiency.

