

PENRITH



ANNUAL REPORT 2013-2014

OUR PEOPLE - OUR COMMUNITIES

PENRITH
CITY COUNCIL

INTRODUCTION
OUR COUNCIL
OUR PEOPLE
OUR ENVIRONMENT
OUR PERFORMANCE
STATUTORY
FINANCIALS

WELCOME

Penrith City Council is proud to present our Annual Report for 2013-14.

This report provides a comprehensive account of Council's performance from 1 July 2013 to 30 June 2014. It documents both our performance against the 2013-14 budget, and our progress in achieving what we have said we'll do in our four year Delivery Program 2013-17.

Council's Delivery Program (which now includes the 1 year Operational Plan) sets out what Council will do to work towards achieving the outcomes our communities want to see delivered in Penrith.

Outcome 1. We can work close to home

Outcome 2. We plan for future growth

Outcome 3. We can get around the city

Outcome 4. We have safe, vibrant places

Outcome 5. We care about our environment

Outcome 6. We're healthy and share strong community spirit

Outcome 7. We have confidence in our Council

Penrith City Council is committed to creating a strong future and works to achieve the best possible outcomes for our communities, our environment, and our economy. To do this, we work with our community to come up with shared goals, and we're open and transparent in how we work towards these goals together.

Our Annual Report includes an overview of our highlights and challenges, and addresses any setbacks experienced throughout the year. It also presents our outlook for the future, including our plans to ensure the sustainability of our organisation, our City, and the community we serve.

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.

Statement of Recognition of Penrith City's Aboriginal and Torres Strait Islander 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.

THE YEAR IN REVIEW

Council's new Delivery Program commenced on 1 July 2013 and over the past 12 months, Council has performed well, with 98% of services, 85% of actions and 81% of our Capital and Operating projects on target or completed.

ACTIVITY TYPE	TOTAL	ON TARGET	COMPLETE
Service Activities	124	121	98%
Actions	79	67	85%
Capital Projects	151	117	77%
Operating Projects	106	92	87%

This performance is also reflected in our financial performance, with Council achieving a net surplus result of \$22.2m for the year and a small budget surplus of \$34,216 after allowing for a number of transfers to reserve to provide a contingency in 2014-15.

SUMMARY OF 2013-14 KEY RESULTS AND EVENTS

Overall Income ▼ 1.1% to \$214.8m

Total Expenses ▲ 12.6% to \$192.6m

Total Assets ▲ 0.9% to \$2,722m

Asset \$ per head of population is \$14,241 Liabilities ▲ 0.9% to \$111.4m

Infrastructure, Property Plant & Equipment ▲ 1.4% to \$2,627m

Council has also been actively pursuing more jobs, regional transport links and infrastructure critical to support a growing Regional City. The following pages provide an overview of some of our key highlights, as well as the challenges we have faced and our plans for the future.

INTRODUCTION
OUR COUNCIL
OUR PEOPLE
OUR ENVIRONMENT
OUR PERFORMANCE
STATUTORY
FINANCIALS

HIGHLIGHTS OF 2013-14

MAKE MY PARK POP PROJECT

The Pop up Park in Penrith CBD opened in October as part of a program of works to revitalise High Street shopping and bring locals back to the CBD. Located at the intersection of Henry and High Streets, it was developed as a trial for a park proposed under the Penrith City Centre Public Domain Masterplan.

The park was designed in an intensive one day workshop by local business owners, community members, students, designers and architects who were guided by place making experts from Place Partners, The Lot, and thought leader, US Urban Tactician, Mike Lydon.

It was constructed in a week, and was built over the existing surface so there was minimal inconvenience during its installation. The Pop up Park has hosted a variety of events including Stop Domestic Violence Day, school holiday activities, Australia's Biggest Morning Tea, and Seniors Week activities.

CRANEBROOK WETLAND AND BUSHLAND RESTORATION PROJECT

Council was successful in securing \$1.8 million in funding through the Australian Government's Caring for Our Country program to restore a regionally significant wetland in Cranebrook, north of Penrith. To be delivered over four years, the project will restore the wetland and adjacent critically endangered Cumberland Plain Woodland bushland which have suffered from the pressures of urban development, clearing, weed invasion and pollution. The project will improve the condition and resilience of the wetland and surrounding bushland, and improve the quality of water entering the Penrith Lakes and Hawkesbury-Nepean system.

PENRITH PROGRESSION

An initiative of Council and the Penrith Business Alliance, Penrith Progression is a collaborative process of active community and stakeholder participation to identify new economic, social and environmental drivers that will underpin the urban renewal of Penrith's City Centre. Officially launched to more than 250 business people by the former premier Barry O'Farrell on 7 February 2014, over 600 individuals and 150 organisations have since

registered to be part of the project. These organisations have been involved in a series of forums, workshops and focus groups to explore opportunities to build on our strengths and areas of economic comparative advantage. At its completion, the project will deliver an economic masterplan, a place shaping framework and an action plan including initiatives that have the potential to be a catalyst for change and renewal in the City Centre.

PLANNING FOR THE SYDNEY SCIENCE PARK

Exciting progress has been made on the Planning Proposal for Sydney Science Park, which will boost the local economy by providing an estimated 12,200 jobs, 10,000 university places and 3,400 dwellings. Having received a gateway determination from the Department of Planning & Environment, Council are now seeking a revised determination to make the conditions more workable before commencing formal consultation.

NEW DEVELOPMENT

Almost 1,400 Development Applications with a value of \$589 million have been approved by Council during the year, with major applications for the UWS Research Centre, the Cranebrook Shopping Centre, an 8 storey mixed use development at Kingswood and refrigerated warehouses at Emu Plains approved by the Joint Regional Planning Panel.

Thornton, Jordan Springs, Caddens and Mulgoa Rise are realising part of the 25,000 new homes due to be delivered in Penrith over the next 20 years. The Stage 2 Local Environmental Plan is due to be gazetted soon, setting a city wide planning framework, unlocking development potential in several of our major centres and providing opportunities for major development including the Penrith Health and Education Precinct.

AWARDS AND RECOGNITION

This year has seen Council recognised for our achievements across a range of areas. Receiving awards for our efforts in areas such as community development, engagement, waste, and sustainability.

WHAT CHALLENGES HAVE WE FACED?

Changes to legislation continue to provide a challenge as Council responds to both the changes themselves and the need to inform the community and our customers about how they may be affected. Legislative changes this year included ongoing amendments to the planning system, changes to the Companion Animals Act and changes to traffic offences. We have also needed to keep up to date with the ongoing review of local government by the Independent Local Government Review Panel and the Local Government Acts Taskforce, to ensure we understand the implications of possible changes and how we'll need to respond.

Looking ahead, Council has recognised the potential challenges of the future. While a recent review of our financial capacity has shown that we are in a good position to continue with current activities, we do not have the capacity to undertake major projects or absorb possible financial challenges should they occur. We are looking to review our long term financial strategies to better prepare us for unexpected opportunities and challenges, and give us the ability to fund major projects to benefit our City.

The information we need to build these strategies will come from an organisation-wide capacity review, which started this year and will continue into next. The review will look at our business processes, services and assets, and will establish a framework for setting and reviewing priorities.

Resourcing this capacity review is a challenge in itself, but it is essential if we are to properly position ourselves for the opportunities of the future.

LOOKING AHEAD

As an organisation, we know the challenges we face now in supporting our City as it grows and the opportunities that this growth will provide. Our 12 month organisation-wide capacity review is looking at how we deliver our services, manage our assets and set our priorities. We hope to identify significant potential efficiencies that can be used to deliver on our vision of a vibrant, regional city.

In terms of our City, Council will continue to work with our communities and other stakeholders to ensure growth is sustainable, meets community needs, and is supported by the appropriate infrastructure. To do this we will work collaboratively with other councils and our regional stakeholders, lobby for funding to better match growth, and partner with Parramatta and Liverpool Councils on regional city matters.

Council together with the Penrith Business Alliance (PBA) is working towards delivering 40,000 new jobs for the City, with 50% of those to be within the CBD and the Penrith Health and Education Precinct (PHEP). Much work has been done in these areas over the last 12 months, and they will continue to be a key focus for the years ahead. In 2014-15, Council plans to continue to advocate for the Health and Education Precinct, refresh development plans for UWS Werrington Campus, and lobby for the Werrington Arterial.

It is critical that as we plan for our future we make sure we are still in touch with the needs of our community. In the coming year we will organise different events and forums to give our community the chance to have their say about our priorities, service levels and what they would like to see us do better.

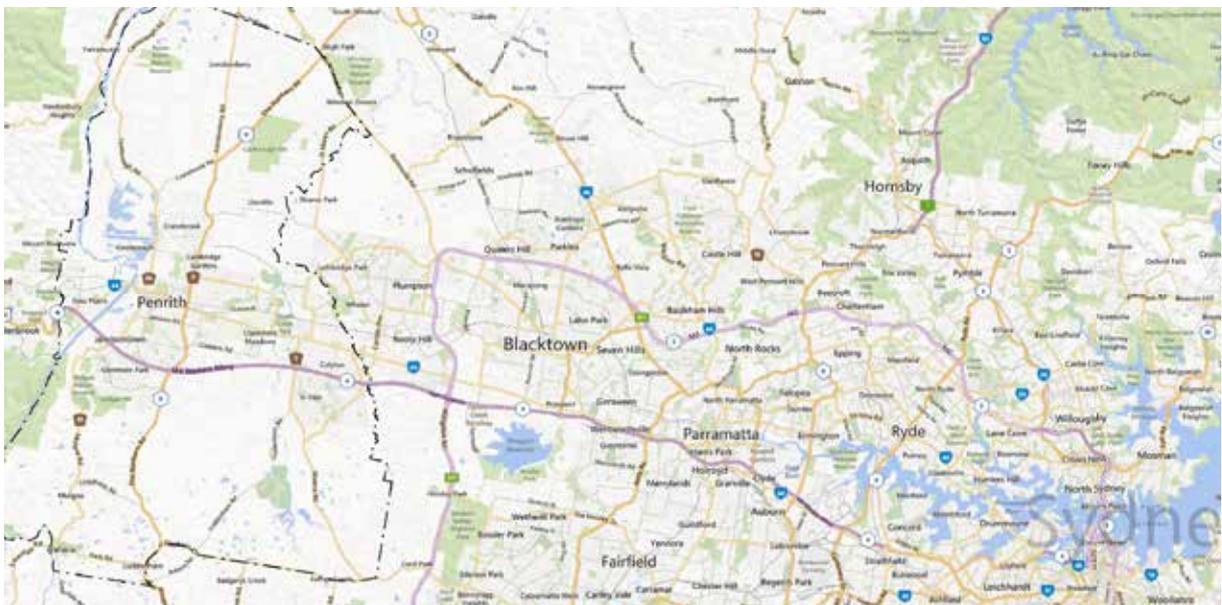
INTRODUCTION
OUR COUNCIL
OUR PEOPLE
OUR ENVIRONMENT
OUR PERFORMANCE
STATUTORY
FINANCIALS

PENRITH AT A GLANCE

A regional city in metropolitan Sydney, Penrith is located 55 kilometres west of Sydney's CBD. The City encompasses a land area of 404 square kilometres, of which around 80% is rural and rural-residential.

Over the past 30 years Penrith has evolved from its traditional rural roots to become a Regional City with a diverse and involved community. We're only 50 minutes from the City but a lifestyle apart, offering friendly residential neighbourhoods, picturesque natural settings, and a range of cultural and entertainment experiences alongside world class facilities such as a respected university, major teaching hospital and substantial retail sector.

Our City has experienced significant growth in recent years, with this growth set to continue into the future. While this growth requires careful planning to ensure that we protect our local environments, build strong communities, provide adequate services, and retain the qualities that make Penrith special, it also brings with it great opportunities. Opportunities for new industry and investment, opportunities for further cultural and recreational events and facilities, and opportunities for education and innovation.





CONTENTS

CONTENTS	7
OUR COUNCIL	19
OUR PEOPLE.....	30
OUR PERFORMANCE	47
STATUTORY REPORT	95
FINANCIALS	123

MAYOR'S MESSAGE

In the past 12 months Penrith has cemented its place as an important regional city and emerged as the capital of the New West. Our city is positioned at the heart of a vast arc that stretches from the northwest growth sector through to the southwest growth sector. Penrith is the natural leader of this burgeoning 'growth city'.

It has been a productive and rewarding year for Council and our city and I would like to take this opportunity to share some highlights.

Council continues to work closely with both levels of government to address the challenges we face as a growth centre. These include the need to boost local jobs and improve infrastructure in our city and region.

The Federal Government's commitment to an airport in western Sydney, and the associated improvements to infrastructure, have already resulted in new investment in Penrith. It has also positioned our city as an important service and commercial hub.

More local jobs will also result from the decision to move Department of Sport and Recreation to Penrith, through the proposed Science Park at Luddenham, the redevelopment of Penrith Panthers, the continued expansion and development of the Western Sydney Employment Area and the Penrith Health and Education Precinct.

In February we launched Penrith Progression, a joint initiative between Council and the Penrith Business Alliance to reinvent and revitalise our city centre. I'd like to thank the community members, business owners and other individuals and organisations who have been part of this exciting initiative. Together, we have already identified ways to create jobs, attract investment and form connections between housing, transport and community facilities. Over the next 12 months we will realise some of these ideas and continue to work on bringing the 'parts' of our city together in the best possible way.

Penrith once again hosted the Rowing World Cup as well as the Canoe Slalom Under 23 World Championships. Big events like these attract thousands of visitors to our city, inject millions of dollars into our local economy and showcase our city on the world stage.

Council and our community were recognised for outstanding achievements in a range of areas this year. Our Wearing the Crown Project won the Youth Engagement Award at the Local Government Arts and Cultural Awards held in June and our No Boundaries project won the Excellence in Improving Social Participation Award at the National Disability Awards. Building on last year's sustainability success, Council's 'Green Bin Bloke' strategy won the Waste Minimisation Award in the Keep NSW Beautiful Sustainable Cities Awards. Further, our 2012-2013 Annual Report won a Silver Award in the 2014 Australasian Reporting Awards.

I have thoroughly enjoyed my term as Mayor of Penrith City. I would like to thank the community, my fellow Councillors and Council staff for their ongoing support. By working together, we have contributed to a brighter future for Penrith.



Councillor Ross Fowler OAM
Mayor



GENERAL MANAGER'S MESSAGE

This annual report details our journey over the past 12 months; giving you an overview of our achievements, a breakdown of our finances and an outline of how we've responded to challenges along the way.

It was heartening to hear, through an independent Community Survey, that resident satisfaction with value for their rates dollars and performance of Council staff has increased in the past 12 months and customer satisfaction rated above the State benchmark. These positive results show we are getting many things right, and also gives insight into what we need to focus on or improve as we move forward.

In the past financial year we finished with a small surplus.

Renewing important infrastructure is a huge challenge and a top priority for us. In the past 12 months we resurfaced 248,000 square metres of road and completed more than 3 kilometres of new shared paths, including 1.3 kilometres along the popular Great River Walk.

While the Penrith Progression initiative is focused on Penrith's city centre, Council continues to work with the community of St Marys to revitalise Queen Street and unveiled the \$1.1 million upgrade of Coachmans.

We continue to advocate for important projects and improved infrastructure, including bold submissions to the Metro Strategy and Transport Master Plan for links from Penrith to growth sectors. We have called for the Werrington Arterial to the M4, supported and helped with design development for the new pedestrian bridge across the Nepean River and advocated with the Penrith Business Alliance for a medical research institute.

Penrith continues to grow in a sustainable way as work forges ahead on all release areas in our city. We also remain focused on developing the potential of the Penrith Lakes area.

We understand our growing population requires a diverse and affordable range of housing options. In the past year alone Council has approved close to 1400 Development Applications worth an estimated \$589 million.

But we haven't lost focus on the established areas of our community. In particular our Magnetic Places Neighbourhood Renewal Community Grants Scheme has resulted in some wonderful collaborative projects such as the restoration of a multicultural mosaic at Llandilo Community Hall, the Generation Z paste-up exhibition at Werrington Train Station and the dynamic Capture Colyton photography project.

In the past 12 months, Council has also renewed or established nine playgrounds across our City. These modern play spaces are more accessible and take advantage of natural shade. They provide a wide range of play experiences and have landscaping, seating and picnic facilities.

We've continued to make improvements to our childcare,

sporting and neighbourhood facilities. This includes measures to make our facilities more environmentally sustainable and accessible. We've also built and upgraded a number of facilities at parks and ovals across our city, upgraded five fields, improved fencing, lighting and shade and made improvements and additions to several of our neighbourhood halls and centres.

Council's Children's Services has had another successful year providing quality care and education programs for close to 4000 children in our 32 centres. I'm proud to say 85% of our centres received a rating of Meeting or Exceeding the National Quality Framework, a figure that is above the national average.

In addition to the services under its direct control, Council also oversees the operation of the Joan Sutherland Performing Arts Centre, Penrith Regional Gallery and Lewer's Bequest, Penrith Aquatic and Leisure Ltd and the Penrith Whitewater Stadium. The Boards that run these entities must also be commended.

In the past year, we have been working hard to improve productivity across the organisation. Following on from our Business Improvement Project we established an Organisational Performance and Development team to continue to investigate ways to improve business outcomes.

Once again it has been a very busy and productive year and I'm very proud of our achievements. I look forward to the year ahead and to delivering even more for the people and city of Penrith.



Alan Stoneham
General Manager



FAST FACTS

INTRODUCTION

OUR COUNCIL

OUR PEOPLE

OUR PERFORMANCE

STATUTORY

FINANCIALS



25% have children aged 15 and under



61,506 separate households



190,428 estimated resident population

15%
of our population
is aged 60+



52% are households
with children



51%

of our working residents work outside of the LGA



7.24 BILLION

gross regional product



21%

population born overseas



12,380

local businesses

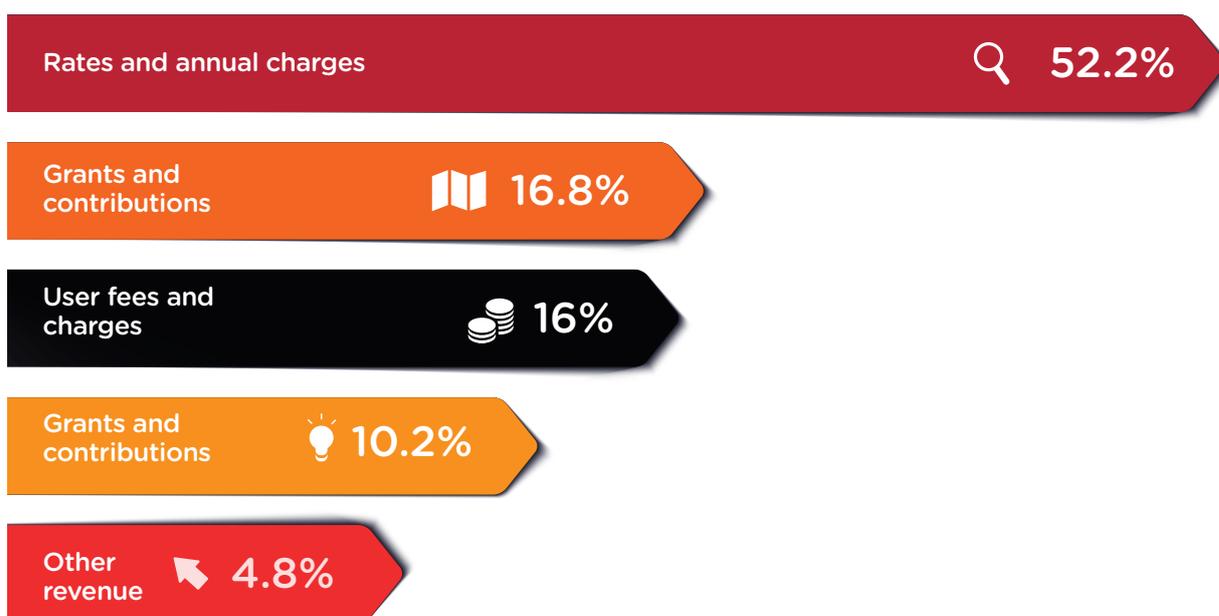
71,022

local jobs

WHERE DOES OUR MONEY COME FROM?

In 2013-14 our income decreased by 1.1% to \$214.8 million, with just over half of this (52%) coming from Rates and Annual Charges. Just under one third (27%) came from Grants and Contributions which go towards both Operating and Capital Projects. The remainder came from Investment and Other Revenues, User Fees and Charges, and Profits from Joint Ventures and Partnerships.

	\$ million	%
Rates and annual charges	112.1	52.2
Grants and contributions (capital projects)	36.0	16.8
User fees and charges	34.3	16.0
Grants and contributions (operating projects)	22	10.2
Other revenue (includes investment revenue \$3.1m/1.4% and profit from joint ventures and partnerships \$0.7m/0.3%)	10.4	4.8



* Other Revenue also includes Investment Revenues \$3m and Profit from Joint Ventures and Partnerships \$1.2m)

HOW DID WE SPEND IT?

Our expenses increased by 12.6% this year, to \$192.6m. A quarter (26.9%) of this was spent maintaining our roads, footpaths and buildings, with another 15.7% on Waste, Environment and Community Protection. Community Services are our third highest area of expenditure, at 14.9%. Children's Services and Parks and Recreation together account for just over a fifth of the money we spend. During the year, there was a one-off non-standard payment to the Department of Planning and Infrastructure of \$14.1m for Council's share of the Erskine Park Link Road. These funds were paid from Section 94 contributions collected by Council over previous years, and has had a significant impact in the 2013-14 total expenditure and operating result.

	\$ million	%
Roads, footpaths and buildings	51.9	26.9%
Waste, environment and community protection	30.1	15.7%
Community services	28.8	14.9%
Corporate services	26.4	13.7%
Parks and recreation	21.0	10.9%
Children's services	19.6	10.2%
Public spaces and community safety	14.8	7.7%

Roads, footpaths and buildings

 26.9%

Waste, environment and community protection

 15.7%

Community services

 14.9%

Corporate services

 13.7%

Parks and recreation

 10.9%

Children's services

 10.2%

Public spaces and community safety

 7.7%

If you'd like to know more about Council's Income and Expenditure, a financial summary is provided at the back of this report and also in the full Financial Statements available online.

CALENDAR OF EVENTS 2013/2014

Council hosts and supports a variety of events across our City each year.

Events make a valuable contribution to the health and wellbeing of our diverse community, as well as to our local economy. They allow our residents and visitors to make the most of our unique location, environment and facilities and celebrate the recreation, leisure, arts and cultural opportunities on offer here in Penrith.

Some highlights of events hosted and supported by Council in 2013-14 include:

- » Annual Knit In
- » Pyjama Night Story Time
- » Annual Penrith Show
- » Spicy Penrith
- » Sunday Siestas

- » Defqon.1
- » We Are One We Are Pacific A Celebration Of Culture
- » National Indigenous Tertiary Education Student Games
- » Penrith Caravan, Camping & Holiday Expo
- » Tom Tom Runner Western Sydney Marathon
- » Dragonboats NSW Race
- » Doll, Bear and Craft Fair
- » 2013 Australasian Fire Brigade Championships

- » Sunday Siestas
- » Rowing NSW Regatta
- » Swimming NSW State Age and Open Championships
- » Dragonboats NSW Race

JULY

- » Australian Rowing Youth Cup
- » Community Cabinet Meeting
- » NAIDOC Family Gathering Day
- » Philippine Arts Festival
- » Penrith Hawkesbury Harvest Farmers & Fine Food Market (monthly)

AUGUST

SEPTEMBER

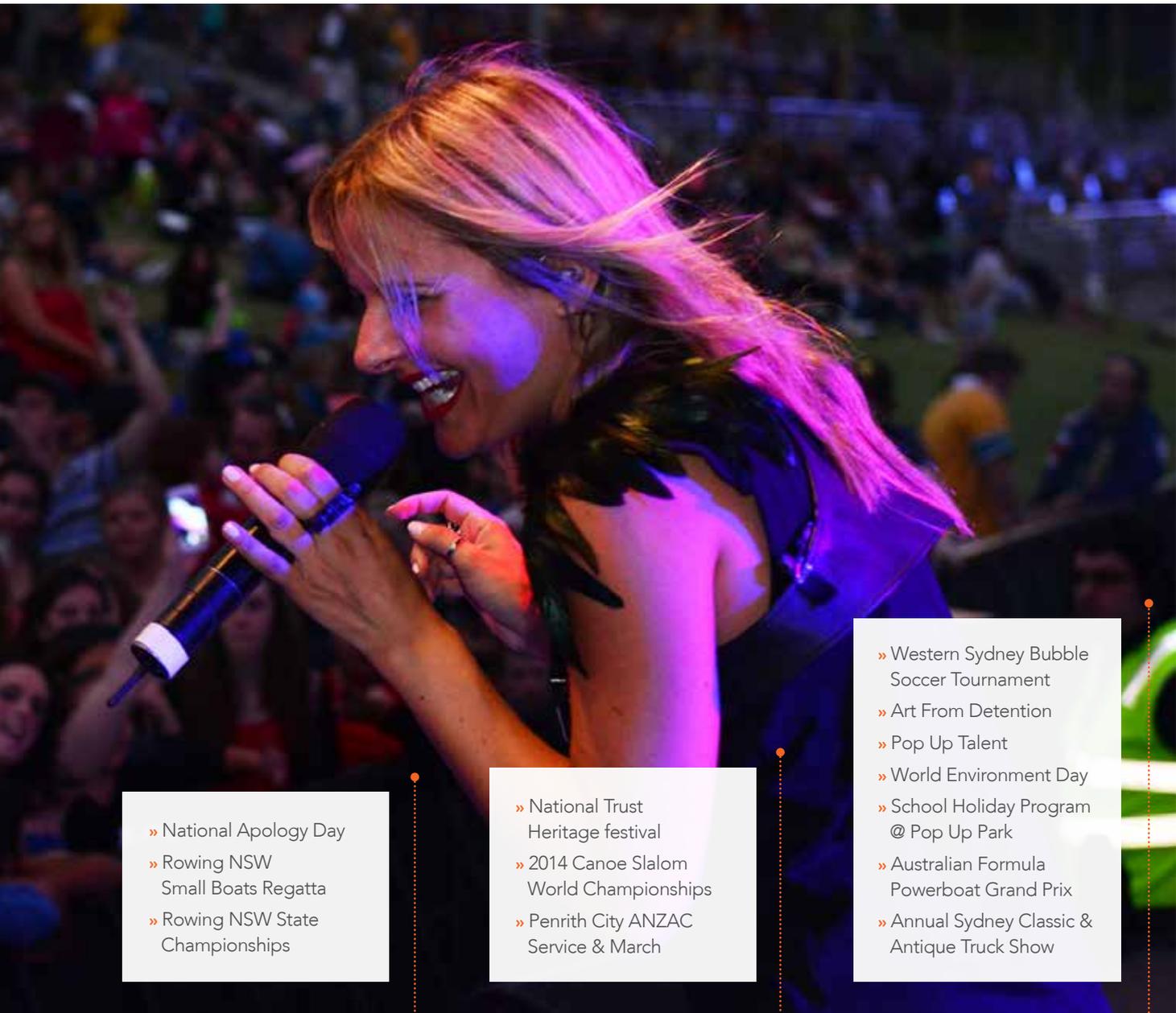
- » Annual St Marys Spring Festival
- » Great Rotary Duck Race
- » Electronic Waste Drop Off Day
- » Spring into the Garden Workshop
- » Veggie Garden in a Box Workshop
- » Vintage Styling Workshop
- » National Indigenous Tertiary Education Student Games
- » Family Fun Day - Great River Walk & Penrith Pram Push

OCTOBER

NOVEMBER

- » Bunka No Hi 2013 Japanese Cultural Day
- » Launch of 'No Boundaries' Booklet, DVD & Exhibition
- » Lighting of the CBD Christmas Tree
- » 95th Remembrance Day Service
- » Raise Me Up A fundraiser for victims of the NSW Bushfire Crisis
- » Faces of St Marys – Queen Street Riches and Textures 2013 Project launch and exhibition opening
- » White Ribbon Weir Walk
- » Fernhill Picnic Day Races
- » Luddenham Bicentenary Family Fun Day

DECEMBER



- » National Apology Day
- » Rowing NSW Small Boats Regatta
- » Rowing NSW State Championships

- » National Trust Heritage festival
- » 2014 Canoe Slalom World Championships
- » Penrith City ANZAC Service & March

- » Western Sydney Bubble Soccer Tournament
- » Art From Detention
- » Pop Up Talent
- » World Environment Day
- » School Holiday Program @ Pop Up Park
- » Australian Formula Powerboat Grand Prix
- » Annual Sydney Classic & Antique Truck Show

JANUARY FEBRUARY MARCH APRIL MAY JUNE

- » Australia Day at the Lakes
- » Oceanic Paratriathlon Championships & Australian ITU Junior Series
- » Paddle NSW Sprint Championships Boardstock NSW
- » Australian Slalom championships & Australian Open

- » Shakespeare by the River- Romeo & Juliet
- » ABC Classic FM presents Sunday Live in Penrith
- » International Women's Day 2014
- » Seniors Week Celebrations
- » Vintage Festival (back to 1950s & 1960s)
- » Supervising Learner Drivers
- » Free Child Restraint Safety Check
- » Luddenham Show
- » Sydney International Rowing Regatta
- » Penrith Working Truck Show

- » Stop Domestic Violence Day
- » Trees for Mum
- » Australia's Biggest Morning Tea
- » National Simultaneous Storytime
- » Sydney Writers Festival - An Evening with Judy Nunn
- » Rowing NSW State Masters
- » Werrington Festival and Seniors Arts & Crafts Expo
- » Sydney Road Championships Cycling NSW



AWARDS

Although we never start a project with the aim of winning an award, it is always rewarding to have our work recognised by others. This year, Council was proud to win a range of awards.

COMMUNITY HEALTH PROGRAM

Council's Penrith Health Strategy and Action Plan won the 2013 'Heart Foundation Healthy Community' award at the Local Government Week Awards, recognising our long term commitment to promoting health and wellbeing.

» 'HEART FOUNDATION HEALTHY COMMUNITY' AWARD



WASTE MINIMISATION

Council's 'Green Bin Bloke' program won the Waste Minimisation Award in the Keep NSW Beautiful Sustainable Cities Awards Program, recognising our achievement in engaging with our community to reduce contamination in our recycling and organic waste. The program is part of Council's ongoing commitment to sustainability and providing residents with a leading waste service. The award is the state's leading community and environmental awards program for metropolitan areas.

» COUNCIL'S 'GREEN BIN BLOKE' PROGRAM WON THE WASTE MINIMISATION AWARD



» ACCEPTING THE AWARD FOR THE 'WEARING THE CROWN' PROJECT



» EXCELLENCE IN IMPROVING SOCIAL PARTICIPATION AWARD AT THE 2013 NATIONAL DISABILITY AWARDS

COMMUNITY DEVELOPMENT

The No Boundaries Project received an 'Excellence in Improving Social Participation' award at the 2013 National Disability Awards, recognising its work to break down social barriers and enable emerging and established artists with a disability to participate in art making and creative activities.

WASTE EDUCATION PROGRAM

Council won the 'Leadership in Recycled Organics Community Education Program' award at the Australian Organics Recycling Association Awards, recognising our work on waste avoidance and organics resource recovery through our education programs.

YOUTH ENGAGEMENT

Council won the Youth Engagement Award at the Local Government Arts and Cultural Awards for its Wearing the Crown Project. Wearing the Crown was a collaborative project which resulted in the voices of over 140 young people contributing to neighbourhood action plans for the communities of Werrington and North St Marys.

REPORTING AND COMMUNICATION

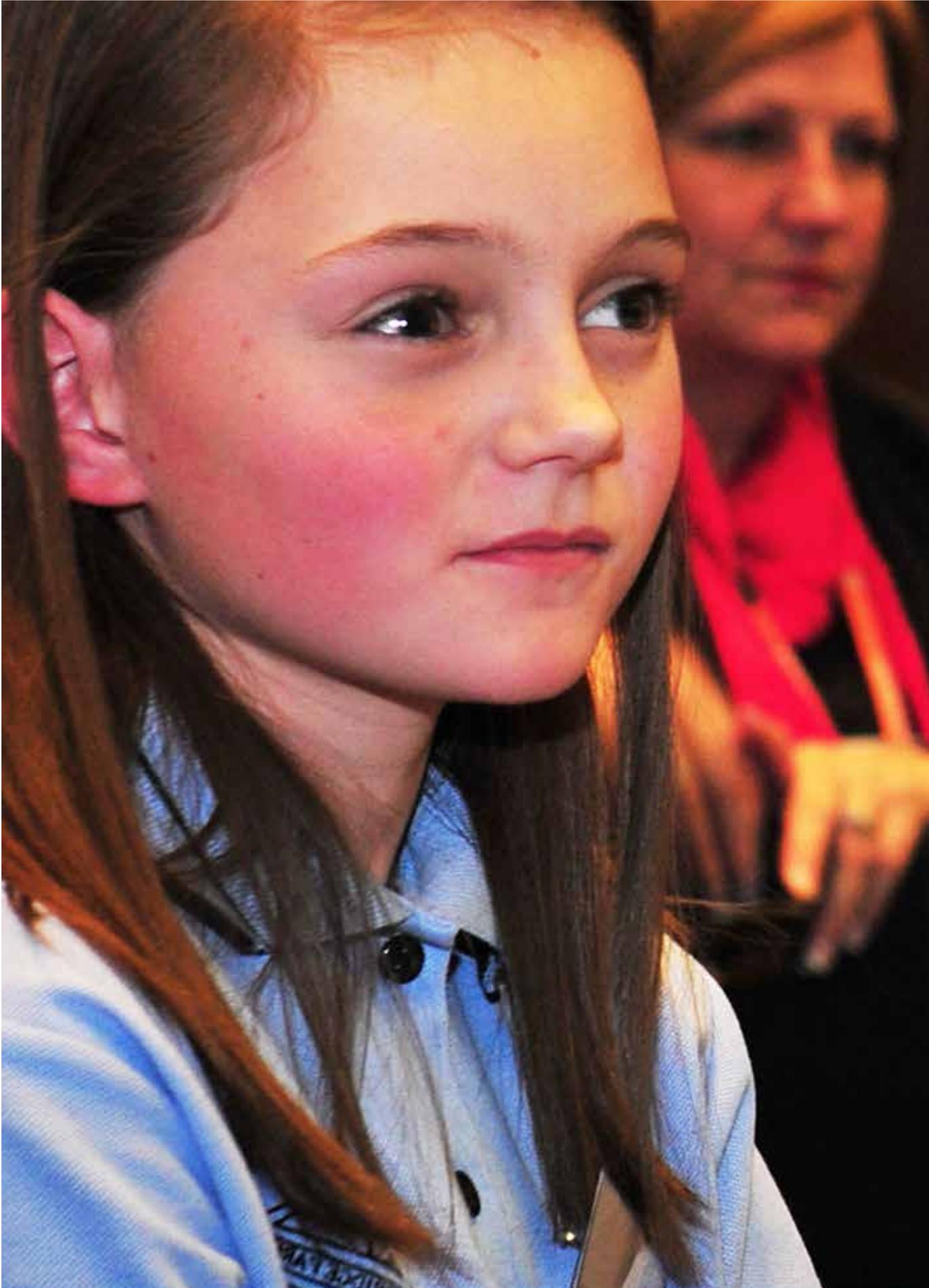
Council's 2012-13 Annual Report won a Silver Award in the 2014 Australasian Reporting Awards – Celebrating Excellence in Reporting. This continues our strong reporting performance, as in 2013 we received a Bronze Award. We were also a finalist in the Excellence in Communication category of the RH Dougherty Awards in the area of communications for our Penrith is Here brand campaign.



» SUZI FLYNN RECEIVING HER AWARD

INDIVIDUAL AWARDS

Suzi Flynn, Chief Rates Clerk, received the 'Ministers' Award for Women in Local Government', a prestigious award celebrating the contribution of women to local government in NSW.



OUR COUNCIL

Council's roles and responsibilities are wide-ranging. We are responsible for providing strategic leadership and sustainable future planning, while also delivering a range of infrastructure and services needed for a growing city.

Councils in NSW operate under the Local Government Act 1993. This Act directs the way Council functions and the activities and services we provide to our local community. Section 8 of this Act outlines Council's charter, which sets out what we need to consider when carrying out our activities. Council's responsibilities under the charter are to:

- exercise community leadership
- provide appropriate services and facilities for the community
- properly manage and conserve the local environment
- involve and engage with our communities
- keep the local community informed about its activities
- ensure that provided services are managed efficiently and effectively
- have regard for the long term effects of its decisions and
- be a responsible employer.

More than 135 other pieces of legislation also influence and affect the work of councils including 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*.

OUR CODE OF CONDUCT

Council's Code of Conduct sets the standard for ethical behaviour and decision making for Councillors, Council staff and members of Council committees. This helps ensure all representatives act in a way that enhances public confidence in local government.

We actively promote the Code of Conduct to Councillors and staff so they are aware of and can adhere to the ethical standards and expectations relevant to their role.

A copy of Council's Code of Conduct can be found on our website at penrithcity.nsw.gov.au

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

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 else is looking

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

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

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

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

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

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

RESPECT

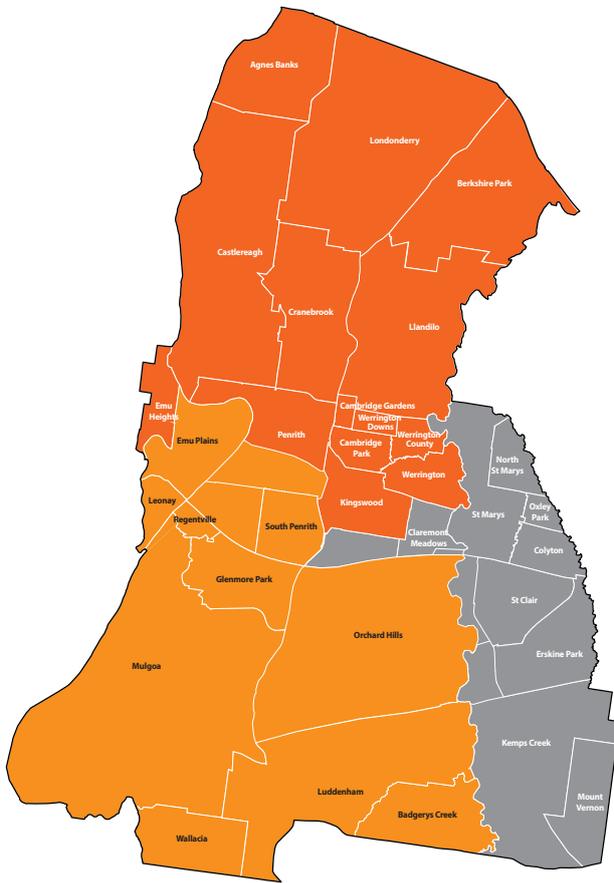
- I treat others fairly and objectively
- I value and accept other people's differences
- I treat others with dignity, kindness and in the spirit of service
- I treat people how I would like to be treated
- I recognise the worth of individuals

OUR COUNCILLORS

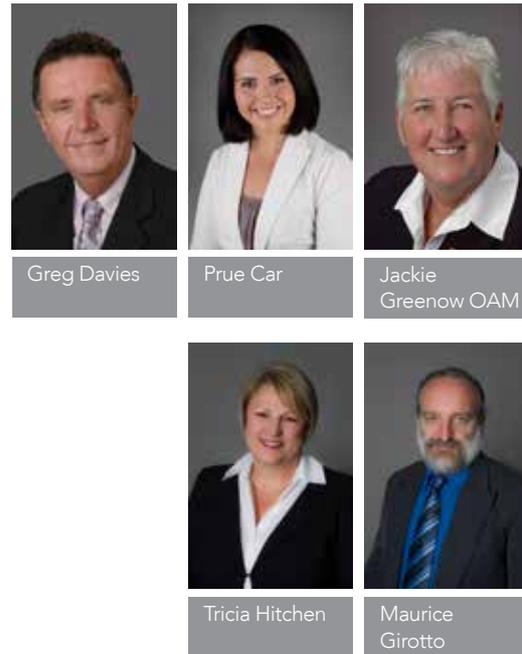
The Penrith local government area is made up of three wards, with five Councillors representing each ward. Our Councillors were elected in September 2012 to represent the interests of our community and the Penrith region and will serve until the next local government election in September 2016.

Our Councillors bring with them a wealth of knowledge, and while each Councillor represents a particular ward, a Councillor's ultimate consideration must be the current and future interests of the City as a whole.

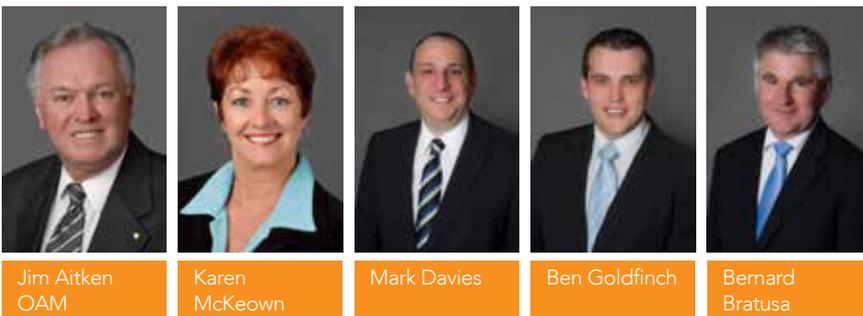
NORTH WARD COUNCILLORS



EAST WARD COUNCILLORS



SOUTH WARD COUNCILLORS



OUR MAYOR

Councillor Ross Fowler OAM

Penrith City Council
PO Box 60, Penrith NSW 2751

Mobile: 0419 738 484

Email: ross.fowler@
penrithcity.nsw.gov.au

Fax: (02) 4732 7958



Councillor Ross Fowler OAM is a third generation representative in local government, following his father Bernie, a former Mayor of Penrith City and his grandfather John who was an Alderman. A long-term Wallacia resident, Cr Fowler is in his sixth consecutive term on Council after first being elected in 1991. He served as Mayor in 1995 before being elected Mayor again in 2013. He represents Council on many boards including Westpool, Penrith Whitewater, Ripples, Penrith Performing and Visual Arts Ltd, the Children's Services Co-operative Ltd, Penrith Business Alliance and WSROC.

Cr Fowler's extensive financial acumen has been of great benefit to Council and he is passionate about improving Council's facilities and services, proper financial management and good governance. Cr Fowler's goal is to help ensure that the local economy is strong and Council remains in a sound financial position to best meet the needs and expectations of residents.

OUR DEPUTY MAYOR

Councillor Jim Aitken OAM

Penrith City Council
PO Box 60, Penrith NSW 2751

Mobile: 0418 288 488

Email: jim@jimaitken.com.au

Fax: (02) 4736 6588



Councillor Jim Aitken OAM was first elected to Council in 1995 and served as Mayor in 2008 and Deputy Mayor in 2010 and 2013. He has lived in the local area for 50 years and is a patron of many organisations.

Cr Aitken is also a successful businessman, operating his own group of companies, the Jim Aitken Group, and employing more than 200 people. He represents Council on a range of boards and committees. He is also a member of Council's Senior Staff Recruitment/ Review Committee, Audit Committee and Penrith Flood Advisory Consultative Committee.

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

Councillor Bernard Bratusa

Penrith City Council
PO Box 60, Penrith NSW 2751

Mobile: 0420 581 225

Email: bernard.bratusa@
penrithcity.nsw.gov.au

Fax: (02) 4732 7958



A long term resident of Penrith, Cr Bernard Bratusa was first elected to Council in 2012. Currently employed as Office Manager for Fiona Scott, Federal Member for Lindsay, Bernard was previously Managing Editor of The Western Weekender newspaper and maintains his passion for promoting everything good about the local community, encouraging investment to the City and creating more employment opportunities for residents. Bernard lives in Glenmore Park with his wife Katheryne and three children, and has a personal goal to represent the residents of Penrith to the best of his ability and ensure everyone gets a fair go.

Councillor Mark Davies

Penrith City Council
PO Box 60, Penrith NSW 2751

Mobile: 0416 085 597

Email: mark.davies@
penrithcity.nsw.gov.au

Fax: (02) 4732 7958



Cr Mark Davies was first elected to Penrith City Council in 2004 and served his first term as Mayor during 2012-13. He has been a local resident for 40 years and is passionate about attracting investment to the City, boosting the local economy and creating more jobs for residents. Cr Davies is a local small business owner of Tech-Dry Building Products. He lives in Glenmore Park with his wife Tanya Davies, Member for Mulgoa, and their young daughter Laura.

Councillor Ben Goldfinch

Penrith City Council
PO Box 60, Penrith NSW 2751

Mobile: 0404 034 218

Email: ben.goldfinch@
penrithcity.nsw.gov.au

Fax: (02) 4732 7958



Councillor Ben Goldfinch was born and raised in Penrith, and currently lives in Mulgoa with his wife and daughter. He believes that Penrith is Sydney's best kept secret, and likes to boast about the many attractions Penrith has to offer. He is passionate about residential development in the area, and hopes to assist residents by simplifying the development approval process. Cr Goldfinch is currently serving in his second term on Council and is also involved in GenYQ, a local networking event for business minded young adults.

Councillor Karen McKeown

Penrith City Council
PO Box 60, Penrith NSW 2751

Mobile: 0401 995 945

Email: karen.mckeown@penrithcity.nsw.gov.au

Fax: (02) 4732 7958



Cr Karen McKeown was elected to Council in 2004 and 2008 and served as Deputy Mayor in 2006-07. She is an active member on many community organisations and committees including the Australian Local Government Women's Association NSW and the Joint Ministerial Advisory Council on Women in Local Government. Cr McKeown's commitment to preserving the environment saw her appointed as one of Council's two Sustainability Champions, representing Council and the City on environmental topics since 2005.

Councillor Prue Car

Penrith City Council
PO Box 60, Penrith NSW 2751

Mobile: 0450 659 811

Email: prue.car@penrithcity.nsw.gov.au

Fax: (02) 4735 4326



Cr Prue Car was first elected to Council in September 2008. Now living in Glenmore Park, she grew up in Emu Plains and has lived in Penrith all her life. Cr Car became a Councillor to give back to the community she grew up in and aims to be an active representative who stands up for local residents and works with the members of our community for good results. Cr Car works in communications for MS Australia, the organisation that helps people living with Multiple Sclerosis.

Councillor Greg Davies

Penrith City Council
PO Box 60, Penrith NSW 2751

Mobile: 0419 177 259

Email: greg.davies@penrithcity.nsw.gov.au

Fax: (02) 9670 5083



Councillor Greg Davies lives in St Clair with his wife Kerrie and has served on Council for 20 years, including three terms as Mayor and two as Deputy Mayor. Cr Davies regards it an honour to represent the people of Penrith, especially during his Mayoral terms, where he has had the opportunity to help ensure services and programs to meet the needs of our diverse community. He has a strong ambition to increase local employment opportunities, and continues to work towards that goal as well as seeking the infrastructure and services that the community needs in an ever growing city.

Councillor Maurice Giroto

Penrith City Council
PO Box 60, Penrith NSW 2751

Mobile: 0481 033 418

Email: maurice.giroto@penrithcity.nsw.gov.au

Fax: (02) 4732 7958



Councillor Maurice Giroto lives in Werrington with his wife. Having moved back to Penrith 28 years ago he is now serving his first term on Council, and has found it very rewarding to be part of a team which is directing the City of Penrith into the future.

With a strong background in the transport industry, Cr Giroto has a keen interest in how the infrastructure functions within the LGA. He would like Penrith to become the jewel of the Western Suburbs and not just another suburb to Sydney.

Councillor Tricia Hitchen

Penrith City Council
PO Box 60, Penrith NSW 2751

Mobile: 0417 365 313

Email: tricia.hitchen@penrithcity.nsw.gov.au

Fax: (02) 4732 7958



A highly decorated former Commissioned Police Officer, Councillor Hitchen has been on Council for two years. Married with three children, Cr Hitchen and her husband run a storage business in Emu Plains. The mother of a special needs child, Cr Hitchen is a strong advocate for disabilities, accessibility and equity.

Councillor John Thain

Penrith City Council
PO Box 60, PENRITH NSW 2751

Mobile: 0411 427 812

Email: john.thain@penrithcity.nsw.gov.au

Fax: (02) 9623 3246



Councillor Thain lives with his wife and two children in North St Marys and is serving in his fourth term on Council, serving as Deputy Mayor 2004 and Mayor in 2005. Cr Thain works in the Engineering and Automation sectors, and is an active member of a number of local sporting and community groups. Cr Thain is a strong advocate for North Ward which he represents.

Councillor Jackie Greenow OAM

Penrith City Council
PO Box 60, PENRITH NSW 2751

Mobile: 0407 464 088

Email: jackie.greenow@penrithcity.nsw.gov.au

Fax: (02) 9833 4697



Councillor Jackie Greenow OAM was elected to Council in 1995. She has served 5 times as Deputy Mayor, and as Mayor in 2004. Cr Greenow is involved with a variety of boards and committees and is a Life Member of the Australian Local Government Women's Association for her dedication and commitment to women in local government.

Cr Greenow works for a local St Marys primary school and enjoys spending time with family and friends. She was awarded the Medal of the Order of Australia in 2013 for "service to local government, and to the community, particularly to people with disabilities." She wants to keep Penrith moving forward while maintaining it as a community where people want to live, work and play.

Councillor Marcus Cornish

Penrith City Council
PO Box 60, Penrith NSW 2751

Mobile: 0481 033 419

Email: marcus.cornish@penrithcity.nsw.gov.au

Fax: (02) 4732 7958



Cr Cornish has served on committees for childcare centres for more than a decade. Even before becoming a Penrith Councillor, Cr Cornish was involved in working on causes on the community's behalf, such as support for people with disabilities and lobbying for Nepean Hospital upgrades including parking, a cancer ward and a new outreach centre. Cr Cornish said he is focused on applying a common-sense, productive approach to issues on behalf of local families.

Councillor Kevin Crameri OAM

Penrith City Council
PO Box 60, PENRITH NSW 2751

Mobile: 0411 427 812

Email: kevin.crameri@penrithcity.nsw.gov.au

Fax: (02) 4777 5435



Councillor Kevin Crameri OAM has served Penrith City for many years, having first been elected to Council in 1974. He served as Mayor in 1996, 2009 and 2010, and as Deputy Mayor in 1988. Cr Crameri has lived in the local area since he was six years old and is actively involved in many local committees and groups. He earned his Order of Australia

medal in 1999 for his service to local government and the community. Cr Crameri said he is particularly committed to good communication with the community and making the City as attractive as possible as a place to live, work, visit and invest in.

Councillor Michelle Tormey

Penrith City Council
PO Box 60, PENRITH NSW 2751

Mobile: 0481 033 420

Email: michelle.tormey@penrithcity.nsw.gov.au

Fax: (02) 4732 7958



Councillor Michelle Tormey, first elected to Council in 2012, was born and raised in the Penrith area. She is currently a full-time mother and in her first year of a Social Science Degree at the University of Western Sydney. Passionate about sustainability and the environment, Cr Tormey is one of Council's sustainability champions and would like to see sustainability further integrated into the development of the City by Council and the wider community. Her goal is to continue to work towards creating a more liveable, safer and sustainable City with better transport and more local jobs so that future generations will not be faced with the challenges of the present.

COUNCIL MEETINGS

Council is committed to ensuring that Council meetings are conducted in accordance with legislative requirements, and that our community has real opportunities to participate in the decision making process. Council generally holds one Ordinary Council meeting and one Policy Review Committee meeting each month, with these meetings generally held on a Monday night at the Penrith Civic Centre. These meetings are held in an open environment, with our Code of Meeting Practice outlining how meetings are to be conducted, and what is required of members of the public who wish to address a meeting.

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

In 2013-14 Council held 14 Ordinary Meetings and 13 Policy Review Committee Meetings, with 75 members of the public addressing Council on various issues and items of business. See our website for how to address a council meeting.

Councillor Attendance at Meetings: 2013-14

COUNCILLORS	ORDINARY MEETINGS		POLICY REVIEW COMMITTEE MEETINGS	
	Number	Attended	Number	Attended
Cr Jim Aitken OAM	14	13◆	13	10●●●
Cr Bernard Bratusa	14	14	13	11◆◆
Cr Prue Car	14	14	13	11◆◆
Cr Marcus Cornish	14	13■	13	12●
Cr Kevin Crameri OAM	14	13■	13	10◆■●
Cr Greg Davies	14	13●	13	13
Cr Mark Davies	14	11◆■●	13	10◆■●
Cr Ross Fowler OAM	14	13■	13	11●●
Cr Maurice Giroto	14	14	13	11◆◆
Cr Ben Goldfinch	14	11◆◆◆	13	11◆◆
Cr Jackie Greenow OAM	14	11◆◆■	13	13
Cr Tricia Hitchen	14	14	13	10◆●●
Cr Karen McKeown	14	12◆■	13	12■
Cr John Thain	14	14	13	13
Cr Michelle Tormey	14	12■●	13	10◆●●

- ◆ Apology
- Leave of Absence granted for Council related business
- Leave of Absence granted



Councillor Committees

As well as attending Council meetings, Councillors take part in external and internal committees. These are an extra opportunity for Councillors to have their say on issues important to their communities.

External committees with Penrith City Council representatives include:

- Bushfire Management Committee
- Cumberland Rural Fire Service Zone Liaison Committee
- Jamison High School Community Centre Management Committee
- Local Government Advisory Group of the Hawkesbury Nepean River
- Local Traffic Committee
- Penrith Valley Sports Foundation
- St Clair High School Community Centre Management Committee
- Internal committees with Councillor representatives include:
 - Access Committee
 - Audit Committee
 - Heritage Advisory Committee
 - Penrith International Friendship Committee
 - Penrith Community Safety Partnership
 - Senior Staff Recruitment/Review Committee
 - St Marys Development Committee (now dissolved)
 - Sustainability Champion
 - Floodplain Risk Management Committee (Established but not yet Operational)

During 2013-14, Council also had delegates or directors elected to the Boards of the following organisations:

- Apprentice Power (WSROC Group Apprentices Limited)
- Australian Local Government Women's Association
- Community Relations Commission of NSW Nepean Blacktown Regional Advisory Council

- Council Ambassador to Lachlan Shire Council
- Floodplain Management (Authorities) Association
- Hawkesbury River County Council
- Joint Regional Planning Panel
- National Growth Areas Alliance
- Nepean Blacktown Regional Taskforce on Homelessness
- Penrith Business Alliance
- Penrith Valley Regional Sports Centre Ltd.
- The Museum of Fire Board
- The Penrith City and District Business Advisory Centre Limited – Business Enterprise Centre
- United Independent Pools
- Venue Management Advisory Group (Samuel Marsden Road Riding Facility Grounds)
- Western Sydney Academy of Sport Advisory Forum
- Western Sydney Regional Committee for Illegal Dumping
- Western Sydney Regional Organisation of Councils Limited (WSROC Ltd)
- Westpool
- Penrith Aquatic and Leisure Limited
- The Penrith Performing and Visual Arts Limited
- The Penrith Whitewater Stadium Ltd.
- Penrith CBD Corporation Limited
- St Marys Town Centre Ltd

Council also had representation on the following incorporated associations:

- The Penrith City Children's Services Co-operative Ltd.

Council is also a Patron to various community orientated organisations and Councillors and Council Officers are also members of various organisations, which enable them to participate in discussions and forums relating to issues that are important to the communities of Penrith.





INTRODUCTION
OUR COUNCIL
OUR PEOPLE
OUR ENVIRONMENT
STATUTORY
FINANCIALS

OUR LEADERSHIP TEAM

Council's leadership team is made up of the General Manager, Alan Stoneham, supported by two experienced Assistant General Managers, Barry Husking and Craig Butler.

Alan Stoneham was appointed General Manager in July 2008, having served as Deputy General Manager for 5 years. Alan has over 40 years' experience in local government, and has planning qualifications and extensive experience in Corporate Planning Management.

Assistant General Manager Barry Husking is also Council's Chief Financial Officer, bringing significant experience in the finance, property, strategic planning and risk management areas. Barry holds finance and local government qualifications and is a member of CPA

Australia, Local Government Managers Australia and the Australian Institute of Company Directors.

Craig Butler has contributed to the planning and management of our City's growth (people and places) in a range of positions over the past 35 years. He is a graduate of the University of Western Sydney and is a Director of the Penrith Business Alliance, and the NSW representative on the Executive of the National Growth Areas Alliance representing the five NSW outer metropolitan high growth member councils.

This leadership team is responsible for positioning the City to capture its full potential as a major Regional City, and is supported by five Executive Managers accountable for ensuring Council's programs and services are implemented effectively.

» GENERAL MANAGER, ALAN STONEHAM (CENTRE) AND ASSISTANT GENERAL MANAGERS, CRAIG BUTLER (LEFT) AND BARRY HUSKING (RIGHT).



Stephen Britten



Vicki O'Kelly



David Burns



Ruth Goldsmith



Wayne Mitchell

Organisational Structure 2013-14 (from September 2013)

GENERAL MANAGER - ALAN STONEHAM			
Assistant General Manager - Craig Butler			
Assistant General Manager/Chief Financial Officer - Barry Husking			
CHIEF GOVERNANCE OFFICER - Stephen Britten			
Departments	Managers/Officer	Service	
Office of the General Manager	Glenn Schuil	Corporate Governance Council & Corporate Support	
	Matthew Bullivant	Legal Services Records Management	
	Ken Muir	Risk Management & Insurance	
	Barbara Magee	City Partnerships Marketing Communications Customer Service	
EXECUTIVE MANAGER CORPORATE - Vicki O'Kelly			
Departments	Managers/Officer	Service	
Financial Services	Andrew Moore	Financial Services Purchasing & Supply	
		Workforce & Workplace	
Workforce & Workplace	Marnie Mitchell (acting)	Corporate Planning Sustainability Planning Business Improvement	
Organisational Performance & Development	Fiona Plesman	Property Development & Management	
Property Development	Chris Moulang	Information Technology GIS/Mapping	
Information & Communication Technology	Chris Gardner		
EXECUTIVE MANAGER CITY ASSETS - David Burns			
Departments	Managers/Officer	Service	
City Works	Hans Meijer	Building Maintenance & Construction Civil Construction & Maintenance Emergency Services Management Fleet & Plant Maintenance	
		Parks	
		Recreation	
		Major Projects	
Public Domain, Amenity & Safety	John Gordon	Bushland Management City Parks Recreation & Leisure Facilities Management	
	Andrew Robinson	Design & Project Management	
	Michael Jackson	Cemeteries Neighbourhood Facilities Management Community Safety Public Domain Maintenance	
	Yvonne Perkins		
EXECUTIVE MANAGER CITY PLANNING & COMMUNITY - Ruth Goldsmith			
Departments	Managers/Officer	Service	
Libraries Services	Colin Stevenson	Libraries	
Community & Cultural Development	Erich Weller	Community & Cultural Development	
Place Management	Jeni Pollard	Place Management	
Strategic Planning	Paul Grimson	City Planning Regional Planning & Advocacy	
Children's Services	Janet Keegan	Children's Services	
EXECUTIVE MANAGER ENVIRONMENT & CITY DEVELOPMENT - Wayne Mitchell			
Departments	Managers/Officer	Service	
Development Services	Paul Lemm	Fire Safety, Certification & Compliance Development Applications	
		Environmental Health	
Environmental Health	To be confirmed	Development Engineering Floodplain & Stormwater Management Traffic Management, Parking & Road Safety	
Engineering Services	Adam Wilkinson	Regulatory Control Waste Management	
Waste & Community Protection	Tracy Chalk		

Risk Management

Council is committed to Enterprise Risk Management (ERM) for the systematic and effective management of risk in the manner consistent with International Standards (ISO31000) and the Australian Standard (AS/NZ 4360).

The Council's objective is to fundamentally integrate risk management into its organisational culture through the philosophy that each and every activity will be managed in a manner that will reasonably treat risk. The Council's risk register continues to be developed and reviewed to ensure it is reflective of the activities and associated risks of all Council business. An independent external review of its risk management revealed that "Council has made a sustained commitment to implementing Enterprise Risk Management (ERM) over the past decade and taken significant steps in recent times to embed sound risk management practice."

The integrity of the Council's operations is founded on a system of risk management and internal compliance and control which implements the policies of the organisation and ensures the risk management and internal control and compliance systems are operating effectively and efficiently in all material respects.

The continued improvement of our risk management is reflected in Council's insurance outcomes which are demonstrated by a growth in equity with Westpool and United Independent Pools and returns of equity over the last three years.

Internal Audit

Council's Internal Audit program forms part of our overall Risk Management program, evaluating where the most significant unaddressed risks are likely to be and providing advice on the best way to manage them. Internal audit helps maintain accountability, transparency and continuous business improvement and is overseen by an independent Audit Committee which consists of 3 Councillors and 3 external representatives. This committee met 4 times over the course of the past year to discuss the audits conducted over areas such as Workplace Health and Safety, Waste Management, Council's Rating Processes, the privacy and security of data on identified databases, and the preparation of the 2013-14 Financial Statements. This year also saw Council engage consultants to review the Fraud and Corruption risks of all business units.

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 bring 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 since this time has gradually extended its international links to include:

- Fujieda City in Shizuoka, Japan – Sister City
- Penrith in Cumbria, England – Sister City
- Hakusan City (incorporating Matto City) in Ishikawa, Japan – Friendship City
- Gangseo-gu 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

Council also has a friendship agreement with Lachlan Shire Council in regional NSW, promoting greater awareness and understanding of the respective areas and lifestyles. Both Councils act as facilitators within their communities bringing together local community groups and organisations to encourage exchanges between the two areas. Our two Councils also undertake activities that benefit each area through exchange of staff and the sharing of information on processes and procedures, and have formed some strategic alliances in areas of mutual interest.

Legal Services

Council's Legal and Governance Department includes two qualified solicitors with extensive knowledge and experience to provide quality legal advice in house to Council officers on a range of issues. Council's legal officers are responsible for overseeing a range of legal matters, and providing advice to Council on legislative and regulatory compliance issues.

Details of legal proceedings conducted throughout the year can be found in 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 to enable retrieval, management and editing of information, as well as the electronic assignment of documents to the appropriate Council officer. Council also maintains traditional record keeping archives 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 it. 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 109).

CONTROLLED ENTITIES

In addition to the services under its direct control, 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 1993.

Controlled entities in which Council held a controlling interest were:

- Penrith Performing and Visual Arts Limited (PPVA);
- Penrith Aquatic and Leisure Limited,
- Penrith Whitewater Stadium Limited, and
- Penrith City Children's Service Co-operative Limited

Penrith Performing and Visual Arts Limited (PPVA)

Established in 2007, the PPVA is an innovative combination of visual and performing arts education, production and presentation. It brings together the Joan Sutherland Performing Arts Centre (The Joan), its Penrith Conservatorium of Music and Q theatre programs, and the Penrith Regional Gallery & The Lewers Bequest.

The Joan is a popular venue that presents the best in music, theatre and dance. It hosts a large number of

community performances, with total participation and attendance averaging an impressive 800 people daily. It is home to the Conservatorium and studio Q, offering music and theatre education and access programs with around 450 participants weekly through individual and group lessons.

PPVA produces award-winning and community relevant theatre through the Q. Highlights in 2013-14 included the residency of MKA theatre of New Writing and presentation of Melbourne Fringe 'Best Experimental Performance', Kids Killing Kids; the successful season of A Boy and a Bean which also toured internationally by invitation to Dublin; and the development process for Twinkle – a children's theatre piece inspired by Jigsaw Story participants and stories (Q's primary theatre festival).

Penrith Regional Gallery & The Lewers Bequest in Emu Plains continues to grow its impact, programs and community presence. Exhibition highlights this year included Holiday + Memory and Wondermountain. Many thousands attended the gallery and its heritage grounds for artisan markets, a vintage auction, Winterlight film competition and festival, artist-led workshops and public talks. A focus on collection development has seen the creation of the Modernist Research Centre, post graduate student internships, and receipt of gifts of artwork into the collection.

PPVA had a surplus of \$64,000 at the end of the 2013-14 financial year, a substantial portion of which has established a critically needed equipment reserve, recognising the age and importance of key artistic equipment such as the concert standard grand pianos. For more information on the PPVA visit www.jspac.com.au or www.penrithregionalgallery.org





Penrith Aquatic and Leisure Limited

PALL operates Ripples St Marys Leisure and Hydrotherapy Centre. This year has seen a significant change to PALL with the inclusion of the Penrith War Memorial Swimming Pool which was previously operated by Council's Recreation department. This change was designed to boost service and operational efficiency of these key community facilities, which accommodate more than 60,000 visits annually.

The Ripples St Marys Centre includes a 25 metre indoor heated pool, metre outdoor pool, spa and sauna, a fully equipped gym with group fitness classes, a hydrotherapy centre, crèche and café. Penrith Pool offers a 50 metre outdoor pool, function room and toddler and baby pools.

Both Centres offer learn to swim lessons for all ages and a squad program which saw Ripples Swim Club ranked twelfth in the NSW State Swimming Championships. The Hydrotherapy Centre offers special needs learn to swim classes, as well as a range of other services including Exercise Physiologists and a Dietitian.

In November 2013 Ripples Leisure Centre received a Gold Award from Fitness Australia, the fitness industry's peak body, for its proven ability to provide quality service across its business in the areas of customer service, programs, people, safety and business management. This gold status was recently confirmed for 2014.

Ripples St Marys won the Fitness Service Provider category at the Local Business Awards 2013 and was also audited by Royal Life Saving, achieving a 5 star rating.

PALL had a deficit of \$167,000 at the end of the 2013-14 financial year. For more information on PALL visit | www.ripplesnsw.com.au

Penrith Whitewater Stadium Limited

Penrith Whitewater Stadium was built as a joint venture between Penrith City Council, the International Canoe Federation, and the Olympic Coordination Authority as a competition venue for the canoe and kayak slalom events for the Sydney 2000 Olympic Games.

The facility has been successfully adapted for ongoing use and is a great resource that is strongly supported by locals and visitors for sport and leisure activities. It offers recreational whitewater rafting, as well as swiftwater rescue training courses for emergency services.

The Stadium is a well established venue for whitewater canoeing and kayaking offering a variety of courses, lessons and activities to suit all levels. The Stadium regularly hosts national and international competitions and events, with the Australian Canoe Slalom Team based at the Stadium for training. This year Penrith Whitewater Stadium hosted a range of events including the Junior and Under 23 World Championships, Oceania Championships, Australian Open and Australian Championships.

Penrith Whitewater Stadium had a deficit of \$45,000 at the end of the 2013-14 financial year. For more information on the Stadium visit www.penrithwhitewater.com.au

Penrith City Children's Service Co-operative Limited

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

- 17 long day care centres
- 9 before and after school care centres
- 6 vacation care services
- 1 occasional care service and
- 5 preschools.

For more information about how Council has addressed the needs of children, both through the Co-operative and other services refer to the Statutory section (page 109) or visit www.penrithcity.nsw.gov.au

OTHER INTERESTS

Advocacy for a Regional City

Council has a consistent record of advocating to external bodies and other tiers of government on behalf of the community, promoting projects and programs that would benefit Penrith's growth and prosperity.

This year has seen significant progress with a number of important programs and projects being announced, commenced and in some cases delivered, including:

- Completion and opening of the \$48 million Erskine Park Link Road, connecting Erskine Business Park with the M7 and M4 Motorways.
- Release and public exhibition of the draft Structure Plan for the Broader Western Sydney Employment Area. This represents the first major step in the planning and delivery of an 8,900 hectare employment zone, 60% of which is located within the Penrith LGA.
- Secured State government commitment to 50% funding of the Werrington Arterial road project, as well as a Council submission to Federal Budget seeking matching funding to enable the project to proceed.
- Following the announcement of the preferred design for a pedestrian and cyclist connection between Penrith City Centre and Emu Plains, detailed engineering designs for the Nepean River "Green Bridge" are now underway.

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 the growth of Penrith as a Regional City.

The board of the PBA is represented in the main by business leaders drawn from a range of industry sectors that reflect Penrith's economic strengths. The board also has representation from Council and the broader community. For more information on the PBA please visit www.penrithbusinessalliance.com.au

National Growth Areas Alliance

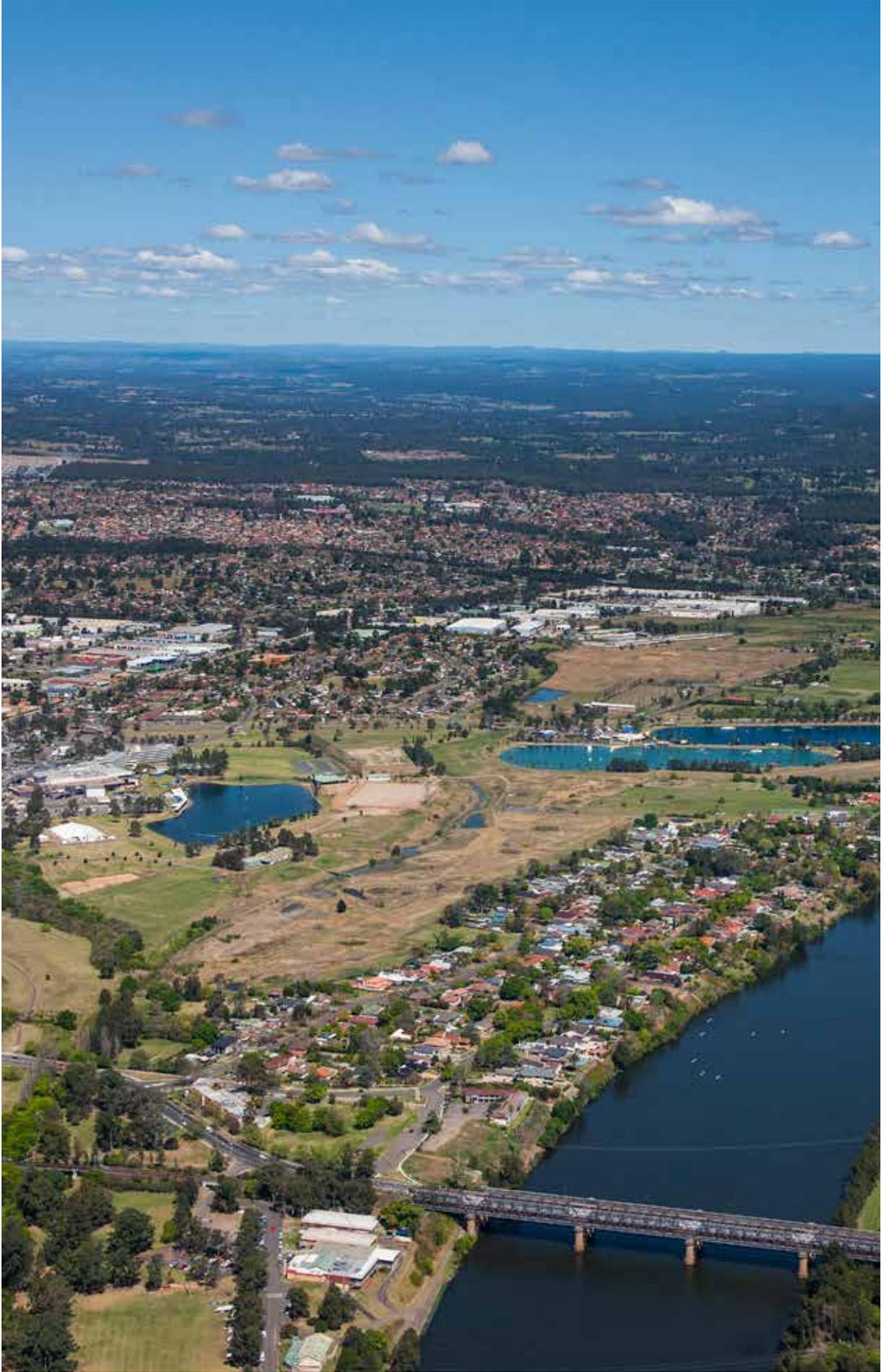
Council is a member of the National Growth Areas Alliance (NGAA), which represents the interests of 23 of Australia's fastest growing councils and more than 25% of Australia's metropolitan population. Over the next 20 years this alliance of councils is expected to grow to double the national rate and while the individual local government areas will differ, all share the common characteristic of growth and the need to provide infrastructure and plan effectively for the challenges this will present. Council's Director, Craig Butler, is a member of the Executive and Councillor Mark Davies is a spokesperson.

The NGAA aims to provide input to Federal Government policy and to advocate for infrastructure and services for growth area councils. For more information on the NGAA please visit www.ngaa.org.au

Western Sydney Regional Organisation of Councils

The Western Sydney Regional Organisation of Councils (WSROC) was formed in 1973, representing 10 local councils in Western Sydney including Penrith. WSROC provides a strong voice for the councils and communities and has a reputation for valuable policy analysis and advocacy on a wide range of issues affecting the area. WSROC has worked closely with councils for improvements, particularly in transport, employment and regional planning.

WSROC also develops resource sharing and other co-operative projects between member councils, and Penrith Council participates in a number of WSROC committees. For more information on the WSROC please visit www.wsroc.com.au



OUR COUNCIL - INDICATORS

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

INDICATOR	STATUS 2013-14	COMMENT
Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data (PR8)	On Track	The Legal and Governance Department is not aware of any complaints.
Percentage and total number of business units analysed for risks related to corruption (SO2)	On Track	This year Council engaged consultants to review the Fraud and Corruption risks of all business units. The primary activity was a facilitated self-assessment by management and staff of each area.
Actions taken in response to incidents of corruption (SO4)	On Track	No actions were required to be taken in response to incidents of corruption. Council will continue to actively promote its Code of Conduct for councillors and staff and respond to any incidents as they arise.
Public policy positions and participation in public policy development and lobbying. (SO5)	On Track	<p>Council plays a strong role in advocating on behalf of its community for the delivery of key infrastructure and programs by Government both directly and through strong partnerships with industry and research, and representative groups. This year saw Council continue its 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.</p> <p>Achieving outcomes for the Penrith region is a key role of local government. However, with ever increasing constraints on the State Government's discretionary fiscal position and growing competition from other sub-regions and Parramatta for the limited pool of capital and recurrent funding, it is vital that Penrith continually improves the sophistication and penetration of its advocacy platform. The need to reflect on how advocacy on behalf of the community has been done and how it might be improved has driven the need for a review.</p> <p>This year saw a review of Council's advocacy framework commence. The desired outcome of the review and changes that might follow is to maximise recognition and investment by government and the private sector to benefit Penrith and its communities. Council has been known for its prominent advocacy and leadership, and the review seeks to drive that success forward into an increasingly competitive future.</p>
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.





OUR PEOPLE

The knowledge, skills, innovation and commitment of our staff are the driving force behind many of our achievements.

Our people have a range of skills and abilities and come from a range of backgrounds. Approximately one third of our staff are involved in constructing and maintaining our City – its buildings, public spaces, roads and parks. Another third work in our child care services, and the remaining third is made up of professionals and support staff such as engineers, accountants, planners and IT experts.

Council recognises that through investing in our staff, we are investing in our greatest asset. We are committed to creating a workplace that fosters a spirit of cooperation and teamwork and makes our people want to stay. We do this by providing a family friendly work environment, training and development, career opportunities, and support for further education.

WHO ARE WE?

Council employs a total of 1,209 staff in full time, part time, temporary and casual positions. We have a diverse workforce which includes a wide range of professional, semi professional, skilled and unskilled workers including engineers, planners, labourers, mechanics, child care workers, environmental officers, youth workers, enforcement officers, administrators, IT professionals, accountants, librarians, learn to swim instructors and life guards.

Many of our staff are also residents, which shows the importance of Council as a local employer and helps us understand our community.

Of our permanent staff, 55% are women, which is well above the Council of Australian Governments (COAG) target of 50% and the community average.

The balance of age and tenure of our staff provides a strong environment for mentoring and information sharing between our long term and newer employees.

Our staff turnover remains relatively stable, which is a pleasing trend. This year we had a total of 71 people leaving Council, with 10 of these being retirees. In many cases, those retiring took advantage of phased-in retirement policies, allowing them to work fewer hours, or take extended leave leading up to their formal retirement date.

WORKFORCE PROFILE 2010-14

PROFILE	2010-11	2011-12	2012-13	2013-14
Total Staff	1,190	1,245	1,218	1,209
Female	57%	62%	55%	55%
Male	43%	38%	45%	45%
Retention rate	8.17%	8.3%	7.95%	7.62%

EMPLOYMENT TYPE 2010-14

TYPE	2010-11	2011-12	2012-13	2013-14
Total staff	1,190	1,245	1,218	1,209
Permanent	76%	73.5%	75.5%	61%
Temporary	13%	12.5%	12.5%	39%
Casual	11%	14%	12%	10%

AGE PROFILE 2010-14 (PERMANENT STAFF)

AGE	2010-11	2011-12	2012-13	2013-14
15-24	64	56	56	74
25-34	192	198	202	208
35-44	198	205	216	196
45-54	254	237	226	229
55-64	178	182	194	200
65+	9	25	24	25

Valuing our staff

Our people are our most valuable asset. Without a capable and committed workforce we could not deliver the range of services our community needs. It is important to Council that we are an employer of choice, and that we offer satisfying and rewarding opportunities for our staff and support a healthy work/life balance while fulfilling our obligations to our communities.

Workplace Health and Safety

Council is committed to providing a safe and healthy workplace for our staff, volunteers and contractors. In 2013-14 the total days lost due to work injuries was the second lowest in 25 years, even accounting for the increase in staff numbers. This is a huge achievement, and something every staff member can be proud of, particularly our team leaders and supervisors and the members of our work health and safety committee. All of our employees deserve a safe place to work, and all of us are responsible for ensuring we provide it.

Equal Employment Opportunity (EEO)

Council is committed to ensuring all employees have equal access to the opportunities available, particularly training and promotion. We actively work to provide a workplace free of discrimination and harassment, with a culture that treats people fairly. We also look to support groups that may have suffered discrimination in the past, including women, Aboriginal and Torres Strait Islander people, people with disability and people from culturally and linguistically diverse backgrounds.

Specific initiatives to support EEO and highlights from this past year have included:

- Targeted traineeship opportunities for people from an Aboriginal or Torres Strait Islander background, and for people with disabilities. These programs not only support EEO, but demonstrate Council's commitment to creating a workplace culture that is welcoming to all.
- Executive Managers, Managers and Coordinators across the organisation undertook Mental Health Awareness Training to learn about mental health in the workplace and strategies to develop our organisation's capacity to assist staff in this area.
- Council has an ongoing program of diversity and refresher training initiatives that incorporate equal employment opportunity, access and equity, disability awareness and diversity in the workplace. This includes the delivery of diversity training for all new staff as part of Council's orientation process.
- Code of Conduct and Values and Behaviours Training was provided to all staff within the organisation. Training and development programs for women include a variety of training courses, seminars, conferences, workshops and opportunities to act in higher positions.
- Council continues to progress Gender Equity initiatives with a program of ongoing forums and workshops

to support employees with regard to family friendly policies, professional development opportunities and pathways, health and wellbeing.

- Approximately 135 women accessed career development opportunities by relieving in a higher position, with a further 58 women accessing Council's education assistance program.

Further details of our performance with regards to EEO is provided in the Statutory section of this report.

Learning and Development

Council understands the importance of keeping our staff skilled, appropriately trained and engaged in the work they do. Our Employee Performance Planning and Review system involves our staff in identifying training and development opportunities to further their careers, and Council provides a variety of opportunities to support our staff in building their skills and knowledge.

This year more than 300 staff took advantage of an opportunity to work in a higher position for a period of time, gaining skills, confidence and experience of the challenges and rewards of operating at the next level.

Council held 172 internal training sessions this year, with staff attending a further 165 external training sessions.

Council also provides staff with financial assistance and study leave for approved tertiary courses. Not only does this help us retain qualified staff, but gives our staff the chance to improve their qualifications or take a new direction in their careers. In recent years this has helped us address identified areas of skill shortage in planning, early childhood teaching and engineering, with staff gaining qualifications to fill new roles within the organisation. In 2013-14, 93 staff were supported to undertake approved tertiary education courses.

Council's 12-month traineeship and undergraduate traineeship programs give applicants of all ages the chance to see what working in local government is like. In 2013-14, 45 trainees graduated and another 78 started at Council. Traineeships were offered in child care, hospitality, IT and business administration, and undergraduate traineeships were offered in health and building, planning, environmental health, engineering and library.

Our program offers trainees a unique and valuable opportunity to learn new skills and gain a nationally accredited qualification. In the past, Council has had several trainees nominated for awards and generally over one third of trainees are successful in securing further work with Council.



» ACCEPTING TRAINEE OF THE YEAR AWARD

INTRODUCTION
OUR COUNCIL
OUR PEOPLE
OUR PERFORMANCE
STATUTORY
FINANCIALS

Learning for Sustainability Scholarship

In 2009 Council instigated a scholarship in honour of former Sustainability Coordinator, Louise Petchell, who passed away suddenly that year. The scholarship was developed as a lasting legacy to Louise, to celebrate her passion for encouraging staff embrace the principles of sustainability within their role and the value that she placed on lifelong learning. This year saw 4 staff share in the scholarship to attend conferences and pursue accredited training.

ECT Professional Development Program

With the receipt of funding under the Cost Contribution Scheme, Children's Services embarked on a project to up-skill a number of our diploma trained educators to three year teaching degrees and our teachers to four year degrees. There was a keen interest in the project and we currently have 14 educators who are undertaking formal study towards their Bachelor of Teaching (BTch) and one educator towards her Bachelor of Education (BEd). Under the program, educators have access to monthly study days in addition to the support they receive through the Educational Assistance and Children's Services Tertiary Bonus. Educators come together on these additional days to study and this has allowed them to build supportive networks that have helped them to continue studying. The first group of educators are on track to complete their BTch at the end of trimester 1 next year and other educators will complete their degrees over the following year. The availability of these highly trained and experienced early childhood teachers will have positive outcomes for our workforce, children and families.

Employee Satisfaction

This year Council strengthened our commitment to engaging with our staff, undertaking an Employee Opinion Survey in November 2013 to help us better understand employee perceptions and opinions of Council as a workplace.

The survey identified a number of positive initiatives and improvements that have occurred since the last survey in April 2012, as well as areas for improvement across all levels of the organisation. Since then we have worked hard to address these, implementing new systems and processes, improving communication and making staff more accountable. We will continue to implement feedback from this survey and to introduce further changes to make Council a better place to work.



» RIGHT: AMY SCHEMBRI (LEFT), JESSICA GALEA AND IRIS MENZIES RECEIVING THEIR AWARDS



» OUR CHILDREN SERVICES TEAM / PARENTAL LEAVE MORNING TEA

Garth Russell started work at Council as a City Works trainee in 2005 and was appointed as a permanent labourer in 2006 after completing the Field Operator Program. The following year he was appointed as a Team Leader progressing to Works Coordinator (Contracts) in 2012.

During his time at Council, Garth has made use of Council's Educational Assistance to complete a number of studies, including a Diploma of Management in 2012 and a Certificate IV Civil Construction Supervision in 2010. Earlier this year, Garth was honoured with the Annual Rotary Award for 'Most Outstanding Student' after completing his Advanced Diploma in Civil Construction Design course in 2013. Garth said the best part about working for Council is the people he works with.



Gender Equity

Council is committed to gender equity and has received a Bronze Award in the 50:50 Vision: Councils for Gender Equity Program. Our Gender Equity Steering Committee led several successful initiatives in 2013-14, strengthening our culture of a supportive and inclusive workplace.

The two day Women Moving Forward workshop offered leadership skills for staff below supervisor level. This workshop was so successful that two additional sessions were held to meet staff interest.

Council also held a morning tea for staff on parental leave to provide an opportunity to catch up with their managers and hear about what has been happening within the workplace while they have been on leave. These have proved very popular, with staff feeling valued, supported and better prepared for their return to work, with a better understanding of their return to work options such as flexible working arrangements, and the use of Council's child care facilities with the option of salary sacrificing.

Health and Wellbeing

At Council we encourage our staff to be healthy, involved and productive members of their communities as well as their work teams, and have a number of policies to support our staff in balancing work responsibilities with other demands such as being a parent, carer or student. Our 'work your way' booklet gives our staff an overview of the policies and leave entitlements in place to help our staff enjoy a healthy balance between work and home life.

Our Employee Assistance Program (EAP) is another key initiative designed to support our staff. This program provides staff and their immediate families with access to free and confidential counselling if and when required, and can provide help with personal and work related issues.

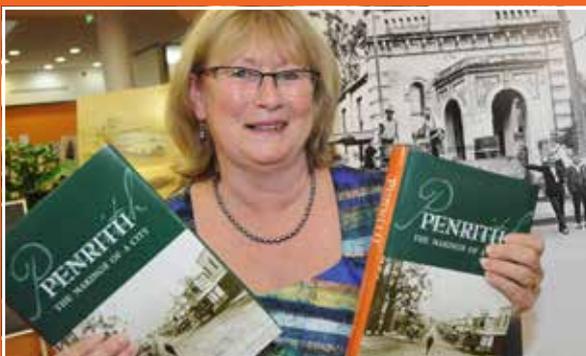
Other health and wellbeing initiatives delivered throughout the past year include:

- Council supported 25 teams in the Global Corporate Challenge, a worldwide workplace health program that improves staff health and wellbeing and promotes teamwork through daily walking goals.
- The continuation of Council's Fitness Passport, a corporate health and fitness program that allows members to access a wide range of their local health and fitness suppliers at a discounted rate.
- Staff health programs such as weight watchers at work, lunchtime pilates classes, a walking club, and healthy heart checks.
- A Work/Life Balance lunchtime session to promote healthy eating and the range of health and wellbeing initiatives offered by Council.

Our People supporting our community

Our staff have a real connection to our community and are often involved in activities outside of their usual duties, or during their own time, to support our local community. A few of the many initiatives our people have been involved in this past year include:

- Following the October bushfires in the nearby Blue Mountains, Council supported a number of staff to help with the bushfire response and recovery. Blue Mountains Mayor, Cr Mark Greenhill described October 2013 as one of his community's "greatest times of need" and was thankful for the support offered by Penrith City Council "Your organisation has played a vital role in this recovery. The General Manager Robert Greenwood, and I cannot thank you enough for your contribution".
- Council staff donated 31 boxes of books to the Footpath Library in 2013. The Footpath Library provides books to homeless and disadvantaged people through hostels and community organisations, with the books we donated used to start a library at a women's refuge in Penrith.
- Council's Social Planner, Sonia Dalitz organised a mini charity stall in the lead up to Christmas to support local organisations who provide positive, life-changing programs for refugees, people with disability and the unemployed. By inviting the organisations into the Civic Centre, staff had the opportunity buy sustainable, charity based gifts while also supporting local organisations.
- Council is a long term supporter of the Australian Red Cross Blood Service and organises regular 'donation buses' to encourage staff to support this important cause.



Lorraine Stacker works for Council as an Information Librarian. She first joined Council in 1986 as a cataloguer before shifting to Research Services in 1992. Following the move of the Library to the Civic Centre in 1993, Lorraine was responsible for establishing the

Council's Technical Library and Research Services. This role was expanded to include the Library's specialised collections of Local Studies and historical documents. Lorraine's passion for history led to her idea for the annual 'Makings of a City History Conference' which is now in its 12th year at the library. A passionate historian with strong ties to Penrith, Lorraine is also an established author. Her most recent book, Penrith: The Makings of a City was launched this year and captures the rich history of the districts, villages and towns that make up the City of Penrith.

Lorraine is also the author of:

- Chained to the soil on the Plains of Emu: a history of the Emu Plains Government Agricultural Establishment 1819-1832 (2000)
- Pictorial History: Penrith & St Marys (2002, 2013)



INTRODUCTION
OUR COUNCIL
OUR PEOPLE
OUR PERFORMANCE
STATUTORY
FINANCIALS

OUR WORKPLACE 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 changes in most areas measured.

INDICATOR	COMMENT																																				
Total workforce by employment type, employment contract, and region (Indicator GRI - LA1)	Council's workforce remains stable, with 77% employed on a permanent basis, 13% temporary and 10% casual. We are working to ensure our organisation has suitably qualified and skilled staff to undertake the range of operations and respond to community needs and expectations now and into the future.																																				
Total number and rate of employee turnover by age group, gender and region (Indicator GRI - LA2)	<p>A total of 71 employees left Council during 2013-14, representing a staff turnover rate of 7.62%. The highest turnover was in the 65+ category and the lowest was in the 35-44 years group.</p> <table border="1"> <thead> <tr> <th>AGE GROUP</th> <th>TERMINATION</th> <th>HEAD COUNT</th> <th>TURNOVER</th> </tr> </thead> <tbody> <tr> <td>15-24</td> <td>4</td> <td>74</td> <td>5.41%</td> </tr> <tr> <td>25-34</td> <td>17</td> <td>208</td> <td>8.17%</td> </tr> <tr> <td>35-44</td> <td>12</td> <td>196</td> <td>6.12%</td> </tr> <tr> <td>45-54</td> <td>15</td> <td>229</td> <td>6.55%</td> </tr> <tr> <td>55-64</td> <td>13</td> <td>200</td> <td>6.50%</td> </tr> <tr> <td>65+</td> <td>10</td> <td>25</td> <td>40.00%</td> </tr> <tr> <td>Female</td> <td>45</td> <td>521</td> <td>8.64%</td> </tr> <tr> <td>Male</td> <td>26</td> <td>411</td> <td>6.33%</td> </tr> </tbody> </table> <p>The overall turnover of permanent staff has remained stable over the last four years and remains below industry averages and Council's benchmark of 10%. It is important to acknowledge that turnover within healthy limits can add value to an organisation. The recruitment of new staff enables broadening of organisational capability as new recruits can contribute fresh ideas, expertise and different experiences to draw on.</p>	AGE GROUP	TERMINATION	HEAD COUNT	TURNOVER	15-24	4	74	5.41%	25-34	17	208	8.17%	35-44	12	196	6.12%	45-54	15	229	6.55%	55-64	13	200	6.50%	65+	10	25	40.00%	Female	45	521	8.64%	Male	26	411	6.33%
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Percentage of total workforce represented in formal joint management - worker health and safety committees that monitor health and advise on occupational health and safety programs (Indicator GRI - LA6)	All of our staff are covered by Council's Work Health and Safety Committee, with 1.1% participating in committees. The Committee currently has 14 members and three advisors, which is consistent with legislative and constitutional requirements.																																				
Rates of injury, occupation diseases, lost days, and absenteeism, and number of work-related fatalities by region (Indicator GRI - LA7)	<p>A total of 67 claims were recorded in 2013-14, which equates to 7.19% of staff, with an average cost per claim of \$2,826.90. This is an increase on the 52 claims recorded in 2012-13, which was the lowest number of claims recorded in 25 years, but is consistent with the average number of claims recorded in the years prior (67 and 68 respectively).</p> <p>Of the 67 claims this year, 31 have not lost time, with the remaining 36 resulting in 496 days lost to workers compensation. This equates to 0.204% of work days lost.</p> <p>Council continues to report zero work related fatalities or occupation diseases.</p>																																				

INDICATOR	COMMENT												
Percentage of employees receiving regular performance and career development reviews (Indicator GRI - LA12)	Annual performance reviews are an important part of Council's employee management systems, with Council policy requiring all permanent staff receive an annual performance review. During 2013-14, 1,194 performance reviews were completed, leaving approximately 20% of performance reviews outstanding.												
Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity (Indicator GRI - PR13)	<table border="1"> <thead> <tr> <th>GOVERNANCE BODIES</th> <th>MALE</th> <th>FEMALE</th> </tr> </thead> <tbody> <tr> <td>Councillors</td> <td>10 (67%)</td> <td>5 (33%)</td> </tr> <tr> <td>Corporate Management Team</td> <td>6 (75%)</td> <td>2 (25%)</td> </tr> <tr> <td>Joint Consultative Committee</td> <td>8 (53%)</td> <td>7 (47%)</td> </tr> </tbody> </table> <p>Female employees made up 61% of the total workforce in 2013-14, with the majority of females in 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 58% of permanent employees falling within the age range of 35 to 54 years, 18% aged over 55 years, and 23% aged under 35.</p> <p>People with a disability account for 3.2% of Council's workforce, while 1.0% identify as Aboriginal or Torres Strait Islander. People with an ethnic background make up 0.1% of our workforce.</p>	GOVERNANCE BODIES	MALE	FEMALE	Councillors	10 (67%)	5 (33%)	Corporate Management Team	6 (75%)	2 (25%)	Joint Consultative Committee	8 (53%)	7 (47%)
GOVERNANCE BODIES	MALE	FEMALE											
Councillors	10 (67%)	5 (33%)											
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Total number of incidents of discrimination and actions taken (Indicator GRI - HR4)	In the reporting period, there were no reports of discrimination that have been made to the Anti-Discrimination Board or through Industrial Tribunals.												
Ratio of basic salary of men to women by employee category (Indicator GRI - LA14)	<p>The average wage for females during 2013-14 was approximately 96.53% of the average male wage.</p> <p>Council's salary structure provides for payment of wages in accordance with the placement of the position within the salary administration system. This means all staff have the opportunity to move through the salary steps for their position based on their skills and knowledge and regardless of gender.</p> <p>Over the last year, 194 staff including 128 women were successful in obtaining a salary step increase.</p> <p>The wage disparity between men and women is subject to a wide range of factors and can be a complex matter. The length of service of an employee affects their ability to move through the salary range, therefore impacting on the overall ratio results.</p>												
Total number of incidents of violations involving rights of indigenous people and actions taken (Indicator GRI - HR9)	There were no incidents identified in the reporting period. This is a steady trend continuing from the previous reporting period.												





OUR PERFORMANCE

This section of our Annual Report details our performance against each of the 7 Outcome areas identified in our Community Plan, and the work program that we have committed to implement in our 2013-17 Delivery Program. For each of these outcome areas, we have provided an overview of the highlights and challenges experienced over the past 12 months and our plans for the future, as well as detailed narrative around how we are progressing against each of our adopted strategies, our performance against what we said we would do, and our adopted performance measures.

Our Outcome Areas

- Outcome 1. We can work close to home
- Outcome 2. We plan for future growth
- Outcome 3. We can get around the city
- Outcome 4. We have safe, vibrant places
- Outcome 5. We care about our environment
- Outcome 6. We're healthy and share strong community spirit
- Outcome 7. We have confidence in our Council

Penrith City Council is committed to transparent reporting and accountability to the community. In addition to our Annual Report, we report twice a year on progress towards our 4 year Delivery Program and 4 times a year on progress towards our current year Operational Plan. These reports are available on our website at www.penrithcity.nsw.gov.au

INTRODUCTION	OUR COUNCIL	OUR PEOPLE	1 2 3 4 5 6 7	OUR PERFORMANCE	STATUTORY	FINANCIALS
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OUTCOME 1

WE CAN WORK CLOSE TO HOME

The message from our community in planning for the future was that they would like more jobs close to home, particularly for young people. Outcome 1 looks at how Council together with other partners can attract investment, facilitate employment diversity and growth, and encourage local workforce training so that we can be more resilient to changes in economic circumstances.

Our strategies

- STRATEGY 1.1** – Diversify the region’s economy and attract investment, particularly targeting new and emerging employment sectors
- STRATEGY 1.2** – Secure infrastructure that improves economic opportunities for existing and new business
- STRATEGY 1.3** – Support agriculture and local food production as a significant contributor to the region’s economy
- STRATEGY 1.4** – Provide access to education and training to improve residents’ ability to take advantage of current and future employment opportunities

HIGHLIGHTS

- Since its launch in February 2014 by the former Premier Bary O’Farrell , the Penrith Progression project has made significant progress towards facilitating the urban renewal of Penrith City Centre. With the aim of transforming the City Centre as a destination to live, work and invest in, over 600 individuals and 150 organisations have registered to be part of the project. Stakeholders from business, government, the development industry and community have been actively involved in a series of forums, workshops and focus groups to explore opportunities to build on our strengths and areas of economic comparative advantage. At its completion the project will deliver an integrated economic masterplan, place shaping framework and action plan including initiatives that have the potential to be a catalyst for change and renewal in the City Centre.
- 85% of Council’s Children’s Centres received a rating of Meeting or Exceeding the National Quality Framework. This figure is above the national average, highlighting the quality of the care we provide.
- Council’s ArtKids program was nominated for a Local Government Arts and Cultural award.

CHALLENGES

- There are many things that would support job growth in Penrith that Council cannot provide on its own – major transport infrastructure, regional recreational facilities, health and education. Advocating for these things with the relevant state and government departments is our only way of securing these things for our City.
- Utilisation rates for long day care were lower than projected during the second half of the financial year. Through active marketing we have increased rates to 90% which, although still 3% under target, is a good outcome.

LOOKING FORWARD

- Council is preparing a property strategy that will look at ways to make the best use of Council’s property portfolio to stimulate investment. This will underpin the delivery of Penrith Progression, which aims to revitalise the City Centre and attract investment. We will continue to work with the Penrith Business Alliance and key local, regional and international partners to identify new business potential and market the City to a broad audience.
- Council is reviewing our advocacy program to look at where we should focus our efforts with the best chance of success, and what needs to be done to take advantage of grant opportunities as they arise.

Our performance against our strategies

STRATEGY 1.1 – DIVERSIFY THE REGION’S ECONOMY AND ATTRACT INVESTMENT, PARTICULARLY TARGETING NEW AND EMERGING EMPLOYMENT SECTORS

A diverse economy means employment choice – different businesses operating within our region offer a diverse range of jobs and provide better protection in economic downturn. Council has developed partnerships with the National Growth Areas Alliance (NGAA), Western Sydney Regional Organisation of Councils (WSROC), Penrith Business Alliance (PBA) and the Committee for Sydney to maximise economic and employment opportunities at a local and regional level.

Council will use its property portfolio strategically to stimulate growth and development opportunities to deliver community benefit in the City. Initiatives include the Penrith Progression (discussed as a highlight on page 5), opportunities within the Penrith City Centre and St Marys Town Centre, investigation of surplus lands potential, and the Dunheved Link Road. Council’s Property Strategy will shortly be reviewed to reflect the outcomes of the Penrith Progression process.

We also have partnerships with Lachlan Shire, Xicheng (People’s Republic of China) and the Korean Consul General, aimed at improving cross cultural understanding and developing economic opportunities. A delegation of local Penrith business people led by the Mayor visited China and Korea this year, re-affirming of the Mutual Co-operation agreement between Penrith and Xicheng. The Penrith Business Alliance also signed a Memorandum of Understanding with the Chambers of Commerce from both Kunshan and Xicheng in the People’s Republic of China. Negotiations are underway through the Korean Consul General to bring a Korean Folk Art exhibition to the Penrith Regional Gallery in the first quarter of 2014-15.

Another initiative that commenced this year to stimulate investment in the region was the development of a marketing program designed to focus on Penrith as an adventure capital. Building on facilities such as iFly and the Whitewater Stadium, the campaign aims to boost this sector of our economy, increasing the variety of jobs available to residents not just in the adventure industry, but also in support areas such restaurants, cafes and accommodation.

STRATEGY 1.2 – SECURE INFRASTRUCTURE THAT IMPROVES ECONOMIC OPPORTUNITIES FOR EXISTING AND NEW BUSINESS

Businesses need to be supported by infrastructure. Road and rail networks are critical if businesses are to grow and prosper, both for transporting goods and enabling employees to get to work. Less obvious but still critical infrastructure to attract businesses includes good schools, quality housing and lifestyle choices. Council continues to develop and update its advocacy program to pursue projects critical to the future of Penrith. We are currently advocating for a range of things that will build us as a

Regional City, including employment opportunities, major roads, public transport, and lifestyle infrastructure such as sporting facilities, educational facilities and health care.

In January 2014 Council was invited to have input into the National Growth Areas Alliance Pre Budget submission to the Federal Government, nominating the Werrington Arterial as a key transport infrastructure project for the region. This recognises the importance of this road in improving access both within Penrith and the region in general, and the boost it would provide to local businesses.

Strategy 1.3 – Support agriculture and local food production as a significant contributor to the region’s economy

Penrith’s residents have always valued the rural areas that form part of our City. Although it can be easily overlooked, rural industry still provides a significant proportion of our economic base and is a key contributor to local jobs. Council is a member of the Western Sydney Agricultural Reference Group and supports the Hawkesbury Harvest Markets and local farmers markets. These markets give local farmers an opportunity to sell their produce, and help our residents to appreciate the value of fresh produce on their doorstep.

Strategy 1.4 – Provide access to education and training to improve residents’ ability to take advantage of current and future employment opportunities.

Our primary contribution to education comes through our child care services, providing quality care that helps our youngest residents prepare for school and gives their parents and caregivers the opportunity for work and study. Penrith’s Children’s Services Cooperative operates long day care, preschool and before and after school care in 32 centres across the City, providing care for almost 4,000 children. The introduction of the National Quality Framework in 2012 set new standards for child care services – 85% of our child care services received a rating of meeting or exceeding these standards, which is above the national average. Before and after school care centres offer not just care, but also support healthy life choices through programs such as Munch N Move, Active After School and the Meal Project.

Although our focus is on providing quality care for children, parents are also supported through a variety of programs that cover topics such as early literacy, behaviour and nutrition. Programs are also delivered that support vulnerable members of our community through the Curriculum Renewal Groups, a specialist Aboriginal Officer and the Closing the Gap initiative. Together, these programs support building strong relationships with families, providing targeted assistance to children and families in need, assisting with transition to school and promoting early literacy. Giving children and their parents the tools and skills to make a confident transition to school sets them up for a positive educational experience, increasing their chances to pursue further education or get a job when they leave high school.

Our performance against what we said we would do

	SERVICE ACTIVITIES	PERFORMANCE
1.1.1	Build on our partnerships and alliances to achieve shared aspirations for the City's future	On Target
1.1.2	Market the City through campaigns that build on its strengths and identity	On Target
1.1.3	Utilise Council's property portfolio to stimulate growth and development opportunities in the City	On Target
1.2.1	Develop and implement a program of advocacy that targets the delivery of key infrastructure and regional employment growth	On Target
1.3.1	Contribute to the health and wellbeing of the City's community	On Target
1.4.1	Deliver high quality children's services	On Target
1.4.2	Support families with young children through advocacy program	On Target
1.4.3	Implement education and participation programs for identified target groups	On Target
1.4.4	Deliver quality library services that respond to the community's information and leisure needs	On Target

Our Performance Measures (0 – very dissatisfied and 10 – very satisfied)

The following measures of performance are taken from Council's most recent Community Survey (undertaken in August 2013) and other feedback mechanisms, and relate to the performance measures outlined in Council's Delivery Program

- Level of satisfaction that Council is supporting and encouraging local industry and jobs - 6.55
- Level of satisfaction with Council's marketing of the City - 6.35
- Percentage of participants in local farmers markets that are satisfied with the opportunity to sell their produce – not reported
- Percentage of caregivers who report they are able to participate in work or study due to the availability of child care – not reported
- Percentage of parents who report that service provided good educational outcomes for their child – not reported
- Percentage of children's centres that met or exceeded the national quality standards – 85%
- Percentage of participants in library programs that report they have gained skills and knowledge – not reported

Our performance indicators

INDICATOR	STATUS 2013-14	COMMENT
Increased variety of jobs and business opportunities are available. (PC3)	On Track	The most recent information available on economy.id indicates that there were 71,022 jobs in Penrith City in the year ending June 2013. This data is derived from the National Economics microsimulation model, based on the ABS labour force survey. Overall, this indicator shows a positive trend over previous years.
Increase in number of local residents working locally. (PC5)	Challenge	The most recent data from the 2011 Census indicates only a slight movement in the number of residents working locally. In 2011 there were 87,224 residents in the workforce, with 30,807 (35.2%) of those, living and working in Penrith. This is a slight increase on the figures of 30,793 from 2006, although as a percentage it is a decrease, with the 2006 figures accounting for 36.8%, of residents in the workforce.
Increase in proportion of residents attending educational facilities. (PC25)	On Track	Council relies on Census data to report on this indicator, with the most recent Census showing that the proportion of residents attending an educational facility (preschool, primary / secondary schools, TAFE, university, or other educational facility) has remained stable with a result of 24.4% in 2011 and 24.7% in 2006.



OUTCOME 2 WE PLAN FOR OUR FUTURE GROWTH

Outcome 2 looks at how Council manages our City's urban growth so that the things that make Penrith special are not lost, and the necessary services and facilities grow with our population.

It looks at how we protect our rural lands, respect our heritage, and provide quality housing choices without compromising the character and amenity of our neighbourhoods.

Our strategies

- STRATEGY 2.1** - Facilitate development that encourages a range of housing types
- STRATEGY 2.2** - Protect the City's natural areas, heritage and character
- STRATEGY 2.3** - Ensure services, facilities and infrastructure meet the needs of a growing population

HIGHLIGHTS

- Exciting progress has been made on the Planning Proposal for Sydney Science Park, which will boost the local economy by providing an estimated 12,200 jobs, 10,000 university placements and 3,400 dwellings. Having received an initial gateway determination from the Department of Planning & Environment, we are now seeking a revised gateway determination to make the conditions more workable before commencing formal consultation.
- Council approved 1,388 development applications, with a total value of \$589 million
- New release areas in North Penrith (Thornton), Glenmore Park and Jordan Springs continue to deliver a range of housing types, giving people a choice of styles and sizes to suit different needs.
- Over the past few years Council has been developing a single comprehensive Local Environmental Plan (LEP) for Penrith in two stages. The final stage Planning Proposal for Penrith LEP (Stage 2) was endorsed by Council in November.

CHALLENGES

- The Planning reform program proposed by the State Government are ongoing, and the impact on how we deliver planning and development will need to be managed to ensure service standards are maintained and assistance is provided to the industry and community.
- Completion of the city wide Development Control Plan (DCP) to support the Local Environmental Plan (which is with the Minister for Planning and due to be published soon) has been a challenge. While the DCP is being finalised development applications will be assessed based on merits, existing DCP's and known proposed provisions for a short period of time.

LOOKING FORWARD

We plan to:

- Join with other Councils to demonstrate strong regional governance
- Lobby for funding to better match growth
- Join with Parramatta and Liverpool Councils on regional city matters

INTRODUCTION
OUR COUNCIL
OUR PEOPLE
1 2 3 4 5 6 7 OUR PERFORMANCE
STATUTORY
FINANCIALS

Our performance against our strategies

STRATEGY 2.1 – FACILITATE DEVELOPMENT THAT ENCOURAGES A RANGE OF HOUSING TYPES

Our residents are diverse so it follows that their housing needs are also varied. Penrith has traditionally been a city dominated by 3-4 bedroom, separate houses with very little choice available for those who want a smaller home; want to live within a town centre or who don't want the trouble of a large garden. We need to be sure that development in our city gives everyone the chance to find a home that has the size, location, style and price that suit them.

Release areas in North Penrith (Thornton); Glenmore Park Stage 2 and Jordan Springs continue to deliver a range of housing types. Council plays a major role in releasing land for development, from the initial rezoning, to assisting with overall suburb design, housing mix, and road layout. We also negotiate with developers around the provision of supporting infrastructure, including parks and playgrounds.

Council issues approvals at a range of levels to cater for development of all types and sizes. Over the course of 2013-14 we determined 1388 development applications, with a cost of development of \$589 million, an increase over the previous year without any additional demand of resources. Council staff also prepared information and recommendations for eight applications that were determined by the Joint Regional Planning Panel, including Cranebrook Shopping Centre and an eight storey Mixed Use Development at Kingswood.

On a smaller scale, we issued 521 construction certificates, 23 complying development certificates and 50 buildings certificates relating to more minor development. We also carried out over 3000 critical state inspections and issued 509 occupation certificates which allow people to start using their newly constructed home, extension, shop etc.

There are many other activities that need to happen to support development in the city. A total of 29 Urban Design Review Panel (UDRP) meetings and 131 Pre-lodgement meetings were conducted to provide advice on major developments. These meetings help developers identify issues that will need to be addressed before submitting an application, improving design and quality of development and reducing the time taken to assess an application once it is submitted.

Council's Access Committee provides advice on how to improve the accessibility of development for people with disabilities. The Access Committee commented on 11 development applications over the course of the year, including open space areas in Glenmore Park (stage 2) and Jordan Springs, Western Sydney Community and Sports Centre, Thorndale Foundation, Cranebrook Shopping Centre and Fernhill.

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

Council has a critical role to protect Penrith's natural areas, heritage and character as we grow. One of the important tools we use to do this is broad control over the location, size and type of development through land use zones and development control plans. The city wide Local Environmental Plan (LEP) that will bring all land in the City within a single zoning system is almost complete. Council has received final comments from the NSW Government and we are currently changing finalising the plan so it can be published. Work has started on the city wide Development Control Plan that will support the LEP, though that will not be finished until early 2015.

The history of our City becomes even more important as we move towards the future. Council's Heritage Advisory Committee meets twice a month to provide advice on development of heritage items including site visits, comments on design and assistance to people preparing applications. Council is well aware that the additional requirements for restoring heritage buildings can place an additional challenge on owners and lessees and make it difficult for them to undertake necessary works. As well as providing advice, Council has a Heritage Assistance Fund which provides financial assistance to owners and lessees of heritage houses and over the course of the year this fund assisted with 5 projects involving restoration works.

STRATEGY 2.3 - ENSURE SERVICES, FACILITIES AND INFRASTRUCTURE MEET THE NEEDS OF A GROWING POPULATION

Our community has told us loud and clear that although they understand Penrith has to grow, it is essential that services, facilities and infrastructure keep up so that they can still access the things they need. For new urban areas, services and facilities are funded through development contributions or delivered through planning agreements. Council currently administers contributions plans and agreements Jordan Springs, Glenmore Park Stage 2, Caddens and North Penrith (Thornton).

These plans and agreements will deliver not only essential infrastructure such as roads and drains, but also parks, playgrounds and community facilities. Council works with developers to ensure early access to other facilities such as shops and bus services, and continues to liaise with the Department of Planning and the Independent Pricing and Advisory Tribunal around the extent and nature of infrastructure developers must provide.

At a district and regional level, we continue to lobby Government for larger scale infrastructure and development essential for our City. This includes local employment areas to provide more local job options, key road and public transport connections, major recreational facilities and community services.

Our performance against what we said we would do

	SERVICE ACTIVITIES	PERFORMANCE
2.1.1	Delivery timely assessment, regulation and certification of development and building work in accordance with statutory requirements	On Target
2.1.2	Facilitate quality development that contributes to a growing Regional City	On Target
2.1.3	Advocate Council's position and respond to planning legislation, building certification and related policies of government	On Target
2.1.4	Provide engineering advice for development applications, strategic planning and policy development	On Target
2.1.5	Plan for and facilitate delivery of release areas and urban renewal in the City	On Target
2.2.1	Maintain a contemporary framework of land use and contribution policies, strategies and statutory plans	On Target
2.2.2	Undertake priority planning projects and statutory processes that contribute to Penrith's role as a Regional City	On Target
2.2.3	Facilitate quality development that contributes to a growing regional City	On Target
2.3.1	Maintain a contemporary framework of land use and contributing policies, strategies and statutory plans	On Target
2.3.2	Respond to and influence planning legislation and related policies of government	On Target
2.3.3	Develop and implement a program of advocacy that targets the delivery of key infrastructure and regional employment growth	On Target

Our Performance Measures (0 – very dissatisfied and 10 – very satisfied)

The following measures of performance are taken from Council's most recent Community Survey (undertaken in August 2013) and other feedback mechanisms, and relate to the performance measures outlined in Council's Delivery Program

- Level of satisfaction with Council's building and development approvals process 5.99
- Level of satisfaction that new development respects and enhances the identity of our City 7.17
- Level of satisfaction that Council is speaking to other levels of government, business and community groups about what the City and residents need 6.14
- Level of satisfaction that infrastructure and services meet the needs of a growing population 5.87
- Level of importance placed on the City's natural settings, rural landscapes and built heritage 8.81
- Percentage of residents who feel that Council plans well for the future 6.29
- Percentage of residents who feel that Council is speaking to other levels of government, business and community groups about what the City and residents need 6.14
- Split of housing by size / type in the LGA
- Percentage of residents satisfied that Council is balancing growth of our City while enhancing its unique qualities 6.38
- Percentage of residents who feel infrastructure and services meet the needs of a growing population 5.87

Our performance indicators

INDICATOR	STATUS 2013-14	COMMENT
Decrease in the number of households experiencing housing stress. (PC4)	On Track	<p>For this indicator housing stress is defined as households in the lowest 40% of incomes who are paying more than 30% of their usual gross weekly income on housing costs. According to the "Local Government Areas by Housing Need" table prepared by the Centre for Affordable Housing in NSW, Penrith is classified as a high need area in terms of affordable housing.</p> <p>Based on data from the 2011 Census, 11.9% of Penrith City's households were experiencing housing stress compared to 11.5% in Greater Sydney. This is an improvement from the 2006 Census which indicated that 15.2% of households were experiencing housing stress.</p>
An increased variety of housing types are available. (PC14)	On Track	<p>Council continues to seek opportunities to provide a variety of housing types and maintain housing affordability. Based on 2011 Census data, the variety of housing types within our City continues to increase, with a reduction in separate houses, (from 84.0% down to 80.5%), and an increase in medium (12.0% to 14.8%) and high density housing (3.3% to 4.1%).</p>
Increased number of dwellings that are within accessible distance of services and facilities. (PC2)	On Track	<p>Council's draft Urban Strategy provides a strategic framework to guide the location of new housing in existing urban areas and increase the level of housing around local centres to take advantage of accessible services and facilities. Over the past few years Council has been developing a single comprehensive Local Environmental Plan (LEP) for Penrith in two stages. The final stage Planning Proposal for Penrith LEP (Stage 2) was endorsed by Council in November and sent to the Minister for Planning for making of the Plan.</p> <p>The LEP implements a centres based planning approach which brings forward residential land use zones and planning controls which support growth and increased densities within the catchment of nominated centres, and near public transport nodes and services.</p> <p>The number of dwellings that are within walking distance of key services and facilities has increased in comparison to previous years. An example of this can be demonstrated by the construction of terrace style housing in North Penrith, with these dwellings contributing to overall housing diversity and improved accessibility and sustainability of communities. Dwelling construction continues to rise in new urban areas including Jordan Springs, Glenmore Park and Caddens. Services and facilities will be provided by the future town centres in these developments.</p>

INTRODUCTION

OUR COUNCIL

OUR PEOPLE

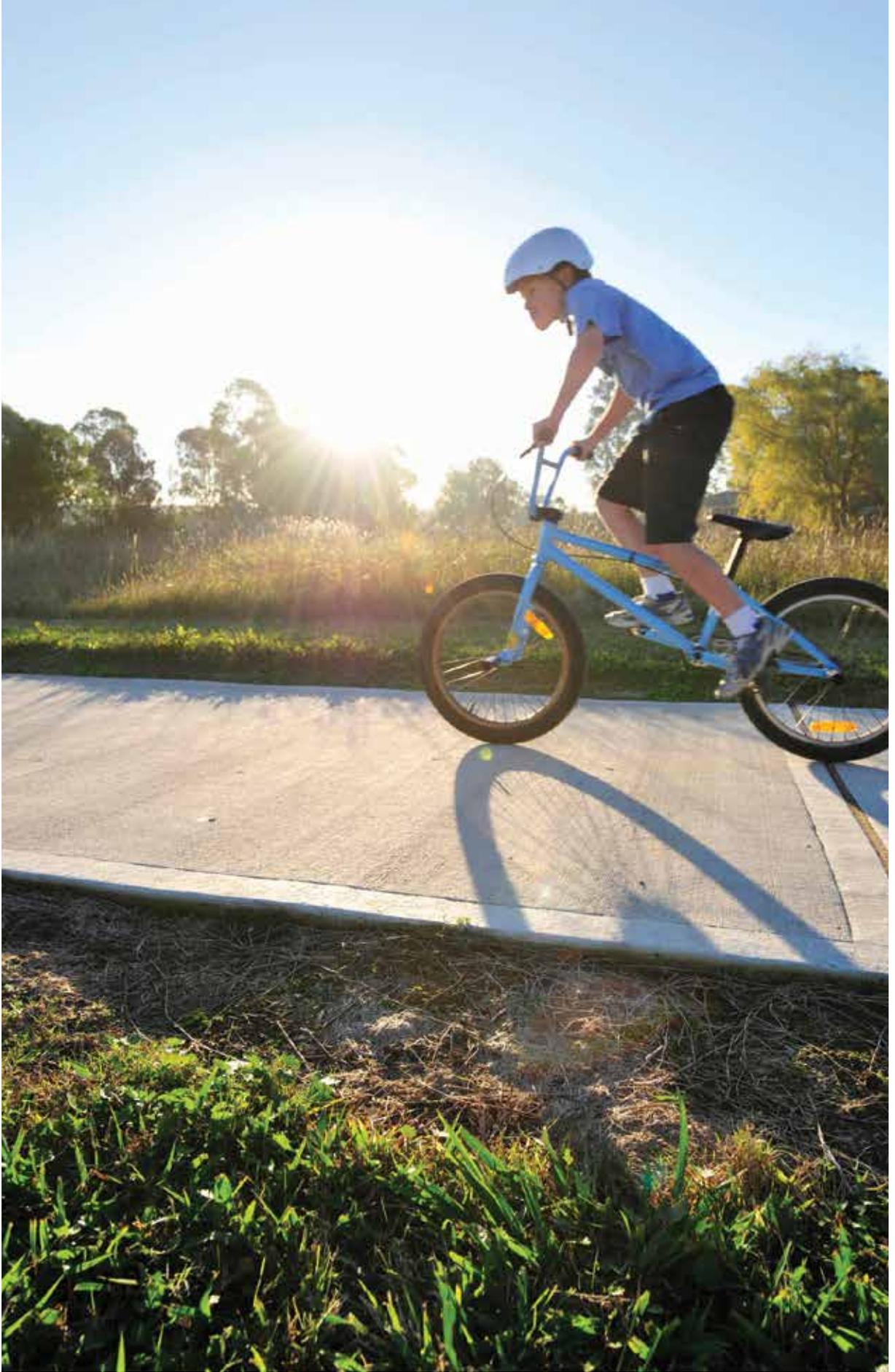
 1
 2
 3
 4
 5
 6
 7
 OUR PERFORMANCE

STATUTORY

FINANCIALS



INTRODUCTION	OUR COUNCIL	OUR PEOPLE	1 2 3 4 5 6 7	STATUTORY	FINANCIALS
--------------	-------------	------------	---------------------------------	-----------	------------



OUTCOME 3 WE CAN GET AROUND THE CITY

Our community has told us they would like a strong focus on improving roads, public transport, footpaths and cycleways to reduce traffic congestion and enhance liveability and access around the City. This outcome targets the delivery of effective transport options for passengers and freight in the City and the region by Council and other levels of government.

Our strategies

- STRATEGY 3.1** – Secure an effective public transport network
- STRATEGY 3.2** – Provide a safe, efficient road network supported by parking
- STRATEGY 3.3** – Improve the City’s footpaths and shared pathway network
- STRATEGY 3.4** – Improve critical cross regional transport connections
- STRATEGY 3.5** – Secure an efficient, integrated and sustainable freight network

ACHIEVEMENTS

- Almost 12 km of pathways constructed or renewed across the City.
- Close to \$1.5 million of state and federal funding was secured for footpaths and blackspots.
- A survey of the local road network shows that 95% is in condition 3 or better, demonstrating that our commitment to road maintenance over recent years has resulted in an overall improvement in pavement condition across the City.
- New bus routes have been endorsed between Glenmore Park and Penrith Station, and linking the Kingswood educational precinct with St Marys and Prarieewood. Buses will start to service these routes in July 2014.

CHALLENGES

- Providing the major transport infrastructure - road, freight and passenger – needed to support the new residential and employment areas planned for our region is a major challenge, particularly as Council is not the provider of this infrastructure. Our role is limited to working with developers and other levels of

government to try and influence outcomes in a way that benefits our community.

- Balancing the transport and parking needs of residents, workers, and visitors is an ongoing challenge, particularly in our centres. Council is working with major employers on parking strategies, and looking at ways to increase turnover in parking spaces.
- The requirements of the Disability Discrimination Act for bus shelters also present a challenge for Council. Finding a design that meets the necessary standard has been an issue for several years, and although that is now resolved, the provision of compliant bus shelters is now significantly behind schedule. We face a potential cost if we are to meet the standards by the set deadline of 2020.

LOOKING AHEAD

- As decisions are made on critical transport infrastructure corridors over the next few years, Council will continue to participate in working groups and planning exercises, ensuring the options that most suit our communities are raised. We will not always be successful, but by being involved and stating our case we can increase our chances.
- Council will continue to maintain and improve our local road and pathway network, providing local transport options within our city. A comprehensive survey of our entire footpath network is planned for July / August 2014, which will give us reliable information on where we need focus our attention in the short term, as well as better planning of ongoing maintenance and repair.
- Parking and accessibility within the Penrith City Centre is a focus for the coming year, looking at options to improve the availability of parking and the accessibility of the town centre. As new release areas continue to develop we will liaise with bus companies to provide services early for new residents.

INTRODUCTION
OUR COUNCIL
OUR PEOPLE
1 2 3 4 5 6 7 OUR PERFORMANCE
STATUTORY
FINANCIALS

Our performance against our strategies

STRATEGY 3.1 – SECURE AN EFFECTIVE PUBLIC TRANSPORT NETWORK

Public transport is a critical part of our overall transport network. It can improve access for residents and visitors to the City, reduce congestion on our roads, and help to improve air quality. Council is not a public transport provider, so we must work with Transport for NSW and bus companies to encourage them to provide a service that meets the needs of our community.

When large areas are redeveloped for housing or employment, it is vital there are public transport options available for those who will live or work there. Council continues to participate in the development of the Broader Western Sydney Employment Area Structure Plan which includes options for a freight and passenger rail and motorway corridor. We strongly supported the State Government's Proposal to protect a public transport corridor for the South West Rail Link extension (north from Leppington), which will connect the Growth Centres and the Broader Western Sydney Employment Area, maximising connectivity for economic growth and employment.

Although served well by rail running east-west, many Penrith residents living in the northern and southern parts of our City are reliant on bus services. Council has worked with the developers of Glenmore Park and Jordan Springs to introduce bus services early to these release areas, providing a service for new residents and helping them establish patterns of travel. We also endorsed two new bus routes, between Glenmore Park Stage 2 and Penrith Station, and between Prairiewood, St Marys and the Kingswood educational precinct, which covers the University of Western Sydney and the Western Sydney Institute of TAFE. These services are now operational.

Through our annual bus shelter program, we have delivered six new bus shelters and 10 bus boarding areas. Council will continue to work with Transport for NSW and bus operators to provide bus stops which comply with the Disability Discriminations Act, providing an appropriate service for all members of our community.

STRATEGY 3.2 – PROVIDE A SAFE, EFFICIENT ROAD NETWORK SUPPORTED BY PARKING

Council's local road network is possibly our most used asset – people who live, work and visit Penrith rely on our roads to get around. It is currently over 1,000km and growing every year as new roads and paths are dedicated to Council as part of the development of new release areas. Over the course of the year we have resurfaced 248,000 square metres of road network, and rejuvenated another 77,000 square metres. A recent survey of our road network put 95% at condition 3 or better. Ongoing investment in our network is making pavements last longer and providing a better service.

Council's Road Safety Project delivered four successful road safety awareness campaigns this year, in addition to \$799,191 of traffic safety improvement works. Council received \$350,000 from the federal government for black spot improvement works, with all projects completed on time. We have secured a further \$350,000 for works in the coming year.

Council staff have worked together with local police to conduct a series of Crime Prevention Through Environmental Design (CPTED) Audits across Penrith City Centre. These looked at how safe the area is, including pedestrian routes leading to car parks on the edge of the city centre. This will identify changes that can be made to make our city centre safer for everyone.

Parking is an issue that is consistently raised as an area of importance by our community and Councillors. It is also a difficult issue – balancing the needs of commuters, workers, shoppers and visitors to our main centres at Penrith and St Marys in particular. Parking turnover continues to improve in these areas, and parking sensors have been installed in the Edwards Place carpark to help people find a vacant space. This new system will be switched on by late July 2014. Council has also increased patrols in the city centre and hospital precinct, two areas of very high demand. We have also negotiated a parking agreement with Station St Plaza, and are in the process of negotiating a similar agreement with Westfield.

Council is also revising the car parking rates required for development in the City Centre, for inclusion in the new Development Control Plan due to be exhibited in October. The revision of the parking rates will make Penrith more accessible, promoting alternative travel modes for residents and workers in and around the city centre.

STRATEGY 3.3 – IMPROVE THE CITY'S FOOTPATHS AND SHARED PATHWAY NETWORK

Footpaths are an important part of our overall local transport network – getting people of all ages from place to place, providing opportunities for people to be active, and helping people access some of our most beautiful places along the Nepean River and other natural areas. Council has constructed a total of 4.1 kilometres of shared pathway this year. New pathways have been constructed along the Great River Walk (River Road), and along the Great Western Highway between Kingswood and Werrington. We've also constructed 6.1 km of pathway in our established areas of St Marys, Colyton, Werrington County, Penrith and St Clair, and reconstructed 1.5 km of pathway in Dukes Oval, Emu Plains.

The River Cities Shared Pedestrian / Bicycle Path program is progressing well and will provide a shared pedestrian / bicycle path linking Penrith and St Marys. Once finished, this will provide a great link for commuters, recreational walkers and cyclists between Penrith and St Marys. Council has secured a further \$1.1 million of state funding to continue this important project next year.

Council also continues to work with Roads and Maritime Services on development of the Nepean River Green Bridge. This bridge will provide an alternative for pedestrians and cyclists to the current footpath along Victoria Bridge, recognising the importance of increased pedestrian access and the popularity of the 'bridge to bridge' path along both sides of the Nepean River.

STRATEGY 3.4 - IMPROVE CRITICAL CROSS REGIONAL TRANSPORT CONNECTIONS

Council continues to work with our key partners to improve local and cross regional transport connections across the City. This year saw Council officers continue to work with the Roads and Maritime Services (RMS) to finalise the Jane Street extension. This will remove the Jane Street/High Street dog-leg and help ease congestion along Mulgoa and Castlereagh Roads.

Council is also part of a working group, led by the NSW Department of Planning, looking at the transport infrastructure needed to support businesses locating in the Broader Western Sydney Employment Area (BWSEA). An active member of this group, Council will work to ensure that key cross regional transport connections are properly planned. A Structure Plan has been developed, but will now be revised in light of a decision being made on the proposed Badgerys Creek Airport.

The Werrington Arterial, if funded, will also provide a critical cross regional connection, giving better access to the northern part of the City and reducing congestion on Mamre Road. Council will continue to advocate for the timely design and construction of this road, which will run from the M4 at Gipps St north towards Blacktown.

STRATEGY 3.5 - SECURE AN EFFICIENT, INTEGRATED AND SUSTAINABLE FREIGHT NETWORK

Freight transport is a critical part of supporting businesses in the region. Without the opportunity to move products and materials along routes appropriate for freight transport, businesses will move elsewhere, and the number of trucks using local roads will increase.

Council officers continue to work with the Department of Planning and Environment (DPE) in the development of the Broader Western Sydney Employment Area Structure Plan. This recognises the importance of freight rail connection to the Western Sydney Employment Area and will be instrumental in developing future freight line corridors. We are also working with Transport for NSW in the development of the Western Sydney Freight Line corridor and the location for an intermodal terminal within the Broader Western Sydney Employment Area



INTRODUCTION	1
OUR COUNCIL	2
OUR PEOPLE	3
OUR PERFORMANCE	4
STATUTORY	5
FINANCIALS	6
	7

Our performance against what we said we would do

	SERVICE ACTIVITIES	PERFORMANCE	
INTRODUCTION	3.1.1	Develop and implement a program of advocacy that targets the delivery of key infrastructure and regional employment growth	On Target
	3.1.2	Advocate and provide advice on all modes of transport services, parking and facilities	On Target
OUR COUNCIL	3.2.1	Construct, manage and maintain Council's roads, drains, bridges and paths	On Target
	3.2.2	Provide designs and plans for Council's parks, buildings, roads and drains	On Target
	3.2.3	Manage the delivery of Council's major infrastructure projects	Attention Required
	3.2.4	Provide a certification service for development related civil assets	On Target
	3.2.5	Optimise the efficient use of car parking spaces in the Penrith City Centre	Attention Required
	3.2.6	Provide technical advice on traffic issues and plan for the delivery of traffic, shared paths, bicycle and bus shelter facilities	On Target
	3.2.7	Manage programs and initiatives that improve road safety, efficiency, and the parking network	On Target
OUR PEOPLE	3.2.8	Advocate and provide advice on all modes of transport services, parking and facilities	On Target
	3.3.1	Construct, manage and maintain Council's roads, drains, bridges and paths	On Target
	3.3.2	Provide technical advice on traffic issues and plan for the delivery of traffic, shared paths, bicycle and bus shelter facilities	On Target
	3.4.1	Develop and implement a program of advocacy that targets the delivery of key infrastructure and regional employment growth	On Target
	3.4.2	Advocate and provide advice on all modes of transport services, parking and facilities	On Target
	3.5.1	Develop and implement a program of advocacy that targets the delivery of key infrastructure and regional employment growth	On Target
	3.5.2	Advocate and provide advice on all modes of transport services, parking and facilities	On Target
1 2 3 4 5 6 7	OUR PERFORMANCE		

Our Performance Measures (0 – very dissatisfied and 10 – very satisfied)

The following measures of performance are taken from Council's most recent Community Survey (undertaken in August 2013) and other feedback mechanisms, and relate to the performance measures outlined in Council's Delivery Program

- Percentage of residents using public transport to get to work or study – 19%
- Percentage of residents that walk or cycle to get to work or study - 15%
- Level of satisfaction with the ease of traffic flow - 5.86 (display on a bar graph)
- Level of satisfaction with the safety of local roads - 6.51
- Level of satisfaction with the condition of local roads - 5.93
- Level of satisfaction with the provision of parking - 5.81
- Level of satisfaction with footpaths - 6.2
- Level of satisfaction with cycle ways - 5.01

STATUTORY

FINANCIALS

Our performance indicators

INDICATOR	STATUS 2013-14	COMMENT
Increased use of public transport. (PC11)	Challenge	<p>The Customer Survey undertaken in August 2013 asked residents about their use of public transport on their journey to work or study. Of the respondents, 19% indicated they use public transport, compared to 22% in 2012 and 19% in 2011. In addition, 15% of respondents indicated they walk or cycle, which is a slightly increase on the 10.5% recorded in 2012.</p> <p>These figures are slightly higher than the 2011 Census data, which showed that 10.6% of residents used public transport to travel to work, which was a slight increase from 10.2% in 2006. During the same period, there was a decrease in the proportion of residents walking or cycling to work, from 2.3% in 2006 to 1.9% in 2011.</p>



INTRODUCTION	
OUR COUNCIL	
OUR PEOPLE	
OUR PERFORMANCE	1 2 3 4 5 6 7
STATUTORY	
FINANCIALS	



OUTCOME 4

SAFE, VIBRANT PLACES

This outcome area recognises the importance our community places on feeling safe in our neighbourhoods and having clean, welcoming and vibrant public places. It covers both the physical and social aspects of our public places and things like events and festivals.

Our strategies

STRATEGY 4.1 – Improve our public spaces and places

STRATEGY 4.2 – Grow and revitalise our centres and neighbourhoods

KEY ACHIEVEMENTS

- The adoption of the Our River Masterplan in November 2013 was a significant achievement for Council. This Masterplan focuses on the public open space on both sides of the river, between and around the Victoria and M4 bridges. This is a significant area for our City and communities, and the Masterplan outlines how we will protect and make the most of it into the future. Our focus is on connecting it with Penrith City Centre, enhancing its natural environment, nurturing a landscape that supports active, healthy lifestyles and celebrating its rich history and cultural values.
- The Cranebrook Youth Leaders Forum saw young people from the Cranebrook area come together in April 2014 to speak about their ideas for their neighbourhood and public spaces. The Mayor participated as part of a panel of local leaders and connected with the young people's aspirations. Young people later met with the Mayor and put forward their ideas and made a formal submission which was successfully incorporated into the Operational Plan. Young people presented at the Council meeting on 23 June and will now form an essential part of the project management team, making decisions on the design of a new playground space and participating in documenting the process.
- Council's Wearing the Crown Project won the Youth Engagement Award at the Local Government Arts and Cultural Awards and was highlighted during a presentation at the Vivid Festival - Local Government Arts Conference.

CHALLENGES

- In February 2014, NSW Councils lost the ability to issue on the spot infringement notices for traditional heavy vehicle offences such as insecure loads and light traffic roads, as these offences were either repealed or covered under new legislation. The lack of local enforcement of these types of offences can impact on local amenity and road safety, and can degrade local roads. Recognising the significance of these impacts, Council continues to work with the Local Government Rangers Institute to address this issue.
- Issues such as vandalism, alcohol-related issues and anti-social behaviour are problematic for Council to address in isolation. Council continues to work in partnership with local Police, the Penrith Community Safety Partnership and other relevant stakeholders to respond to identified issues in public space locations as they arise.
- Adverse weather conditions and changes in community expectations have delayed delivery of some major infrastructure projects, which will be continued in 2014-15.

LOOKING FORWARD

- Council will continue to work with our local partners and the broader community to ensure that our public spaces are designed and maintained to meet the needs and expectations of our communities.
- The next year will be the finalisation of the implementation of the City Centre Review to support the revitalisation of the Penrith City Centre.

INTRODUCTION
OUR COUNCIL
OUR PEOPLE
1 2 3 4 5 6 7 OUR PERFORMANCE
STATUTORY
FINANCIALS

Our performance against our strategies

STRATEGY 4.1 - IMPROVE OUR PUBLIC SPACES AND PLACES

Our public spaces are important to the community, so managing and maintaining these to ensure they meet expectations is an important part of what Council does. It's also important that people feel safe and secure in these spaces and that our City is clean and welcoming.

Public space cleaning and maintenance is provided seven days a week for a range of public areas including local shopping strips, high-profile precincts, public car parks, bus shelters, and public laneways. Over the past year, this program has included pressure cleaning of high-profile footpaths and street furniture, the removal of 62,000 square meters of graffiti, collection of dumped bulk rubbish items, collection and disposal of 43 tonnes of litter, and the cleaning of public toilets across the City. In addition, 90 km of streets in our city centre, public car parks and industrial areas are swept six nights a week along with 70 km of residential streets five days a week.

Council works in partnership with government agencies on strategies to enhance the presentation and amenity of their infrastructure across the City. This year we expanded our partnership with Corrective Services NSW that provides weekly resources for collecting small litter along gateway roads in the City. Over a tonne of litter is collected and disposed of each month under this agreement. Successful negotiations with NSW Roads and Maritime Services have also seen improvements to the response times for removal of litter from major roads. There have also been improved public amenity outcomes along the railway corridor in conjunction with Railcorp maintenance works.

Council has a large portfolio of buildings and facilities spread across the City for use by the community. The maintenance and renewal of these buildings is an ongoing task, with both scheduled and unscheduled works taking place throughout the year to keep these buildings fit for purpose and in the condition that our community expects.

Council is proactive in our efforts to improve the sustainability of these buildings, with several initiatives completed this year to reduce our ongoing energy and water use. This included the installation of a large 40kW photovoltaic solar system at the Glenmore Park Family Precinct, and installation of energy efficient LED lighting in a number of facilities.

Council actively maintains the City's parks, sports grounds and open spaces and we have an ongoing program of renewal works on playgrounds, sports floodlighting, oval surfaces, irrigation, fencing and synthetic sports surfaces. Three new public toilet facilities were constructed at Regentville, Emu Plains and St Marys, all with user friendly accessible facilities. New equipment, shade, seating and landscaping was also installed at the reserve near Tobruk and Warrego Streets in North St Marys.

Council's Rangers continue to meet the growing demands within the City to protect public lands and facilities and keep our public spaces safe. The management of companion animals is an important part of this, with 350 animals returned home to owners this year after being found roaming. Council also has an excellent rate of rehoming animals that are impounded, with 92% going to a new home. We are proactive in helping pet owners to understand and meet their responsibilities, with various education initiatives and a free microchipping day held again this year.

STRATEGY 4.2 - GROW AND REVITALISE OUR CENTRES AND NEIGHBOURHOODS

In 2013-14, Council developed and adopted a number of planning documents to guide the ongoing management of our public areas and our neighbourhoods. There has been significant progress on the 'Our River' project, with the Our River Masterplan adopted in November 2013. Preparation of a dedicated Vegetation Management Plan is underway, and Plans of Management for Tench Reserve, Weir Reserve, River Road and Regatta Park East are being updated.

In our more commercial and industrial areas, Council developed the draft Kingswood Public Domain Manual to guide redevelopment of the commercial and health precincts of the Kingswood Centre, and the Dunheved Business Park Revitalisation Strategy to ensure infrastructure is provided that will promote economic investment and job growth in the area.

Another significant area of focus was Queen Street, St Marys. Located in the heart of the town centre, Queen St is a main thoroughfare for this district. Council has been working with local businesses, residents and shoppers since early 2013 to gather information about how we can revitalise the street. The draft Queen St, St Marys Streetscape Improvement Plan was on public exhibition in September 2013, and the final Plan was adopted by Council in November 2013.

The recommendations of the City Centres Management Review were also finalised and a new governance model implemented. This involved the creation of two new corporations, the Penrith CBD Corporation and the St Marys Town Centre Corporation. Both corporations signed Deeds of Agreement with Council to define the relationship and funding. Their first Triennial Business Plans 2013-16 were presented to Council early in the year.

Council also held a diverse and exciting range of community engagement and cultural development activities in some of the more established neighbourhoods within the area as part of our Neighbourhood Renewal program. This included 25 events and activities held in the communities of Cranebrook and Cambridge Park, as well as an extensive engagement program to support the development of the Masterplan for the Werrington Lakes site. More than 100 residents took part in four Artist + Community Toolkit workshops in Neighbourhood Renewal communities, building local capacity and support for cultural activities.

Activities were also held in Jack Jewry Reserve in St Marys, Kevin Maley Reserve in Colyton, and the reserve in North St Marys on Tobruk Road as part of the development of playground and park enhancements in each of these communities. Support for young people was identified as a key issue in the Colyton Neighbourhood Action Plan and work continues in this neighbourhood to break through in this area, including delivering an exciting Youth Week activity.

Council also has an important role to play in managing 40 neighbourhood facilities (including neighbourhood centres, community centres, senior centres, youth centres and halls) to provide the community with cost effective venues for events and activities. Regular user groups make

up a significant portion of usage at these centres, with 9,905 bookings over the year from 149 groups. In addition to these regular user groups, this year saw 1,252 private weekend functions and 26 community events using these facilities.

Council has continued to implement projects to streamline our processes for neighbourhood facilities. With this year seeing a dramatic increase in the use of the online booking system for enquiries, with 203 online bookings this year compared to 24 in the previous year. An expression of interest process for regular hirers was also held for the second year running to allocate regular bookings for 2015, ensuring fair and equitable decision-making regarding priority of access for regular hirers.

Our performance against what we said we would do

	SERVICE ACTIVITIES	PERFORMANCE
4.1.1	Manage the construction, renewal and maintenance of Council's buildings and facilities	On Target
4.1.2	Implement the Building Asset Renewal Program	On Target
4.1.3	Manage and maintain cemeteries under the care and control of Council using adopted Plans of Management	On Target
4.1.4	Manage and maintain the City's sports grounds, parks and open space	On Target
4.1.5	Implement the Parks Asset Renewal Program	On Target
4.1.6	Manage trees across the City	On Target
4.1.7	Maintain a Community Safety Plan for the City	On Target
4.1.8	Provide security services to Council property and public areas	On Target
4.1.9	Provide designs and plans for Council's parks, buildings, roads and drains	On Target
4.1.10	Manage the development of master plans and designs for Council's assets and public domain	On Target
4.1.11	Manage the delivery of Council's major infrastructure projects	Attention Required
4.1.12	Provide advice on development proposals for streetscape improvements, parks and buildings	On Target
4.1.13	Improve levels of public safety and amenity across the City through quality public space maintenance	On Target
4.1.14	Liaise with state and federal government agencies to reach agreements to delivery enhanced presentation and amenity of their property and infrastructure visible from public spaces	On Target
4.1.15	Implement the Public Amenity Replacement Program	On Target
4.1.16	Protect public lands and community facilities, and enforce compliance	On Target
4.1.17	Manage companion animal ownership	On Target
4.2.1	Manage neighbourhood facilities using adopted management practice	On Target
4.2.2	Implement the Neighbourhood Facilities Improvement Program	On Target
4.2.3	Support the revitalisation of Penrith City Centre, St Marys Town Centre and other key identified places in the City	On Target
4.2.4	Engage the community in identified priority established areas of the City	On Target

	SERVICE ACTIVITIES	PERFORMANCE
4.2.5	Work with the community to deliver priority infrastructure and activation projects in identified established areas of the City	On Target
4.2.6	Utilise Council's property portfolio to stimulate growth and development opportunities in the City	On Target
4.2.7	Manage the development of master plans and design for Council's assets and public domain	On Target

Our Performance Measures (0 – very dissatisfied and 10 – very satisfied)

The following measures of performance are taken from Council's most recent Community Survey (undertaken in August 2013) and relate to the performance measures outlined in Council's Delivery Program.

- Level of satisfaction with access to the City's public spaces - 8.08
- Level of satisfaction with safety of the City's public spaces - 6.67 (average of night and Day)
- Level of satisfaction with the condition of public spaces - 6.76
- Level of satisfaction with graffiti removal - 6.63
- Level of satisfaction with the cleaning of streets and public spaces - 6.79
- Level of satisfaction with street and public space lighting - 6.72
- Level of satisfaction with the cleanliness and condition of public toilets - 5.55
- Level of satisfaction with domestic animal control - 6.89
- Level of satisfaction with parks, playgrounds and reserves - 7.17
- Level of satisfaction with community buildings, neighbourhood facilities, community halls and centres - 6.83
- Percentage of participants in neighbourhood renewal projects who report a positive change in their neighbourhood – not reported

Our performance indicators

INDICATOR	STATUS 2013-14	COMMENT
Increased usage of community facilities (PC17)	On Track	<p>A diverse range of activities continue to be held in Council's neighbourhood facilities each year. During 2014-15 a total of 9,905 regular bookings and 1,252 one-off events occurred in Council's community facilities. Though the total number of bookings was down slightly from the previous financial year the total number of people who attended the activities was slightly up from 341,670 people in 2012-13 to 346,675 in 2013-14.</p> <p>Hirers with regular bookings are required to express an interest in reapplying to use a community facility each financial year. This process aims to ensure that a transparent, accountable and equitable decision making process occurs in line with the Neighbourhood Facilities Management Policy. During the 2013-14 financial year Council received EOI applications from 140 community groups. This was a slight increase from 2012-13 where 129 groups applied through the EOI process to use Council's facilities.</p>
Increased proportion of residents who feel safe in their community. (PC15)	On Track	<p>The Community Survey undertaken in August 2013 asked residents to provide their level of agreement with the statement 'I feel safe in my neighbourhood' with a mean score of 7.85 out of 10. This is a significant improvement on previous years with mean scores of 7.34 and 7.33 in 2012 and 2011 respectively.</p> <p>Residents were also asked whether they felt safe in the City's public spaces during the day, compared with at night. There was a high level of agreement with the statement relating to safety during the day, with a mean score of 8.39, compared to a score of 5.17 at night.</p>



INTRODUCTION	OUR COUNCIL	OUR PEOPLE	1 2 3 4 5 6 7	OUR PERFORMANCE	STATUTORY	FINANCIALS
--------------	-------------	------------	---------------------------------	-----------------	-----------	------------



OUTCOME 5 WE CARE FOR OUR ENVIRONMENT

Our community have told us that protecting our river and natural areas is important. They also want to be supported to use materials, energy and water resources efficiently.

Our strategies

STRATEGY 5.1 – **Protect and improve our natural areas, the Nepean River and other waterways**

STRATEGY 5.2 – **Support our communities to live more sustainably and use resources wisely**

STRATEGY 5.3 – **Minimise risks to our community from natural disasters**

HIGHLIGHTS

- Council has delivered a number of successful education programs to increase community awareness around our local environment. This year saw our Stormwater Education and Catchment Tours engage a total of 280 students on water quality issues, while our World Environment Day event attracted 300 people with activities such as interactive games, wildlife shows, native plant giveaways, craft and short films. Local schools have also assisted with planting close to 1,400 trees and shrubs within Council Reserves.
- Efforts to reduce contamination in the organic waste stream have delivered positive results this year. Targeted initiatives in two areas with high contamination have reduced contamination levels in these areas from 35% and 21% of households, to 7% and 2% respectively.
- A large number of unauthorised bins have been removed from properties. These unauthorised bins have a financial impact on Council and the community as costs for these are not recovered by the domestic waste charge. The removal of these bins by the contamination management team has directly resulted in a saving of \$10,000 since January 2014.
- Development of the Mainstream South Creek Flood Model and the Overland Flow detailed flood modelling for Penrith CBD and St Marys (Byrnes Creek) catchments are complete.

CHALLENGES

- Maintaining the health of our local waterways remains an ongoing challenge for Council, with our latest macroinvertebrate study conducted in April 2014 finding that the number and variety of macroinvertebrate species found is still limited, generally due to poor water quality and inconsistent flows, with many of the waterways in the City in a highly modified urban environment.
- Each of Council's nine bushcare sites has experienced its own challenges this year, with sites impacted by flooding, fire, vandalism, and noxious and environmental weeds. Some groups need more volunteers to assist.
- Council continues to face growing pressure regarding development proposals within the floodplain.
- The Nepean River Flood Model needs to be finalised following approved land form changes to Penrith Lakes.

LOOKING FORWARD

- Council will continue to work with other agencies to address illegal dumping, building strong networks to target regular offenders and new illegal dumping sites.

INTRODUCTION
OUR COUNCIL
OUR PEOPLE
1 2 3 4 5 6 7 OUR PERFORMANCE
STATUTORY
FINANCIALS

Our performance against our strategies

STRATEGY 5.1 - PROTECT AND IMPROVE OUR NATURAL AREAS, THE NEPEAN RIVER AND OTHER WATERWAYS

One of Penrith's defining attributes is our natural environment, including the iconic Nepean River and stunning mountain views. Penrith contains approximately 17% of the remnant vegetation of the Cumberland Plain which is the highest proportion within any council area. Council is steward of some 1,271ha of open space with an estimated 274ha of natural areas with biodiversity value.

Council undertakes noxious and environmental weed control in a number of natural areas within Penrith to protect endangered and critically endangered vegetation communities. This year has seen Council work with nine bushcare groups, with members volunteering more than 1000 hours this year for bushland management, particularly weed control and planting.

This year Council developed a number of plans and programs to restore local environments. A Vegetation Management Plan (VMP) was prepared to guide the restoration of the regionally significant wetland on Nepean Street in Cranebrook, with tender documentation now being prepared to enable restoration works. Final designs and tender documentation was also prepared for a raingarden on Soling Crescent to treat stormwater before it enters the Endangered Cumberland Plain Woodland, helping to ensure the bushland is protected.

Detailed designs are also being prepared for the Andrews Road wetland project and for the restoration of the regionally significant Wetland 156 in Cranebrook, which is being funded by a \$1.8 million grant through the federal Government's Biodiversity Fund program. This project was promoted at the Cranebrook Community Open Day in April where community members were encouraged to learn about the project and join the local bushcare group.

Internally, Biodiversity and Development Assessment Training was delivered to 20 staff from our Environmental Health, Development Services, Compliance, and Strategic Planning teams to improve understanding of the significance of our local biodiversity; the legislation that protects vegetation and threatened species; the processes involved in assessing development and biodiversity issues; and what mechanisms can be employed to mitigate the impacts.

This year, 43 incidents of unauthorised development were identified for investigation, with 11 of these now resolved. Legal action has been identified for seven properties to ensure environmental compliance under Protection of the Environment Legislation. The Western Sydney Regional Illegal Dumping (RID) squad investigated 3,291 incidents of illegal dumping of waste, ranging from litter to illegal land filling and the dumping of demolition waste.

Council conducts a program of regular monitoring of the health of our local waterways. With the development of regional specific guidelines for improved comparison

of water quality data, this year has seen a change in the assessment of our water quality data. Despite this, this year's data has confirmed the findings of previous studies, with the condition of aquatic ecosystems across the City ranging from highly degraded to fair, which is typical of urban streams.

STRATEGY 5.2 - SUPPORT OUR COMMUNITIES TO LIVE MORE SUSTAINABLY AND USE RESOURCES WISELY

Council delivers a range of education and awareness programs to help our communities live more sustainably. In the last 12 months this has included running free community workshops, attendance at community fairs and events, quarterly newsletters to local schools, and development of a range of educational materials.

Council's Stormwater Education Program and Catchment Tours continue to be a great success, engaging 280 students on water quality issues. Wide ranging education programs such as this were supported through issue specific materials like a new educational brochure developed this year to help residents operate and maintain their on-site sewage management systems to avoid pollution incidents.

This year we held a second Breakfast with the Birds event at Weir Reserve, with over 25 local residents coming along to learn about Penrith's birdlife and the value of the river for birds. This event was supported by the Cumberland and Blue Mountains Bird Observers Club who provided expert advice and a unique insight into the many different birds found in the Penrith area.

Council also works with a range of community organisations to support them in caring for our local environment. Working with organisations such as the Penrith Women's Health Centre and the Llandilo Association to provide advice and assistance with planting local native plants on their site to improve the biodiversity value and amenity of the area.

Council's efforts to reduce waste to landfill have delivered positive results. Since the introduction of our organics collection service in 2009 the percentage of domestic waste sent to landfill has decreased from 70% (in 2008-09) to 37%. This service is supported by contamination management and education programs, resulting in improved behaviours around the sorting of waste items into the correct bins, maximising resource recovery.

This year has seen Council implement this service in a number of our own facilities, including our Civic Centre, childcare centres, and Ripples Swimming Centres in Penrith and St Marys. Results across the board reflect that Council staff are making good use of the service and placing the right items into the bin. The use of the organics service at our childcare centres has the added benefit of helping children develop good waste sorting and recycling habits.

STRATEGY 5.3 - MINIMISE RISKS TO OUR COMMUNITY FROM NATURAL DISASTERS

A significant proportion of the City has the potential to be affected by flooding, especially along the Nepean River and South and Ropes Creeks. We are expected to experience more severe weather events in the coming years, such as heatwaves, storms and bushfires.

Council has established a Floodplain Management Working Party to oversee the development of a contemporary policy framework. Council continues to adopt a merits based assessment for development proposals within the floodplain, ensuring a strategic approach to floodplain management based on state and local policy.

Heat is another issue of significance for Penrith and the greater Western Sydney region. This year Council embarked on a significant program of research, partnering with research agencies such as the Institute of Sustainable Futures to look at how heat impacts our communities, and how we can 'cool down' the City.

Council also provides ongoing support to Emergency Services and other agencies in preparing for and responding to emergencies. Council staff chair the Local Emergency Management Committee which has members including the Penrith and St Marys Local Area Commanders, Emergency Services and other combat and support agencies. It meets regularly to develop plans and share knowledge and learnings from previous events.

Our performance against what we said we would do

	SERVICE ACTIVITIES	PERFORMANCE
5.1.1	Provide regulatory service to the community targeting unauthorised land use and development, whilst promoting environmental best practice	On Target
5.1.2	Manage and maintain Council owned natural areas	On Target
5.1.3	Facilitate community involvement in bushland management	On Target
5.1.4	Contribute to the protection and enhancement of the City's natural environment	On Target
5.1.5	Collaboratively manage illegal dumping across Western Sydney (RID Squad)	On Target
5.2.1	Contribute to the protection and enhancement of the City's natural environment	On Target
5.2.2	Implement a coordinated program of community engagement activities	On Target
5.2.3	Manage resource recovery and waste collection services	On Target
5.2.4	Deliver education and communication programs	On Target
5.3.1	Support emergency services and other agencies in preparing for and responding to emergencies	On Target
5.3.2	Manage infrastructure and plant to ensure volunteers are provided with adequate resources	On Target
5.3.3	Provide a strategic framework to manage floodplains and inform land use policy	On Target
5.3.4	Ensure contemporary modelling of stormwater systems and provide technical advice on floodplain and stormwater issues	On Target
5.3.5	Identify opportunities to respond to a changing climate	On Target

Our Performance Measures (0 – very dissatisfied and 10 – very satisfied)

The following measures of performance are taken from Council's most recent Community Survey (undertaken in August 2013) and other feedback mechanisms, and relate to the performance measures outlined in Council's Delivery Program

- Level of satisfaction that the Nepean River and creeks are healthy - 6.57
- Level of satisfaction with the protection of bushland, natural environment and wildlife - 6.7
- Percentage of bush care volunteers who report increased skills and knowledge about bush care – of the volunteers who responded to this question, 100% reported an increase
- Percentage of bush care volunteers who feel they have made a valuable contribution to the environment – 92%
- Level of satisfaction with household waste and recycling services - 7.45
- Percentage of participants in sustainability programs that report they will change their behaviour as a result of knowledge gained - not reported.

Our performance indicators

INDICATOR	STATUS 2013-14	COMMENT
Reduction in water and energy consumption per person. (PC12)	On Track	<p>During 2013-14 Penrith households consumed an average of 235.1 kilolitres of potable water, which is a 6% increase on the 221 kilolitres from 2012-13. This year also saw Penrith households consume an average of 7,104 kilowatt hours of electricity compared with 7,533 kilowatt hours in 2012-13.</p> <p>Council continues to work with our partners to encourage local residents to improve their energy and water efficiency through a range of education activities, including workshops, displays, attendance at events and the distribution of promotional materials, fact sheets and newsletters.</p>
Increased percentage of domestic waste diverted from landfill. (PC13)	On Track	<p>Council achieved a diversion rate of 63.2% this year, which remains consistent with last years figure of 63.3% and is close to the target set for all councils by the NSW Government of 66%. These figures are a vast improvement on pre 2009 figures (with 2008-09 recording a diversion rate of 30%) and are the result of the introduction of Council's three bin organics collection and composting service in August 2009. For more information on the service visit our website (http://www.penrithcity.nsw.gov.au/our-services/wastemanagement).</p>
Increase in the proportion of river and creeks that are healthy. (PC6)	Challenge	<p>Council conducts annual macroinvertebrate sampling in order to monitor the health of local waterways. Macroinvertebrate sampling is a useful indicator of the health of a waterway, as the number or ratio of certain species can reveal particular water quality issues.</p> <p>The latest macroinvertebrate study, conducted in April 2014, indicated the overall health of the monitored waterways was consistent with previous studies. The number and variety of macroinvertebrate species found is still limited generally due to poor water quality and inconsistent flows, with many of the waterways in the City in a highly modified urban environment. It will remain an ongoing challenge for Council and its partners to maintain their health.</p> <p>Council continues to undertake a range of initiatives and programs that address pollution sources within the catchment. Water quality health monitoring, the on-site sewage management program, stormwater management programs, creek restoration projects and targeted education programs all aim to improve the health of our river and creeks.</p>
Increase in the proportion of residents who are satisfied that the river and creeks are healthy. (PC7)	On Track	<p>The Customer Survey undertaken in August 2013 asked residents for their level of satisfaction with the health of the Nepean River and creeks. With the results showing a mean satisfaction score of 6.57 out of 10, compared with 6.00 in 2012 and 2011.</p> <p>Council continues to undertake a range of initiatives and programs that address pollution sources within the catchment. Water quality health monitoring, the on-site sewage management program, stormwater management programs, creek restoration projects, education programs and the environmental auditing of businesses all aim to improve the health of our river and creeks.</p>
Increase in the area and value of viable biodiversity-rich habitats that form part of the City's 'green web' (PC9).	Challenge	<p>Maintaining the City's 'green web' is an ongoing challenge for Council due to the range of pressures from development, weeds, and the fact that an extensive proportion of existing native vegetation exists on private land. 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 region.</p>

INTRODUCTION

OUR COUNCIL

OUR PEOPLE

 1
 2
 3
 4
 5
 6
 7
 OUR PERFORMANCE

STATUTORY

FINANCIALS

INDICATOR	STATUS 2013-14	COMMENT
Decrease in the number of days per annum where air pollution levels exceed the relevant standards (PC8)	Challenge	<p>Photochemical smog (as ozone) and, to a lesser extent, fine particles (particulate matter suspended in the air where the particles are 10 micrometers or less in diameter) remain the two most prevalent air pollutants in NSW. In Western Sydney, photochemical smog is considered the most significant issue and unfortunately is largely outside of Council's direct control.</p> <p>The Regional Air Quality Index (RAQI), is based on five criteria pollutants as per national standards (ozone, carbon monoxide, sulfur dioxide, nitrogen dioxide and air particles), plus visibility as per the NSW Standard. An RAQI value of 100 indicates these standards have been exceeded. In 2012-13 a total of 47 days exceeded the relevant standards. This is an increase on previous years, with 22 and 12 exceedances in 2012-13 and 2011-12 respectively. Some of these may be attributed to planned hazard reduction burns.</p>
Habitats protected or restored. (EN13)	On Track	<p>Penrith City Council has 45 hectares of natural bushland that is managed by two Council employed bush regenerators. Habitat for native flora is protected by controlling erosion as well as noxious and environmental weed invasion. As the native vegetation is improved it provides suitable habitat for native animals. Some weedy plants that are being controlled are good habitat for feral animals e.g. foxes living in blackberry thickets. The weed removal is discouraging these animals.</p> <p>Staff and contractors are aware of taking care and being observant for possum dreys and bird nests, within woody weeds e.g. Lantana and if observed these weeds are not removed whilst nests are being built or are occupied in order to protect the fauna.</p> <p>At the same time as protecting habitat, areas are also being restored at planting events. These include National Tree Day, Trees for Mum and eight catchment plantings with local schools on Council land.</p> <p>The Eucalyptus moluccana (Grey box) tree is iconic on the Cumberland Plain areas of Penrith. Trees have been infected by a psyllid insect with many of the trees dying. Council staff are revegetating areas including replacement of these trees in order to ensure the genetic stock is not depleted within the City. In the 2013-2014 financial year 2200 local provenance trees, shrubs and groundcovers were planted. Volunteer Bushcare group members have contributed 1,100 hours towards protecting and restoring habitats within nine groups.</p>
Total number and volume of significant spills. (EN24)	On Track	Council continues to maintain a record of zero spills.
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)	On Track	Respondents to the Customer Survey undertaken in August 2013 were asked to indicate 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 8.81 out of 10. This is consistent with the results of the previous survey, and maintains our improvement on the mean score of 8.28 in 2012.



OUTCOME 6 WE ARE HEALTHY AND SHARE STRONG COMMUNITY SPIRIT

This outcome area focuses on the importance of encouraging health and wellbeing, as well as community pride and a sense of belonging. Council provides a range of programs to bring people together, make social connections and encourage community wellbeing.

Our strategies

STRATEGY 5.1 – Provide opportunities for our community to be healthy and active

STRATEGY 5.1 – Encourage social connections and promote inclusion in our community

STRATEGY 5.2 – Support cultural development, activating places and creativity

HIGHLIGHTS

- Council was successful in receiving grant funding of \$934,901 from the NSW Department of Trade and Investment Regional Infrastructure and Services through their clubGRANTS for improvements to Jamison Park. This funding will go towards the construction of an outdoor gym, multi-sport courts, a children's playground and picnic areas, as well as reconstruction of the oval's canteen and four football fields. Council matched the grant dollar-for-dollar, bringing the total amount to \$1.86 million.
- St Clair Leisure Centre exceeded expectations this year with a strong growth in programs and bookings. This has been driven by a more proactive marketing campaign, along with the introduction of online registrations for sporting competitions.
- Council received state government funding to embark on the Nepean Volunteer Research Project. A regional project covering Penrith, Hawkesbury and Blue Mountains, the findings from this research and review have informed the development of a model for an integrated pathway with strategies for recruitment, allocation, support and retention of volunteers for Home and Community Care.
- A National Apology Day event was held in the Pop Up Park in Penrith to commemorate the anniversary of the federal government's National Apology to the Aboriginal Community. This event attracted participants including Councillors, Deerubbin Local Aboriginal Land Council, NSW Police Force, local community organisations and community members.

- Council's Disability Access Improvement Program, which provides funds for projects to make Council facilities and services more accessible, has enabled a total of 11 individual projects to be completed in 2013-14. Projects included installation of a hearing loop in the Council Chambers, introduction of an inclusive 'Learn to Swim Program' at Council's swimming pool, training in creating accessible content for the website, the purchase of adaptive technology in the library and the construction of an access ramp at a Council building.

CHALLENGES

- Council's highly successful Mondo Youth Project came to an end in June 2014. Funded by the Attorney General's Department, the two year project was a highly successful youth engagement program with more than 17,000 young people participating in activities organised by Council at the Mondo Open Space area every Thursday. Widely acknowledged as the best practice model of youth engagement, Council will investigate opportunities to build on the successes of this project into the future.

LOOKING FORWARD

- Council is working with our partners to look into the future recreation and sporting needs of the City. Planning and investigations into a Regional Tennis Facility, Blair Oval all-weather athletics track, and development of an all-weather sportsground strategy are underway.

INTRODUCTION
OUR COUNCIL
OUR PEOPLE
1 2 3 4 5 6 7 OUR PERFORMANCE
STATUTORY
FINANCIALS

Our performance against our strategies

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

Our community and visitors expect quality sports fields, parks and playgrounds that provide opportunities to be physically active. Council manages and maintains these spaces to ensure people can participate in a range of sporting and recreational activities.

Council's 105 sporting fields were well utilised during the year, with over 30,000 sportsground users per week over the winter season for a range of sports. To support these and other users of our sporting and recreation facilities, Council delivered a significant program of works to improve the quality of our facilities and open spaces across the City. This included developing a new outdoor gym and walking circuit at Colorado Drive Park in St Clair, surface upgrades at Andromeda Reserve, installing improved irrigation, lighting and surface renovations at Sherringham Reserve, and installing batting cages at Surveyors Creek.

Works were also conducted at some of our key sporting facilities, including painting and minor plant work at Ripples Hydrotherapy, improved chemical control at Ripples St Marys and significant maintenance at St Marys Tennis Courts. Automated floodlight systems were also installed at 10 reserves, allowing for improved management of grounds and ongoing energy savings. Canteen upgrades were completed at four sportsgrounds. In addition, Council has provided support and resources to assist with the delivery of a range of community initiated grant funded capital works at Council owned facilities.

Council also delivered a range of projects and activities over the year that contributed to the overall health of the community. This included a series of workshops as part of the Cancer Council 'Eat It to Beat It' program to help increase consumption of fruit and vegetables, and the provision of fresh fruit at Council events to encourage healthy eating.

A number of small grants were provided to local community organisations under Council's Community Assistance Program. This program supports local projects that contribute to wellbeing within the community.

This year Council conducted a total of 544 routine food premise inspections, 161 reinspections, and many temporary food stall inspections for events and festivals. The successful free Healthier Food Business Seminar provided an opportunity for food shop owners and their staff to receive information on food safety, waste reduction, healthier oils and ways to save water and power.

Council's libraries provide a valued service to the community, responding to an increased need for digital resources with services to allow downloading of digital e-Magazines and e-Books rising significantly over the year. In partnership with the Nepean Community College,

the library's Digital Hub has provided free computer courses to support the transition to a more digital future. This has been accompanied by the upgrading of the computers and software in the training room which is used to deliver these courses, greatly enhancing the facility.

STRATEGY 6.2 – ENCOURAGE SOCIAL CONNECTIONS AND PROMOTE INCLUSION IN OUR COMMUNITY

Council provides a diverse range of civic, cultural and community programs and events for residents and priority groups to bring people together, make social connections and encourage community wellbeing. Over 70 events were held in 2013-14, including nine citizenship ceremonies that saw 644 people become new Australian citizens.

These events range in scale from our largest event, our Australia Day celebrations held annually at Penrith Lakes which attracts over 10,000 visitors, through to civic events such as our annual Junior Mayor program, and smaller local events to support specific community groups.

This year saw several events along the foreshore of the Nepean River, with the popular Sunday Siestas held at Tench Reserve offering residents and visitors an opportunity to enjoy one of Penrith's popular riverside spaces with free live music and a range of quality market stalls.

Council delivered a range of community events targeting priority groups within the City, including celebrations as part of International Women's Day, Seniors Week, Youth Week, Refugee Week, Harmony Day, NAIDOC Week, National Apology Day and Men's Health Week.

Developed in partnership with the Penrith Women's Health Centre and local community organisations and service providers, our International Women's Day celebration attracted more than 110 local women from diverse backgrounds. Participants at this event celebrated women's achievements, enjoying performances, speeches, and a display of posters prepared by local women at a workshop with artist Margo Gasbi around the theme "Inspiring Change".

In celebration of International Men's Day, Council partnered with the Western Sydney Men and Relationship Services Network and the MONDO youth project to host a screening of the film 'Rites of Passage' at the Joan Sutherland Performing Arts Centre. The screening attracted around 100 people and included stalls promoting local services for men, and a question and answer session with the film director and young actors from the film.

Council works alongside a wide range of agencies and community organisations to support inclusion and wellbeing within our community. Council convenes the Penrith Youth Interagency (PYI) which enables local youth services to develop strategies to respond to issues that impact on young people in the City. This year saw the finalisation of an action plan with focus areas including

young people and risky behaviour, direct services for young people and mental health issues.

Council continues to contribute to the Nepean Blacktown Taskforce on Homelessness. This Taskforce brings together representatives from a range of community partners and government agencies to support homeless people in the region. This year the taskforce delivered two Homelessness Hubs which were well attended by homeless people and provided a one stop shop for participants to access the support services they needed.

The growing challenge of squalor and hoarding within the City was also looked at in partnership with the community sector. A working party convened by Council is developing an information and resource kit to provide information for agencies and community members in dealing with the issue.

Our free Mobile Playvan service provides seven sessions a week at key locations throughout the City to address social isolation issues, with over 200 families accessing the service on a weekly basis. Children with additional needs are actively supported by our Children's Services through inclusion initiatives at our preschools, long day care centres, outside of school hours services and in occasional care. Reduced fees are also offered for families with a health care card and for Aboriginal and Torres Strait Islander families to encourage participation in early childhood services.

We continue to work on making Council's services and the City more broadly inclusive and accessible for everyone, including people with disability. Key staff attended training in creating accessible website content. A range of accessible and adaptable technologies and equipment have been installed in the Penrith Library.

STRATEGY 6.3 – SUPPORT CULTURAL DEVELOPMENT, ACTIVATING PLACES AND CREATIVITY

The Mondo Community Safety and Youth Engagement project continues to activate the civic arts

space outside the Joan Sutherland Performing Arts Centre on Thursday evenings. A range of cultural events and programs were held including open microphone sessions and shuffle dancing performances. This has been a highly successful project, with more than 17,000 young people attending the Mondo since it started. Close to 100 activities and events have been held in the space and more than 75 organisations have participated to transform the space into a safer, more engaging place for local young people.

Penrith's first Pop-Up Park was installed in the City Centre and officially opened in October 2013. This park gives our CBD a more attractive, greener gateway, providing somewhere for locals and visitors to meet and relax or enjoy activities, and discover the unique mix of eateries, shops and businesses nearby. Community events have been held in the park including market stalls, children's activities, and community celebrations.

The Art Everyday event was a successful full day free art event for the whole community held at St Marys Corner in April 2014. The event, supported by a range of community partners, featured a dynamic program of creative activities, art exhibitions, performances, an artist networking event, workshops and presentations. Council also provided extensive support to the ARTS WEST- St Marys Art & Craft Exhibition in April, coordinated by St Marys Area Community Development Project.

Art Everyday also has a programmed digital and exhibition space located within Penrith City Library. The aim is to make the visual arts easily accessible and linked into the everyday life of the City and its communities. This initiative builds new audiences, offers opportunities for artists to exhibit their work and contributes to the cultural vitality of the City.

The vibrant cultural life of the City was celebrated at a Japanese 'Cultural Day' on 3 November 2013 at St Marys Corner Community and Cultural Precinct. Over 200 people attended to enjoy a variety of traditional performances and exhibitions.

Following the highly successful first event in 2012, the 'Spicy Penrith' celebration of different cultures of the Indian subcontinent was held on 31 August 2013 at the Memorial Hall, St Marys. There were over 20 performances and the event attracted an audience of over 400 residents. In addition to providing quality entertainment for the community, the event succeeded in building stronger bonds and connections among the small emerging communities who were able to celebrate and showcase their cultural identity together.

The 'Queen Street Riches and Textures' project was launched in November 2013 to enable residents to engage in creative photography and to rediscover Queen Street's past, present and future. This project involved an exhibition of over 100 photographs of the Faces of St Marys and was a great success.

Our performance against what we said we would do

	SERVICE ACTIVITIES	PERFORMANCE
6.1.1	Manage and maintain the City's sports grounds, parks and open space	On Target
6.1.2	Resource and implement social programs that contribute to community wellbeing	On Target
6.1.3	Contribute to the health and wellbeing of the City's community	On Target
6.1.4	Deliver quality library services that respond to the community's changing need for information and leisure	On Target
6.1.5	Manage sport and recreation facilities, programs and services	On Target
6.1.6	Provide and maintain sport and recreation facilities that meet community needs	On Target
6.1.7	Advocate for sport and recreation venues and services for the City	On Target
6.1.8	Support sport and recreation partners and networks	On Target
6.2.1	Implement education and participation programs for identified target groups	On Target
6.2.2	Develop effective responses to the social impacts of growth, redevelopment and change	On Target
6.2.3	Coordinate events and engage with a broad range of community partners, including other levels of government, to build community capacity	On Target
6.2.4	Facilitate and resource community services networks to support social cohesion	On Target
6.2.5	Liaise with Aboriginal organisations and residents to develop initiatives that contribute to community strength	On Target
6.2.6	Conduct and support a program of events	On Target
6.3.1	Implement projects and activities to enhance the cultural vitality of the City	On Target



INTRODUCTION

OUR COUNCIL

OUR PEOPLE

1
2
3
4
5
6
7
OUR PERFORMANCE

STATUTORY

FINANCIALS

Our Performance Measures (0 – very dissatisfied and 10 – very satisfied)

The following measures of performance are taken from Council's most recent Community Survey (undertaken in August 2013) and other feedback mechanisms, and relate to the performance measures outlined in Council's Delivery Program

- Level of satisfaction with food safety and hygiene in local eateries and restaurants - 7.11
- Level of satisfaction with library services - 7.55
- Level of satisfaction with parks, playgrounds and reserves - 7.17
- Level of satisfaction with sporting fields - 7.29
- Level of satisfaction with swimming pools and leisure centres - 7.09
- Level of satisfaction with the City's community and recreation facilities and programs - 7.26
- Level of satisfaction with access to the City's parks, playgrounds and reserves - 5.99
- Level of satisfaction with the safety of the City's parks, playgrounds and reserves - 5.99
- Percentage of residents who participate in sporting or recreational activities at least once a month - 54%
- Percentage of organisations who attend interagency networks that feel supported by Council
- Level of satisfaction with services and facilities for older people - 6.39
- Level of satisfaction with services and facilities for youth - 6.15
- Level of satisfaction of residents who feel safe in their neighbourhood - 7.85
- Level of satisfaction with local community festivals and events - 6.65
- % of residents that participate in or attend cultural activities or events - 75%
- Level of agreement from residents that they feel proud of where they live - 8.51
- Level of agreement from residents that they feel part of their neighbourhood or community - 7.36
- Level of agreement from residents that feel Council supports the health and wellbeing of our communities - 5.99
- Level of agreement from residents that they are actively involved in volunteer or community organisations - 4.83
- Level of agreement from residents that cultural diversity is valued and celebrated - 7.39
- Level of agreement from residents that creativity is valued and celebrated - 7.46



Our performance indicators

INDICATOR	STATUS 2013-14	COMMENT
Increased proportion of residents participating in cultural activities and events. (PC20)	On Track	<p>Respondents to the August 2013 Customer Survey indicated that 75% of respondents attended cultural activities or events, which is consistent with the results of the previous survey.</p> <p>Hosting community events is an effective means of engaging local residents and encouraging community participation. During 2013-14 Council undertook a wide range of successful community events and activities which attracted strong participation by local residents and community groups who were also actively involved in organising these events. For further information on the range of events and cultural activities – see our Calendar of event refer to the Statutory Report</p>
Proportion of residents who are active in community organisations. (PC23)	Steady	<p>The August 2013 Customer Survey asked residents to indicate their level of agreement with the statement 'I am actively involved in volunteering or community organisations', with a mean agreement score of 4.83 out of 10. This is consistent with the finding of the Survey undertaken earlier in 2013, and is a slight increase on the scores of 4.61 and 4.41 recorded in 2012 and 2011 respectively.</p> <p>Council continues to maintain the web based Community Services Directory which lists over 600 community organisations, including sporting and cultural groups that provide services in Penrith.</p>
Increased percentage of population undertaking adequate physical activity. (PC16)	Challenge	<p>Based on information from the Nepean Blue Mountains Medicare Local, around half of our population does not get enough physical activity.</p> <p>Results from Council's Community Survey undertaken in August 2013 found that 50% of respondents participate in a sporting or recreational activity at least once a month, with the predominant activity being either informal passive recreation (77%) or informal, active recreation (74%). 53% of those that participate in a sporting or recreational activity once a month participated in organised sport.</p>
Increased proportion of residents participating in sporting and recreational activities. (PC18)	On Track	<p>The Community Survey conducted in August 2013 asked respondents whether they 'participate in a sporting and recreational activity at least once a month' with 54% of residents providing a positive response. Of these, 53% participate in organised sport, 77% undertook informal passive recreation and 74% took part in informal active recreation.</p>

INTRODUCTION

OUR COUNCIL

OUR PEOPLE

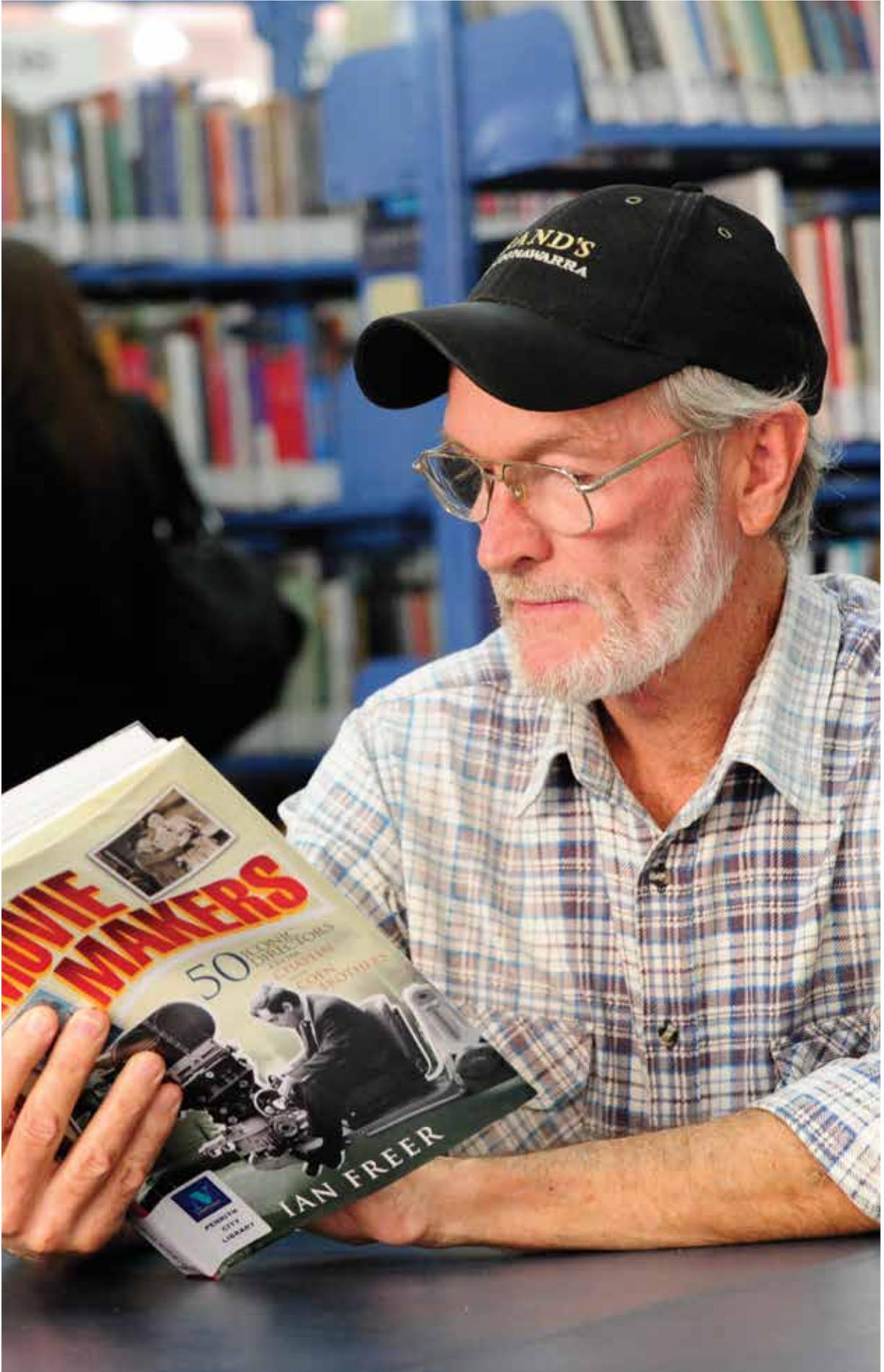
 1
 2
 3
 4
 5
 6
 7
 OUR PERFORMANCE

STATUTORY

FINANCIALS



INTRODUCTION	OUR COUNCIL	OUR PEOPLE	1 2 3 4 5 6 7	OUR PERFORMANCE	STATUTORY	FINANCIALS
--------------	-------------	------------	---------------------------------	-----------------	-----------	------------



OUTCOME 7

WE HAVE CONFIDENCE IN OUR COUNCIL

This outcome focuses on Council as a leader in the region, and the way we operate as an organisation. It is about ethical and transparent decision-making, providing a fair and safe workplace, and managing our finances and assets responsibly.

Our strategies

- STRATEGY 7.1** – Demonstrate transparency and ethical behaviour
- STRATEGY 7.2** – Ensure our finances and assets are sustainable and services are delivered efficiently
- STRATEGY 7.3** – Provide opportunities for our community to participate in making decisions about the City's future

HIGHLIGHTS

- Council's 2012-13 Annual Report won a Silver Award in the 2014 Australasian Reporting Awards in recognition of the quality of the report in providing the community with accurate, relevant and easily understandable information.
- Council has been successful (for the fourth year) in being approved for the Retro-Paid Loss workers compensation insurance licence. This means Council saved more than \$1 million dollars in workers compensation insurance premiums in 2013-14, with refunds on the premiums for the previous three years also expected to provide further savings to Council.
- Council was recognised as one of 20 finalists selected from over 130 nominations at the Social Outcomes Measurement Conference in February 2014 for our work towards implementing a framework of meaningful outcome based performance measures for each of our services using the Results Based Accountability (RBA) framework.

CHALLENGES

- A review of our financial capacity has shown that although Council is in a good position, there is limited capacity to undertake major projects or absorb future challenges should they occur. We also know that community expectations are changing and that we need to be able to deliver the services our communities need at an appropriate level. In response to this, Council has begun an organisation-wide capacity review, incorporating a review of our business processes, our services, and our assets, alongside the development of a priority setting framework.
- Reduced government funding for new entrant traineeship programs will impact some of the funds received by Council that are currently used to provide other training opportunities for staff. Council is reviewing sustainable learning and development delivery options that will minimise this impact.
- The decrease in visitors and enquiries at the Visitor Information Centre contributed to the closure of the Centre in June. As a result Council is implementing a more contemporary approach to marketing the city and providing information online and via other sources.

LOOKING FORWARD

- This next year will see Council continue to focus on the Capacity Review and the overarching goal of ensuring that we are able to plan for and respond to the needs of our community now, and into the future. The findings of the capacity review will be used to update our long term financial strategies, aiming to position Council so that we are better placed to deliver future projects that will serve Penrith as a regional city. It will also address ongoing challenges of delivering services to a growing city which are impacting on many services.

INTRODUCTION
OUR COUNCIL
OUR PEOPLE
1 2 3 4 5 6 7 OUR PERFORMANCE
STATUTORY
FINANCIALS

Our performance against our strategies

STRATEGY 7.1 - DEMONSTRATE TRANSPARENCY AND ETHICAL BEHAVIOUR

Our community expects Council and our staff to demonstrate transparency and ethical behaviour in all of our activities and our decision making. As an organisation Council commits to basing its decisions on the principles of sustainability and social justice, and delivering our services in the context of agreed priorities, legislative requirements and our available resources. While many services across the organisation have a significant role to play in achieving this, it is also part of the role of each and every staff member.

As outlined in the 'Our Council' section of this report, Council's Code of Conduct sets out the minimum requirements of conduct for Councillors, members of staff and members of Committees in carrying out their functions. With a new Code of Conduct adopted in February 2013, this year has seen the rollout of an intensive mandatory training program for all staff so that they are aware of the standards and expectations relevant to their role.

This year has also seen the review and development of a number of policies to ensure we continue to practice fair and ethical work practices and support our staff. Amendments to Council's Education Assistance Policy will allow an increased number of staff to access the benefits of financial and study leave assistance. While the Volunteers Policy adopted in November 2013 provides clear and consistent standards across each department of Council in the engagement and management of volunteers. Council also developed a training program titled 'Communication to Build a Respectful Workplace' for the prevention of bullying and harassment in the workplace. This program will be delivered alongside a supporting program for staff throughout the coming year.

As an organisation, Council is the keeper of a large volume of information, much of which is potentially sensitive, raising security and confidentiality considerations. The active management of this information is a key part of Council's Records Management service. Council is able to release information to members of the community under the Government Information (Public Access) Act 2009 (GIPA). During the year Council responded to 30 formal and 104 informal requests for information under this Act, with all of these requests processed within the required timeframes.

STRATEGY 7.2 - ENSURE OUR FINANCES AND ASSETS ARE SUSTAINABLE AND SERVICES ARE DELIVERED EFFICIENTLY

Council's commitment to financial management has resulted in all budget areas being completed close to the forecasted budget, with Council finishing the year with a small surplus.

This year has seen a particular focus on debt management, with the percentage of outstanding rates payments falling

to 3.93% in 2013-14, compared with 4.86% last year. The introduction of SMS reminders has supported this and has also reduced the need for paper reminders by around 10%, with that number likely to grow.

At a broader level, this year has also seen a strong focus on improving our work practices and operational activities. Senior staff came together for five Organisational Forums over the course of the year to identify opportunities for improving the efficiency and effectiveness of our operations and processes. Throughout this process, five working groups were established and tasked with investigating further improvements across the areas of Assets, Financial Capacity, Information Technology, Reward and Recognition and Priority Setting. As a result of these working groups, a number of improvement initiatives have been implemented, with work continuing across several groups.

These efforts have been supported through the development of a new Organisational Performance and Development Department, which came into effect on July 1 2013. This department includes the Business Improvement, Sustainability, and Corporate Planning teams, who provide strategic advice across Council around how to improve operational activities to become more efficient and cost effective in how we deliver our services.

As an organisation, Council continues to explore opportunities to use our resources more efficiently and support the uptake of sustainable technologies and practices. A Buildings Policy which sets minimum sustainability standards for the design, construction, maintenance and operation of Council facilities was adopted in February 2014. The adoption of this policy formalises Council's current practice with regards to good design and management, and provides clear benchmarks for the design and construction of Council facilities by external parties to ensure that works in kind are conducted in a manner which meets Council's standards.

This year also saw Council make a number of improvements to our energy and water management. A comprehensive review and upgrade to our Data Management System is helping managers from across Council monitor energy and water use, identify leaks, and address any issues with facilities in a responsive manner.

Council's Sustainability Revolving Fund provided additional support to these endeavours, providing just over \$100,000 towards a number of projects to improve the quality and efficiency of lighting at a number of sites, including the Civic Centre and Library, the Depot, and St Clair Sport and Recreation Centre, with an additional \$331,000 set aside to improve the efficiency of streetlights.

These projects are the latest in a long line of successful initiatives. With the fund providing close to \$1 million towards a range of different sustainability projects since it first began in 2003. Combined, these projects provide Council with savings of around \$416,600 per year in energy costs and reduce our greenhouse emissions by 2,502

tonnes per annum.

This year has also seen Council conduct a review of the skills and knowledge profiles of our outdoor workforce, resulting in improved alignment of the skills required to enable the workforce to deliver effective and efficient services. This program will enable Council to identify and target specific training needs, in order to continue to improve staff satisfaction and workplace efficiency.

STRATEGY 7.3 - PROVIDE OPPORTUNITIES FOR OUR COMMUNITY TO PARTICIPATE IN MAKING DECISIONS ABOUT THE CITY'S FUTURE

A key part of ensuring our community is able to actively participate in decision making processes is providing information to support this. Council uses a number of different ways to share information. Media articles, the Council website, social media, radio, and public events have all been used to share information, with a focus this past year on advocating for the City.

Council is committed to the belief that those affected by a decision have a right to be involved in the decision making process. We have integrated community participation into our policies, procedures, strategies and practices over the last decade to build a working culture of public participation. We strive to provide a

range of meaningful opportunities for residents, the community and stakeholders to participate, including targeted opportunities for vulnerable or disengaged groups. Examples of projects where engagement and feedback from stakeholders and the community has shaped the outcomes include the Our River Masterplan, the Planning Proposal for Penrith Local Environmental Plan (Stage 2), the Neighbourhood Renewal Program, and the development of Council's Water Sensitive Urban Design Policy. In addition, the Penrith Progression project has engaged stakeholders from business, government, the development industry and community through a series of workshops, focus groups and an online forum with the aim to transform the city centre as a destination to live, work and invest in.

Council was recognised for its work in developing a framework of meaningful performance measures for our range of services at the 2014 Impact Measurement Awards. These performance measures form part of our reporting and provide a way for the community to find out how Council is progressing in achieving its objectives. The information also feeds directly into our future planning as Council works with the community to set priorities and allocate resources to projects and activities.



INTRODUCTION	
OUR COUNCIL	
OUR PEOPLE	
OUR PERFORMANCE	1 2 3 4 5 6 7
STATUTORY	
FINANCIALS	

Our performance against what we said we would do

	SERVICE ACTIVITIES	PERFORMANCE		
INTRODUCTION	7.1.1	Manage Council's business planning	On Target	
	7.1.2	Provide an accurate and timely planning information service	On Target	
	7.1.3	Ensure that the organisation promotes ethical behaviour, risk management, transparent decision making and meets contemporary governance standards	On Target	
OUR COUNCIL	7.1.4	Manage Council's corporate reporting	On Target	
	7.1.5	Manage Council's reporting system and meeting processes	On Target	
	7.1.6	Support the Councillors in meeting their statutory obligations and roles as community representatives	On Target	
	7.1.7	Support the organisation to meet corporate statutory obligations	On Target	
	7.1.8	Provide the information technology infrastructure and support to enable effective and efficient delivery of the organisation's services	On Target	
	7.1.9	Provide Council with legal administration, conveyancing and advice services	On Target	
	7.1.10	Provide Council with dispute resolution, litigation and advocacy services	On Target	
	7.1.11	Manage Council's mapping and geographical information systems to support the organisation's effectiveness, and to comply with legislation	On Target	
	7.1.12	Manage Council's property portfolio	On Target	
OUR PEOPLE	7.1.13	Manage Council's Records Management program to ensure compliance	On Target	
	7.1.14	Manage access applications to meet statutory requirements	On Target	
	7.1.15	Support Council in managing enterprise risk and compliance	On Target	
	7.1.16	Manage insurance and claims	On Target	
	7.1.17	Provide a human resources management service that responds to contemporary and emerging workforce and workplace issues through strategy and policy development	On Target	
	7.1.18	Support the organisation to meet statutory and regulatory requirements for employee relations, EEO and WHS	On Target	
	7.2.1	Manage Council's financial sustainability and meet statutory requirements	On Target	
	7.2.2	Coordinate Council's corporate research program with an integrated policy	On Target	
	7.2.3	Manage and maintain Council's fleet, plant and equipment	On Target	
	7.2.4	Manage Council's property portfolio	On Target	
OUR PERFORMANCE	7.2.5	Manage Council's procurement policies and procedures	On Target	
	7.2.6	Mainstream corporate sustainability	On Target	
	7.2.7	Identify ways to use resources more efficiently	On Target	
	7.2.8	Provide a human resources management service that responds to contemporary and emerging workforce and workplace issues through strategy and policy development	On Target	
	7.2.9	Provide staff with opportunities for learning and development	On Target	
	7.2.10	Manage Council's workers compensation and injury management	On Target	
	7.3.1	Provide information about Council's services and policy positions	On Target	
	7.3.2	Manage Council's corporate planning and engagement program	On Target	
	STATUTORY			
FINANCIALS				

	SERVICE ACTIVITIES	PERFORMANCE
7.3.3	Provide quality customer service and information on Council's services through Information Centres and agreed customer contact points	On Target
7.3.4	Provide an information service for visitors to the City	On Target

Our Performance Measures (0 – very dissatisfied and 10 – very satisfied)

The following measures of performance are taken from Council's most recent Community Survey (undertaken in August 2013) and other feedback mechanisms, and relate to the performance measures outlined in Council's Delivery Program

- Level of satisfaction amongst residents that Council is responsible - 6.50
- Level of satisfaction amongst residents that Council understands the community's needs and expectations - 6.04
- Level of satisfaction amongst residents with the overall performance of Penrith City Council - 7.77
- Level of satisfaction amongst residents that Council delivers value for the rate dollar - 6.67
- Level of satisfaction amongst residents with information on Council about services and facilities - 6.64
- Level of satisfaction amongst residents with their level of access to council's services, information and facilities - 6.77
- Percentage of residents who know who to contact for representation and information - 45% - yes, 54% - No and 1% - don't know.
- Level of satisfaction amongst residents who feel Council provides opportunities for residents to participate in planning and to have a say about the City's future - 6.29
- Level of satisfaction amongst residents that Council communicates well with residents - 6.05
- Council's unrestricted current ratio (excluding internal loans) is greater than 1.25:1 – 1.43:1
- Percentage of councils assets in good condition or better – 95% (roads)



Our performance indicators

INDICATOR	STATUS 2013-14	COMMENT																																
Financial implications and other risks and opportunities for the organisation's activities due to climate change. (EC2)	Steady	Council recognises that changes in climatic conditions require specific consideration in terms of land use planning and development, infrastructure design and construction, asset management, and a range of other operational activities. This year has seen Council embark on a detailed research program to better understand the issue of increasing temperatures and extreme heat events across the City in order to investigate how we can best mitigate against these events.																																
Percentage of materials that are recycled input materials. (EN2)	On Track	Council used 19,110 tonnes of construction materials during 2013-14, which is a significant decrease on the 59,411 tonnes recorded in 2012-13. Of this, 9,128 tonnes (48%) of have been either reused from other construction projects or are purchased recycled materials.																																
PDirect energy consumption by primary energy source. (EN3)	On Track	<p>This year has seen Council's electricity consumption increase by 3% compared to 2012-13, with gas usage also increasing by 8%. The amount of electricity generated through the installation of solar panels at Council facilities has continued to increase, with 595.5GJ generated.</p> <p>Liquid fuel usage has remained relatively stable, with a small decrease (3.8%) during the reporting period.</p> <table border="1"> <thead> <tr> <th>DIRECT PRIMARY ENERGY PURCHASED</th> <th>2011-12</th> <th>2012-13</th> <th>2013-14</th> </tr> </thead> <tbody> <tr> <td>Electricity</td> <td>78,183.4 GJ</td> <td>77,561.4 GJ</td> <td>79,655.8 GJ</td> </tr> <tr> <td>Gas</td> <td>3,028 GJ</td> <td>2,110.2 GJ</td> <td>2,282.7 GJ</td> </tr> <tr> <td>Fuel (including petrol, diesel, and E10)</td> <td>1,199 kL</td> <td>1,136.6 kL</td> <td>1,093.8 kL</td> </tr> <tr> <td>Green power</td> <td>627 GJ</td> <td>Nil</td> <td>Nil</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th colspan="4">DIRECT PRIMARY ENERGY PRODUCED</th> </tr> </thead> <tbody> <tr> <td>Solar Power</td> <td>183 GJ</td> <td>225.3 GJ</td> <td>595.5 GJ</td> </tr> <tr> <td>Energy Sold</td> <td>NIL</td> <td>NIL</td> <td>Nil</td> </tr> </tbody> </table> <p>Note - Council has 21 solar panel installations, with a mix of 'net' and 'gross' feed-in tariffs. In the case of gross feed-in tariffs, all of the electricity generated by the solar panels is independently metered and exported to the grid. This allows the amount of energy generated to be measured and reported to Council. Under a net system, the energy generated is used directly on site and only the surplus energy produced is exported to the grid and measured. In this instance, the amount of energy generated is calculated based on the estimated power produced by the system.</p>	DIRECT PRIMARY ENERGY PURCHASED	2011-12	2012-13	2013-14	Electricity	78,183.4 GJ	77,561.4 GJ	79,655.8 GJ	Gas	3,028 GJ	2,110.2 GJ	2,282.7 GJ	Fuel (including petrol, diesel, and E10)	1,199 kL	1,136.6 kL	1,093.8 kL	Green power	627 GJ	Nil	Nil	DIRECT PRIMARY ENERGY PRODUCED				Solar Power	183 GJ	225.3 GJ	595.5 GJ	Energy Sold	NIL	NIL	Nil
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INTRODUCTION

OUR COUNCIL

OUR PEOPLE

OUR PERFORMANCE

STATUTORY

FINANCIALS

INDICATOR	STATUS 2013-14	COMMENT																								
Total water withdrawal by source. (EN8)	Steady	Potable water consumption in 2013-14 was 236,100 kilolitres, which is an increase of 27.3% on 2012-13 figures. Council also experienced a significant increase in the consumption of recycled water (180.7%) from the previous year, consuming 24,033 kilolitres. These increases are believed to be largely attributed to decreased rainfall in 2012-13, resulting in increased irrigation of Council's parks and sporting fields.																								
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Materials used by weight or volume. (EN1)	Steady	Council used 19,110 tonnes of construction materials during 2013-14, which is a significant decrease on the 59,411 tonnes recorded in 2012-13.																								
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INDICATOR	STATUS 2013-14	COMMENT															
Percentage and total volume of water recycled and reused. (EN10)	Steady	Council installed backwash recycling systems at its two swimming centres in 2008, however the volume of water recycled through these systems is not currently metered.															
Direct greenhouse gas emissions by weight. (EN15)	On Track	In 2013-14 Council emitted 2,753.6 tonnes of direct CO ₂ -e as a result of its consumption of fuel. This is a decrease of 54.5 tonnes, or 2% compared to the previous year.															
Energy indirect greenhouse gas (GHG) emissions. (EN16)	Challenge	In 2013-14 Council emitted 19,588.3 tonnes of indirect CO ₂ -e as a result of its consumption of electricity and gas. Overall, this corresponds to an increase of 520.8 tonnes, or 3% compared to the previous year.															
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Other relevant indirect greenhouse gas emissions by weight. (EN17)	On Track	During 2013-14 Council emitted 4,296.6 tonnes of CO ₂ e from the disposal of waste, which is a decrease of 37% from the 6,831.9 tonnes generated in 2012-13.															
Total weight of waste by type and disposal method. (EN23)	On Track	Waste generated from Council operations decreased significantly this year, with a total 20,405.6 tonnes compared to the 36,036.6 generated in 2012-13. Pleasingly, our diversion rate has remained relatively constant, with only 16% of our operational waste going to landfill (a small increase on the 13% in 2012-13), with 33% being recycled (compared to 39% last year) and 51% being reused (compared to 48% last year).															
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Reduction of greenhouse gas emissions. (EN19)	On Track	<p>Council continues to work towards reducing greenhouse gas emissions associated with its diverse range of activities, achieving a reduction of 4,098.4 tonnes of CO₂-e in the reporting period, and building on the 3,180.4 tonnes CO₂-e in 2012-13. These abatements have been achieved through:</p> <ul style="list-style-type: none"> • Installation of energy efficient lights at 7 Council facilities saving 116.1 tonnes of CO₂-e; • Reduction in internal lighting times at the Civic Centre and Penrith Library saving 20.4 tonnes of CO₂-e; • Installation of solar panels at 3 Council facilities saving 50.1 tonnes of CO₂-e; • The use of E10 fuel in Council's vehicle fleet saving 40.5 tonnes of CO₂-e; and • Recycling cardboard paper, comingled containers from Council operations and green waste mulched and reused at various parks and gardens throughout the City saving 3871.3 tonnes of CO₂-e. 															

INDICATOR	STATUS 2013-14	COMMENT																																																				
Increased proportion of residents who are satisfied that they have opportunities to participate in planning for the City's future. (PC22)	On Track	As part of the August 2013 Customer Survey, respondents were asked to provide their level of satisfaction around the opportunities Council provides for residents to participate in planning and have a say about the City's future. This year saw a satisfaction rating of 6.29. These results are similar to previous years with a mean satisfaction score of 6.29 recorded earlier in 2013, and 6.35 in 2012.																																																				
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	<p>Council's financial position is sound and stable with a surplus of \$22.2 million and key indicators in line with expectations.</p> <p>With a 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.</p> <table border="1"> <thead> <tr> <th>CATEGORY</th> <th>2011-12</th> <th>2012-13</th> <th>2013-14</th> </tr> </thead> <tbody> <tr> <td>Revenue (including capital)</td> <td>208,267</td> <td>217,163</td> <td>214,801</td> </tr> <tr> <td>Operating Expenditure</td> <td>187,396</td> <td>171,051</td> <td>192,072</td> </tr> <tr> <td>Net Surplus</td> <td>20,871</td> <td>46,112</td> <td>22,228</td> </tr> <tr> <td>Operating result before capital</td> <td>(7,564)</td> <td>841</td> <td>(13,732)</td> </tr> <tr> <td>Capital Grants and Contributions</td> <td>28,435</td> <td>45,271</td> <td>35,960</td> </tr> <tr> <td>TOTAL ASSETS</td> <td>2,617,128</td> <td>2,699,158</td> <td>2,722,374</td> </tr> <tr> <td>Total Equity at 30 June</td> <td>2,506,435</td> <td>2,588,749</td> <td>2,610,977</td> </tr> <tr> <td>Total Borrowings (excluding bank overdraft)</td> <td>68,262</td> <td>66,086</td> <td>67,440</td> </tr> <tr> <td>Cash and Investments</td> <td>71,131</td> <td>69,846</td> <td>57,482</td> </tr> <tr> <td>Unrestricted Current Ratio</td> <td>1.32:1</td> <td>1.19:1</td> <td>1.10:1</td> </tr> <tr> <td>Rates Outstanding Ratio</td> <td>4.85%</td> <td>4.83%</td> <td>3.87%</td> </tr> <tr> <td>Debt Service Ratio</td> <td>7.40%</td> <td>7.80%</td> <td>7.92%</td> </tr> </tbody> </table> <p>All dollar figures are in \$'000 unless otherwise stated.</p>	CATEGORY	2011-12	2012-13	2013-14	Revenue (including capital)	208,267	217,163	214,801	Operating Expenditure	187,396	171,051	192,072	Net Surplus	20,871	46,112	22,228	Operating result before capital	(7,564)	841	(13,732)	Capital Grants and Contributions	28,435	45,271	35,960	TOTAL ASSETS	2,617,128	2,699,158	2,722,374	Total Equity at 30 June	2,506,435	2,588,749	2,610,977	Total Borrowings (excluding bank overdraft)	68,262	66,086	67,440	Cash and Investments	71,131	69,846	57,482	Unrestricted Current Ratio	1.32:1	1.19:1	1.10:1	Rates Outstanding Ratio	4.85%	4.83%	3.87%	Debt Service Ratio	7.40%	7.80%	7.92%
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Increased proportion of residents are satisfied with their level of access to services, information and facilities. (PC1)	Steady	<p>The Community Survey conducted in August 2013 asked residents to provide their level of satisfaction with their level of access to Council services, information and facilities, the result was a mean satisfaction score of 6.77 out of 10. This is a significant decrease compared with previous years, with overall mean scores of 7.25 and 7.12 in 2011-12 and 2010-11 respectively.</p> <p>It is difficult to understand this decrease, and Council will explore this further as part of the review of our services and will carefully monitor this in future surveys to see if this trend continues.</p>																																																				
Results of surveys measuring customer satisfaction. (PR5)	On Track	<p>Council conducts a regular customer survey, with the most recent survey conducted in August 2013 recording an overall satisfaction with Council's performance of 6.95 out of 10. This is consistent with previous years (6.90 in 2012, and 6.77 in 2011) and is significantly higher than the NSW brand scores including metropolitan, regional and all of NSW Councils.</p> <p>Overall satisfaction with the performance of Council staff was also high with 81% of respondents who had contact with Council staff in the past 12 months giving high satisfaction resulting in a mean score of 7.77. This is a significant increase on previous years, with results of 7.31 in 2012 and 7.18 in 2011.</p>																																																				





STATUTORY REPORT

Under the Local Government Act 1993 Council is required to provide a range of information to the community. The information contained in this section of our Annual Report supplements information provided elsewhere in the report to provide transparency in our reporting and our operations more broadly.

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

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

Council's general reporting requirements are set out in section 428 of the Act and Part 9 Division 7 of the Regulations.

To access copies of the Act and Regulation visit www.legislation.nsw.gov.au.

Integrated Planning and Reporting

Council operates under the Integrated Planning and Reporting requirements of the Local Government Amendment (Planning and Reporting) Act 2009. As part of this Act, Council is required to report on our performance against the activities outlined in our Delivery Program and Operational Plan, and provide explanation where we have not delivered what we said we would. Details of our performance against these plans has been provided on pages 46 through to 93, under each of our outcome areas.

Further details of Council's performance against the 2013-14 Delivery Program and Operational Plan are provided in the six monthly progress reports available on the enclosed CD or Council's website.

SPECIAL RATE VARIATION INITIATIVES

SECTION 508(2) AND 508(A)

Council is required to report on the programs funded from special rate variations which the Minister for Local Government has approved. The progress of these programs is reported regularly through Operational Plan performance reports as well as community newsletters and the media.

Full details of special initiatives undertaken for Penrith City this year are in *Council's 2013-14 Operational Plan* www.penrithcity.nsw.gov.au

Special Initiatives 2006-16 - Asset Renewal and Established Areas Strategy (AREAS)

In 2006, Council successfully applied for a Special Rate Variation (SRV) to implement the Asset Renewal and Established Areas Strategy. This Strategy increased investment in infrastructure renewal and public domain maintenance (including roads, buildings, graffiti removal and street cleaning), as well as maintenance of the Penrith City and St Marys town centres, and programs addressing the needs of the City's older areas.

In 2013-14 these programs combined were allocated funding of more than \$5.3million, with funding from the SRV accounting for \$3.6m of this. This was complemented by funding of \$400,000 from additional loan borrowings, \$913,000 from asset renewal borrowings and \$360,000 from general revenue. Details of the activities conducted through each of these programs and their funding allocation for this reporting period is outlined below.

ROAD ASSET RENEWAL

This program helps ensure our City's local road network is maintained at an acceptable level without compromising other programs. The special initiative allocation to this project in 2013-14 was \$2.2m with \$2.2m spent. As a result, a total of 201,000m² of road pavement has been resurfaced or reconstructed this financial year, with a further 99,000 m² rejuvenated to extend its life.

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 2013-14 was \$984,406 with \$609,651 expended. Key projects undertaken:

- roof restorations and concert hall amenities refurbishments at the Joan Sutherland Performing Arts Centre
- Penrith Baby Health Centre refurbishments and
- replacement of hot water units at Penrith Whitewater Stadium.

ESTABLISHED AREAS REVITALISATION

The Established Areas Revitalisation program is to improve 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 2013-14 was \$2.1m with \$1.8m expended. Key projects undertaken:

- Enhanced CBD Cleaning Initiative
- Graffiti Removal Strategy and
- Neighbourhood Renewal and Community Engagement.





SPECIAL RATE VARIATION 2011 - FUNDING OUR FUTURE

In 2011 Council, with the support of our community, successfully applied to the Minister for Local Government for an ongoing special rate variation (SRV) to maintain existing assets and service levels and provide for a number of key priorities within the current Delivery Program. This SRV includes a four year phased increase in rates above the annual IPART increase.

Activities funded through this SRV include:

- Maintaining Existing Asset and Service Levels:
 - Park Asset Renewal Program – allocated \$480,000 with \$478,365 spent
 - Building Asset Renewal Program – allocated \$400,000 with \$397,849 spent
 - Footpath Asset Maintenance – allocated \$320,000 with \$320,320 spent
 - Public Amenity / Toilet Replacement Program – allocated \$90,000, with \$90,000 spent
 - Penrith Business Alliance – allocated \$250,000, with \$250,000 spent
 - Sustainability and Environmental Initiatives – allocated \$800,000 with \$747,081 spent
 - Maintain Other Existing Services – allocated \$1.3m with \$1.3m spent

- Debt Servicing – allocated \$500,000 with \$327,800 spent
- Enhanced Services
 - Public Domain Maintenance – allocated \$160,000, with \$160,000 spent
 - Neighbourhood Renewal – allocated \$240,000, with \$207,393 spent
 - Shared Pathways Program – allocated \$640,000 with \$640,000 spent

Stormwater Management Service Charge SECTION 428 A(1)

A Stormwater Management Service Charge (SMSC) was introduced in 2012-13 as a funding mechanism for stormwater management services. This charge applies to urban residential and business properties, with eligible pensioners receiving a full discount. The SMSC will help provide a range of stormwater management initiatives essential to the health of the catchment and our waterways, one of the things our community has told us they value.

The SMSC was projected to generate \$1.7m in income in 2013-14, with \$1.2m allocated to an Environmental Program and \$548,084 towards an Urban Drainage Program. A total of \$827,071 was expended on these projects in 2013-14, with the remainder to be rolled over for use in 2014-15.

LEGAL PROCEEDINGS

SECTION 428(2)(E)

Section 428(4)(b) of the Local Government Act 1993 and Clause 217(1)(a3) of the Local Government (General) Regulation 2005 require that Council's Annual Report: "a summary of the amounts incurred by the council during the year in relation to legal proceedings taken by or against the council (including amounts, costs and expenses paid or received by way of out of court settlements, other than those the terms of which are not to be disclosed) and a summary of the state of progress of each legal proceeding and (if it has been finalised) the result"

Council's internal Legal and Governance Group, which employs a Chief Governance Officer, Senior Legal Officer, Secretary and professional trainee, provides a range of legal services. They deal with Council's property transactions, provide legal advice, litigation and subpoenas, and assist in responding to specific issues for the organisation.

During 2013-14 Council spent an estimated \$530,130 on the provision of in-house legal services. 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 Council. Council recovered in excess of \$352,633 from cost orders by undertaking its own in-house legal services with respect to conveyancing and litigation.

In addition to our in-house legal costs, Council spent \$585,183 on external legal services. This is compared to \$256,753 in 2012-13 and \$1,101,762 in 2011-12. This expenditure was for general advice, preparing for court hearings, defending appeals, barrister costs, consultant expert costs and acting for Council in court actions.

The following table provides an overview of the court matters dealt with by Council during 2013-14. These figures relate to actions taken by Council against other organisations or individuals. There were no fines or sanctions imposed on Council in 2013-14.

COURT MATTERS	NUMBER	COST
Matters ongoing from previous years in the Land and Environment Court	5	\$59,815
New matters in the Land and Environment Court	6	\$266,153
Matters in the Federal Court	1	\$46,191
Matters in the Court of Appeal	1	Nil
Matters in the High Court	1	\$4,398
Local Court matters	8	\$14,467
New matters in the Administrative Decisions Tribunal	0	Nil

Note: Costs quoted are the costs incurred in those matters within 2013-14 only.



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

EXPENSES/RECOVERED MONIES	VALUE
External Legal Expenses	\$585,183
Internal Legal Expenses	\$530,130
Costs Orders	\$352,633
Recovered Fines	\$6,500

Matters ongoing from previous years in the Land and Environment Court

MATTERS	STATE OR PROGRESS	COSTS INCURRED IN REPORTING PERIOD
85 Warburton Street, Werrington	The applicant appealed against the Council's decision to refuse consent for a child care centre. The matter was listed for a s34 conference on 20 March 2013. The matter did not resolve and was then listed for hearing on 17 and 18 July 2013. The Court dismissed the applicant's appeal.	\$14,061
123-179 Patons Lane, Orchard Hills	The applicant appealed to the Court against the Minister for Planning's decision to refuse a Major Project Application on 27 September 2010. The project application sought approval 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 with final orders being made on 23 August 2012. Council is pursuing the recovery of its legal costs as a result of orders made by the Court.	\$9,025
65-73a and 75-87 Dunheved Circuit, St Marys	Council commenced Class 4 proceedings in the Court on 13 June 2013. Council seeks orders from the Court to remove a significant amount of fill matter that was allegedly deposited on the premises without approval. The applicant lodged a development application seeking consent for the fill to remain on the site. The development application was approved. The Class 4 proceedings then became redundant, and as such they were discontinued on the basis that the respondent pay Council's costs.	\$36,729
62 Kiber Drive, Glenmore Park	The applicant appealed against Council's decision to refuse consent for a carport. The matter was listed for a s34AA conference on 24 June 2013. The Court terminated the conference and immediately progressed the matter to hearing. The Court dismissed the applicant's appeal on 31 July 2013.	Nil

MATTERS	STATE OR PROGRESS	COSTS INCURRED IN REPORTING PERIOD
230 Pattys Place, Jamisontown	This matter has been referred from the Court of Appeal (see Matters in the Court of Appeal below). The matter is ongoing.	

New Matters in the Land and Environment Court

MATTERS	STATE OR PROGRESS	COSTS INCURRED IN REPORTING PERIOD
265 Seventh Avenue, Llandilo	The applicant appealed to the Court against the refusal of its development application which sought consent for a dwelling located in a floodway and high hazard flood category. The matter was heard from 8-11 April 2014. The Court dismissed the applicant's appeal on 28 May 2014.	\$134,483
502A Castlereagh Road, Agnes Banks	Council instigated proceedings to enforce a s121B Order pursuant to the Environmental Planning and Assessment Act. The s121B order required the property owner to remove in excess of 100 head of cattle on the basis that the use of the land was prohibited. The applicant entered into consent orders, but failed to comply with them. Council is now seeking self-executing orders from the Court to allow Council to undertake removal of the cattle, at the cost of the property owner. The matter is listed for hearing on 25 and 26 August 2014.	\$34,323
78-82 Mulgoa Road, Penrith	The applicant sought consent for an indoor and outdoor trampoline facility. The applicant appealed to the Court against Council's deemed refusal of the application. These proceedings were heard in conjunction with class 4 proceedings instigated by Council seeking an injunction against the operator for carrying on a use without approval. There were a number of serious fire-safety concerns. The applicant ultimately obtained development consent, not before complying with the terms of an interlocutory injunction.	\$36,563 (Appeal DA)
78-82 Mulgoa Road, Penrith	See comments above.	\$9,830
78-82 Mulgoa Road, Penrith	These proceedings related to an appeal by the property owner in relation to a s121B Order issued by Council pursuant to the Environmental Planning and Assessment Act. The proceedings were heard together with the two proceedings referred to above. These proceedings were ultimately discontinued on the basis that the respondent pay Council's costs.	\$39,001

MATTERS	STATE OR PROGRESS	COSTS INCURRED IN REPORTING PERIOD
6-22 Tench Avenue, Jamisontown	The applicant filed an appeal against Council's refusal of a development application seeking to reduce the numbers of short stay accommodation, and increase long term accommodation numbers. Overall the application results in a decrease in total cabin numbers. The matter was listed for a s34 conference on 7 April 2014. The application was approved in part with conditions of consent as agreed.	\$11,953

New Matters in the Federal Court

MATTERS	STATE OR PROGRESS	COSTS INCURRED IN REPORTING PERIOD
Oakvale Capital Limited	Council commenced proceedings in the Court on 21 June 2013. Council is one of 4 councils that have commenced similar proceedings against the same defendant. Council is seeking to recover monetary losses incurred as a result of investing in products after relying upon the financial advice of its external financial advisors. The matter is continuing, but the parties have agreed to a mediation before progressing the matter in the Court.	\$46,191

Matters in the Court of Appeal

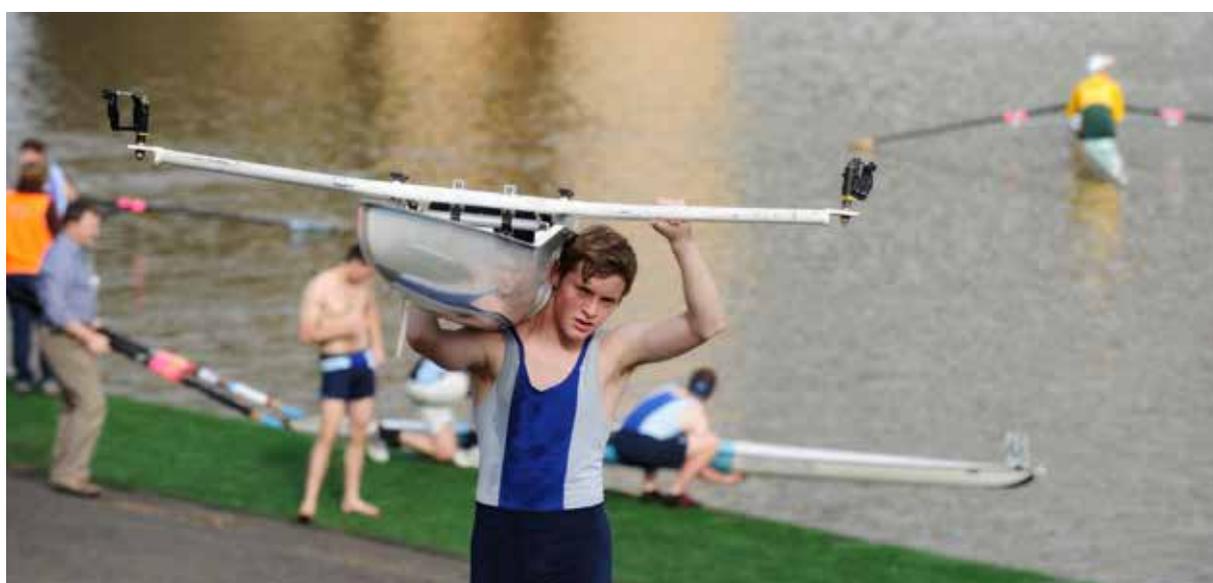
MATTERS	STATE OR PROGRESS	COSTS INCURRED IN REPORTING PERIOD
230 Pattys Place, Jamisontown	<p>This matter arose from an appeal by the applicants against the decision of the Land and Environment Court to dismiss their Class 4 appeal which sought to strike down a development approval granted by Council. The appeal was instigated on 13 July 2012.</p> <p>Council filed a submitting appearance. The court delivered judgment on 4 July 2013, upholding the applicant's appeal, but the basis for the decision was not the validity of the Council consent.</p> <p>The Court referred the matter back to the Land and Environment Court for that court to consider what orders to make in relation to the ongoing use.</p>	

Matters in the High Court

MATTERS	STATE OR PROGRESS	COSTS INCURRED IN REPORTING PERIOD
230 Pattys Place, Jamisontown	The appellant sought special leave to appeal the Court of Appeal's decision to the High Court. The matter was heard on 14 March 2014. Special leave was refused with costs. Council entered a submitting appearance and played no active part in the proceedings.	\$4,398

Local Court Matters

MATTERS	STATE OR PROGRESS	COSTS INCURRED IN REPORTING PERIOD
Maganic Brothers & Sisters Pty Limited and Western Land Developments Pty Ltd	Council commenced proceedings to recover unpaid rates. The matter was heard on 17 December 2013 and judgment was entered in favour of Council.	\$7,388 (fully recovered in the proceedings)
Jacqueline Alba	The defendant appealed against a penalty infringement notice for being "in charge of dog uncontrolled in public place – not dangerous dog". The matter was listed before the Court on 12 December 2013. The defendant was convicted and fined \$550.	No costs incurred. Internal solicitor
Keith Burn	The defendant filed an application to set aside a default judgment in respect of unpaid rates. The matter was listed on 9 May 2014. The application was dismissed.	No costs incurred. Internal solicitor
Zaika Indian Pty Ltd	Council commenced proceedings against the defendant for the recovery of Statutory Fees in accordance with the Food Act. The matter is set for hearing on 9 September 2014.	No costs incurred. Internal solicitor
Julie Jensen	The defendant filed an application to set aside a default judgment in respect of unpaid rates. The matter was listed on 4 April 2014. The application was dismissed.	No costs incurred. Internal solicitor
Innouau	The defendant filed an application to set aside a default judgment in respect of unpaid rates. The application was dismissed.	No costs incurred. Internal solicitor
Thi Lan Vo & Thanh Phuc Vo	Council commenced proceedings against the defendants for offences against the Food Act 2003. Thi Lan Vo was convicted and fined \$4,000. Thanh Phuc Vo was convicted and fined \$2,000.	\$2,954 (fully recovered)
Renee Di Rocco	The applicant appealed to the court against a Dangerous Dog Declaration made pursuant to the Companion Animals Act 1998. The matter was heard on 25 September 2013. The appeal was upheld with a control order made on the animal.	\$4,125



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 \$469,581. Councillors received a total of \$340,882, with the Mayor receiving \$87,243 and the Deputy Mayor receiving \$41,456 respectively.

The total amount spent on providing facilities to Councillors and paying Councillors' expenses for the year was \$147,511. This includes:

EXPENSE	COST
Dedicated office equipment	
Fax Service	\$5,400
Other Misc (includes data charges on mobiles)	\$14,485
Telephone calls	
Faxes	\$521
Council provided mobiles	\$14,387
Councillor reimbursements	\$4,519
Conferences and seminars	\$55,623
Training and skill development	\$13,278
Interstate visits	\$9,773
Overseas visits	\$23,056
Expenses of spouses, partners or accompanying persons	
Child care	\$6,470

Remuneration of General Manager and Senior Staff

CLAUSE 217 (1) (B) AND (C)

Council has a management structure consisting of a General Manager and two Assistant General Managers (one of whom is the Chief Financial Officer). As at 30 June 2014 the remuneration packages (including salary, motor vehicle and superannuation) for the designated senior staff positions were:

POSITION	REMUNERATION
General Manager	\$336,990
Directors	\$256,650

Overseas Visits

SECTION 428 (4)(B) AND CLAUSE 217 (1)(A)

There was one overseas visit undertaken by the Mayor, Deputy Mayor, Assistant General Manager, City Marketing Officer and an interpreter to Korea and China between 10 May and 21 May 2014. As leader of the delegation the Mayor's presence was requested by the Penrith Business Alliance (PBA), his stature in Asian culture meaning that his presence made it easier for meetings and business to be discussed with senior government and business officials. The purpose of the visit was to attend the China Import Expo in Kunshan with the PBA and local business representatives to promote Penrith City as an attractive investment option as well as promoting the City and our educational institutions. The delegation also paid courtesy visits to Xicheng, China and Gangseo-gu, Korea, as Penrith City has mutual co-operation agreements with them. The cost of the delegation was \$84,200.

Contracts awarded for amounts greater than \$150,000

Contracts awarded and payments over \$150,000 including GST made following the calling of formal tenders were:

CONTRACTOR	GOODS/SERVICES SUPPLIED	2013-14 PAYMENTS (\$) INC GST
Academy Service	Childcare Centre Cleaning Services	\$281,748.65
Amazon Cleaning	CBD Cleaning Services	\$344,675.01
ANTOUN CIVIL ENGINEERING	Surveyor Creek Pedestrian Bridge Upgrade	\$264,295.21
Arcs Building GROUP	Building Trades Services	\$440,318.24
Auscorp Construction	Construction Work	\$198,965.50
Because We Care	Compostable Bags for Garbage Services	\$567,099.87
BG Enterprises	Building Trades Services	\$364,664.04
Del Rocchio Concrete	Concrete Works Footpath Kerb and Gutter and Footpath Paving New Installation	\$1,167,956.60
Design Landscapes	Refurbishment of Coachman's Park	\$756,524.60
Devcon	Concrete Works Footpath Kerb and Gutter and Footpath Paving New Installation	\$2,009,268.44
Devivo Pty Ltd	Tree Maintenance and Removal Services	\$152,590.01
Express Waste Pty Ltd	Disposal of Waste from Open Drains and Street Sweeping	\$185,625.00
Gadens Lawyers	Legal Services	\$207,165.73
Glascott Group	Steel Work and Path Construction	\$385,455.95
Hi Quality Recycling	Disposal of Construction Waste and Supply of recycled quarry products	\$705,119.42
Hirotec Maintenance	Scheduled Maintenance of Mechanical Services	\$518,424.50
Hix Group Pty Ltd	Building Trades Services, Fire Services, Provision of Floodlight Control System for Sportsgrounds, Flood Lighting	\$2,223,852.65
Kerr Partnering	Consulting Services	\$415,852.47
King Henrys Court	Catering Services	\$204,474.24
Klenall Industr	Childcare Consumables	\$166,882.03
L J Follington	Grave Digging Services	\$199,584.98
Metal Fencing Specialist	Fencing Services	\$449,545.00
PF Concrete	Supply and Delivery of Pre Mixed Concrete	\$183,306.86
Piekar Comm Services	Alarm services	\$165,580.21
Programmed Maintenance Services	Painting Services	\$243,382.28
Remondis Pty Ltd	Effluent Waste Collection and Disposal	\$717,833.62
RMA Contracting	Building Trades Contractor	\$183,920.33
Site Group Pty	Traffic Management Services	\$311,147.85
SMEC Australia	Waste Disposal	\$150,279.20

CONTRACTOR	GOODS/SERVICES SUPPLIED	2013-14 PAYMENTS (\$) INC GST
Sparke Helmore	Legal services	\$298,073.71
Statewide Civil	Path Construction and associated Works	\$547,373.93
Sydney Metro Tree services	Tree Maintenance and Removal Services	\$325,060.20
Technology One	Computer Systems	\$770,421.43
Triple-O Security	Security Services	\$471,100.80
Visy Recycling	Waste Services	\$2,318,386.61
Westco Building	Construction Work to Toilet Amenities and Building Trades Services	\$2,385,885.72
WSN Environment	Waste Services	\$959,811.90
Wundaguard	Graffiti Removal Services	\$218,152.97

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 the Department of Commerce, Federal Government contracts, the Local Government and Shires Association and the Western Sydney Regional Organisation of Councils (WSROC).

CONTRACTOR	GOODS/SERVICES SUPPLIED	2013-14 PAYMENTS (\$) INC GST
A E Baker & Co	Hardware	\$244,383.25
AGL	Electricity	\$1,318,067
Allianz Australia	Workers Compensation Insurance Payments	\$1,397,579.23
Australasian Playgrounds	Playground Equipment	\$595,580.15
Caltex Australia	Fuel	\$808,893.73
Clark Equipment	Plant and Equipment	\$179,437.04
Complete Linemarking	Line Marking Services	\$172,663.16
Complete Office Supplies	Office Supplies	\$161,700.18
Computer Systems Australia	IT Consulting Services and Hardware	\$207,311.50
Data 3 Limited	IT Equipment	\$277,598.73
Endeavour Energy	Street Lighting non contestable charges	\$2,221,165.38
Energy Australia	Electricity	\$ 667,771
Fuji Xerox Australia	Photocopiers (MFDs)	\$460,110.66
Fulton Hogan	Asphalting Services	\$1,132,735.99
Gilbert & Roach	Supply of Trucks	\$333,262.49
GYC	Small Plant and Equipment	\$337,080.17
Heartland Motors	Motor Vehicles	\$616,180.38
J & G Excavations	Asphalting Services	\$1,834,948.38
Leonard Holt Robb	Advertising Costs	\$446,554.72
MacDonald Johns	Plant and Equipment	\$549,179.62

CONTRACTOR	GOODS/SERVICES SUPPLIED	2013-14 PAYMENTS (\$) INC GST
Optus	Communications	\$165,604
Origin Energy	Electricity	\$ 1,421,847
Park Pty Ltd	Fuel	\$299,347.61
Penrith City Auto	Motor Vehicles	\$362,003.93
Penrith Mazda	Motor Vehicles	\$166,346.49
Penrith Subaru	Motor Vehicles	\$663,312.47
QBE Insurance	Insurance Services	\$256,645.03
Road Signs and Marking Supplies	Road Signs	\$151,898.77
Roadworx Surfacing Pty Ltd	Asphalt Services	\$678,651.04
Sinclair Ford	Motor Vehicles	\$360,007.30
Sita Australia	Waste Services	\$17,913,018.43
SPT Telecommunications	Provision of Data services	\$224,482.64
State Asphalts	Asphalt Services	\$8,714,183.23
Telstra	Communications	\$204,075
United Independent Pools	Insurance Services	\$858,241.10
United Petroleum	Fuel	\$493,274.83
Westpool	Insurance Services	\$897,600.00
WesTrac Equipment	Motor Grader	\$373,149.22

Other suppliers paid more than \$150,000

CONTRACTOR	GOODS/SERVICES SUPPLIED	CURRENT YEAR PAYMENTS (\$) INC GST	COMMENTS
All Season Designs	Design and Landscaping	\$165,350.10	A series of engagements using 3 quotations
Enviroguard	Waste Services	\$287,062.33	Contract was signed in November 2013
GHD Pty Ltd	Engineering Consultancies	\$173,633.90	A series of engagements using 3 quotations
Infrastructure Management Group	Infrastructure Survey and Management	\$171,197.40	Two separate engagements each one via 3 quotations
Kerry Heap Auto	Auto Electrician	\$161,401.57	Tender process will be run for future works
Maryland Development Company	Developer	\$165,000.00	Contribution to the construction of an all abilities playground in Jordan Springs in accordance with Council resolution. Any future similar allocations by Council will be expressly detailed in the report recommendations.
M Collins & Son	Contractor	\$153,979.33	Multiple separate engagements for urgent works - contractor was able to fulfill requirements
The Principal Structure	Consulting Services	\$167,300.10	From multiple separate engagements

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 table summarises the rates and sundry debtor amounts written off under delegated authority, or pursuant to Council resolutions.

RATES AND CHARGES WRITTEN OFF	\$ EX GST
General Charges	207,180.80
Extra Charges*	11,234.60
Domestic Waste	14,611.88
TOTAL	233,027.28

PENSIONER REBATE ABANDONMENTS	\$ EX GST
General Rates – Statutory	1,826,836.06
Domestic Waste – Statutory	621,131.66
TOTAL	2,447,967.72

SUNDRY DEBTOR ABANDONMENTS	\$ EX GST
Sundry Debtor	9,318.48
TOTAL	9,318.48

* 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.



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

During 2013-14, Council developed and organised a wide variety of projects and activities to promote cultural development and access to services for people with diverse cultural and linguistic backgrounds, people of Aboriginal and Torres Strait Islander backgrounds and other socially disadvantaged groups in the community. Highlights include:

Cultural Development

- Japanese Cultural Day
- Queen Street Riches and Textures project
- Spicy Penrith celebration

People with Disability

- No Boundaries art project
- Installation of a hearing loop in the Council chambers
- Introduction of an inclusive learn to swim program at Council's swim centre
- Staff training in creating accessible content for Council's website
- Purchase of adaptive technology in Council's library
- Construction of an access ramp at xx building
- 'Sociability' celebration for International Day for People with Disability

People from Culturally and Linguistically Diverse Background

- Harmony Day community youth event
- 'Beat a Different Drum' Refugee Week event

Youth

- The Mondo Youth Project
- The Cycle of Happiness Workshop project

Women

- International Women's Day celebration

Men

- International Men's Day screening of the Beyond Empathy community film 'Rites of Passage' and promotion of local services for men.

Seniors

- Seniors Week concerts
- Grants to assist community groups with organising activities for older residents
- The Nepean Volunteer Research Project to develop a model for an integrated pathway to help the Home and Community Care and Home Care Supports Program to recruit and retain volunteers.

Aboriginal and Torres Strait Islander People

- NAIDOC family fun day at Jamison Park, South Penrith
- Sea of Hands event in commemoration of National Apology Day.



SERVICES 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 our City.

Children's Library Services

Penrith City Library provides access to a range of quality children's resources at four physical libraries, plus a digital branch via the web. These resources include board books, picture books, educational toys, graded readers, junior fiction and non-fiction, an online homework help service 'yoututor', DVDs, music CDs, books on CD, parenting magazines and books, as well as a small but growing digital collection of eBooks and downloadable audio items.

Our Library service has a dedicated Children's Librarian to develop and implement a range of programs and activities for kids of all ages, with a combination of free and pay for use programs. These include:

- Babytime sessions held fortnightly at Penrith Library. A professional guest speaker visits once a month to speak on a range of topics such as baby massage, the toy library service, Council's children's services, music for babies, and nutrition.
- A community toy library catering for children from 0 to 8 years old, with a large lending collection of educational toys suitable for indoor and outdoor play. This service includes a specialised outreach service available for children with disabilities and high support needs, including the opportunity for home visits and extended loans.
- Weekly storytime sessions for children aged between 1 and 5 years at Penrith, St Marys and St Clair libraries, including songs, stories and craft.
- After school activities for primary school age children, with sessions over the past year including zumba, science and chess.
- School holiday activities and workshops for children aged 3 to 16 years. This year these have included activities such as puppet shows, magic shows, science, cartooning, juggling and art and craft workshops.
- Special events such as 'Pyjama Night' storytime, World Environment Day activities, Children's Week activities, Seniors Week storytime, and Christmas family shows.
- A Summer Reading competition for children up to 16 years to encourage reading.
- Lectures to help local Higher School Certificate (HSC) students in key areas such as English, Business Studies and Maths.
- Outreach services, with this year seeing 20 visits to child care centres, schools, and Council's mobile Playvan and holiday activities at St Marys Corner Cultural Precinct.

Early Childhood Education and Care

Council achieved its objective of providing diverse and extensive quality education and care services to meet the needs of local families in 2013-14 through the following services managed by a Cooperative Board:

- 17 long day care centres
- 9 before and after school care centres
- 7 vacation care services
- 1 occasional care service and
- 5 preschools.

There are also services and projects directly managed by Council - the Glenmore Park Child and Family Precinct, the Mobile Playvan service, the Child Care Links program and the SAACS (Supporting Aboriginal Access in Children's Services) program.

This cross section of service types met a diverse range of family needs by:

- providing early childhood education and care (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.
- providing early childhood education and care programs for children aged 3-6 years in preschool and aged 0-6 in sessional occasional care, generally for parents not working outside the home.
- involving parents in the development of early childhood education and care programs, including preschool, for children up to 6 years and in recreation programs for children from 5 to 12 years.
- providing a Mobile Playvan that supports social networking for families principally in residential and rural areas that do not have established services.
- 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 Federal Government's commitment to the Closing the Gap initiative.
- 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 services and resources to enhance the inclusion of children:

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

WORK CARRIED OUT ON PRIVATE LAND

SECTION 67 (3), CLAUSE 217 (1)(A4)

There were no works conducted on private lands during 2013-14.

FINANCIAL ASSISTANCE

CLAUSE 217(1)(A5)

In 2013-14 Council provided financial assistance to community groups to fund a variety of projects. A total of \$30,794 was allocated through Council's Community Assistance Program to fund a total of 34 projects targeting Aboriginal and Torres Strait Islander people, older people, children, people from culturally and linguistically diverse backgrounds, people with disability, women and young people.

To celebrate the contribution and involvement of older people in community life and to support their continued participation in local events and activities, Council allocated \$6,054.00 through its Seniors Week Grant Program to 9 community groups to assist with organising activities for older residents across Penrith City.

information on these and other grants offered by Council can be found at www.penrithcity.nsw.gov.au

Council provided a range of financial assistance targeting young people in the community in 2013-14 including \$9,240.08 granted to a range of local organisations for Youth Week 2014, with these funds matched by the NSW Government. Council also provided funding contributions of \$4,913.19 to help local youth services run school holiday programs targeting young people aged 12-18. An annual contribution of \$33,200 was made to Don Bosco Youth Centre, that runs Friday and weekend activities for local young people.

Council also provided a total of \$27,750 to amateur sportspeople for overseas and interstate travel in 2013-14. These donations were made to assist residents of Penrith, members of clubs based in Penrith as well as students from schools within the Penrith LGA. This travel assistance was allocated to 134 athletes, with 90 of those travelling interstate and 44 travelling overseas to compete.

To encourage the provision of (and participation in) cultural programs and activities, Council allocated a total of \$24,375.00 to 10 local bands, musical and performance groups for a variety of projects in 2013-14. The subsidies were used to purchase equipment, work with guest musicians and performers, and for venue hire, publicity and marketing.





EQUAL EMPLOYMENT OPPORTUNITY (EEO) MANAGEMENT PLAN

CLAUSE 217(1)(A9)

Equal Employment Opportunity (EEO) is about ensuring that all employees have equal access to the opportunities that are available at work by making sure that workplaces are free from all forms of unlawful discrimination and harassment, and providing programs to assist members of EEO groups to overcome past or present disadvantage or discrimination in employment.

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

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

Council adopts a variety of strategies that seek to ensure that the skills, knowledge and diversity of the community are represented and valued and that principles of merit selection are applied to attract and retain the best available people to deliver high quality services.

This section of our Annual Report examines Council's employment trends, programs, initiatives and progress in supporting workforce diversity and equity across the organisation for the period July 2013 to June 2014.



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

EEO GROUP	PENRITH LGA COMMUNITY PROFILE (ABS CENSUS 2011) % *PENRITH INCLUSION PLAN PEOPLE WITH A DISABILITY 2009-13	PENRITH CITY COUNCIL % 2010-11	PENRITH CITY COUNCIL % 2011-12	PENRITH CITY COUNCIL % 2012-13	PENRITH CITY COUNCIL % 2013-14
Aboriginal and Torres Strait Islanders	3.0	1.3	1.6	1.1	1.0
Women	50.6	57	62	55.6	55.9
People who speak a language other than English	18.4	9.7	9.7	8.9	10.1
People with a Disability*	13.5*	4.8	4.3	3.4	3.2

EEO group representation indicates that the representation of women in the organisation continues to exceed the community profile statistics, and that the representation of people who speak a language other than English is below that of the community profile. However it should be noted when comparing to the 2011 Census that the data provided does not indicate what portion of the community who speak more than one language are of working age.

Council is aware that there is a level of under reporting with regard to ATSI identification and disclosure across the organisation. Representation in this group this year has decreased. Council continues to develop strategies to encourage employment opportunities across the organisation. Examples of this include targeted traineeship programs for Aboriginal and Torres Strait Islanders and also developing partnerships with ASTI organisations.

Council continues to monitor strategies to provide employment opportunities for people with disability within our organisation. Again it is acknowledged that there may be a level of under reporting due to a range of issues associated with disability identification and disclosure.

Programs and initiative highlights in 2013-14

- Council continues to progress Gender Equity initiatives with a program of ongoing forums and workshops to support employees with regards to family friendly policies, professional development opportunities and pathways, health and wellbeing.
- A morning tea was held for staff on parental leave, offering an opportunity to find out what has been happening in their team while they have been away and to speak with Council representatives about return to work options such as flexible working arrangements, Council's child care facilities and salary sacrifice options.

- Diversity training continues to be delivered to new staff as part of Council's orientation process. Executive Managers, Managers and Coordinators across the organisation undertook Mental Health Awareness Training to learn about mental health in the workplace and strategies to develop our organisation's capacity to assist staff in this area.
- Approximately 135 women accessed career development opportunities by relieving in a higher position.
- 58 women are currently accessing Council's education assistance program.
- Council has an ongoing program of diversity and refresher training initiatives that incorporate equal employment opportunity, access and equity, disability awareness and diversity in the workplace.
- Code of Conduct and Values and Behaviours Training was provided to all staff within the organisation. Training and development programs for women include a variety of training courses, seminars, conferences, workshops and opportunities to act in higher positions.

Accessible Workplace Environment

Of the staff members that have disclosed having a disability, 24% requiring workplace adjustments such as modified work spaces, computer accessories/modifications and the accommodation of companion animals.

Discrimination

In the reporting period, there were no reports of discrimination that have been made to the Anti-Discrimination Board or through Industrial Tribunals.

For more information please refer to the Our People section on page 36-45.



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 and Entities

CLAUSE 217 (1)(A6)

Council has delegated functions to the following committees/entities in accordance with section 377 of the Local Government Act 1993 and they are authorised to exercise the said delegated functions under section 355 of the Local Government Act 1993 or by way of a Licence Agreement in the case of other entities. The committees / entities are:

COMMITTEE NAME	TYPE	STATUS
Access Committee (Advisory)	Section 355 Committee	Functional
Andromeda Neighbourhood Centre Management Committee	Section 355 Committee	Functional
Arms Australia Inn Management Committee	Section 355 Committee	Functional
Audit Committee (no authority granted to it)	Advisory	Functional
Emu Plains Tennis Courts Management Committee	Section 355 Committee	Functional
Heritage Advisory Committee (Advisory)	Section 355 Committee	Functional
Jamison Park Netball Complex Management Committee	Section 355 Committee	Functional
Nepean Community and Neighbourhood Services (under licence agreement)	Community Development Organisation	Functional
North Penrith Community Centre Management Committee	Section 355 Committee	Functional
Nth St Marys Neighbourhood Centre Inc (under licence agreement)	Community Development Organisation	Functional
Penrith Community Safety Partnership (no authority granted to it)	Advisory	Functional
Penrith International Friendship Committee	Section 355 Committee	Functional
Penrith Schools Boatshed Management Committee	Section 355 Committee	Functional
Penrith Valley Senior Citizens' Centre Management Committee	Section 355 Committee	Functional
Policy Review Committee	Standing Council Committee	Functional
Ray Morphett Pavilion Management Committee	Section 355 Committee	Functional
Regentville Hall Management Committee	Section 355 Committee	Functional
Senior Staff Recruitment / Review Committee	Section 355 Committee	Functional
St Clair Youth and Neighbourhood Team Inc (under licence agreement)	Community Development Organisation	Functional
St Marys Development Committee (now dissolved)	Section 355 Committee	Functional
Werrington Community Cottage Management Committee	Section 355 Committee	Not currently operational
Western Sydney Regional Committee for Illegal Dumping (RID Squad)	Section 355 Committee	Functional

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

Companies in which Council held a Controlling Interest

CLAUSE 217(1)(A7)

Companies in which Council held a controlling interest during 2013-14 were:

- Penrith Aquatic and Leisure Limited (Former Name: The City of Penrith Regional Indoor Aquatic and Recreation Centre Ltd.)
- Penrith Performing and Visual Arts Limited
- Penrith Whitewater Stadium Ltd.
- Penrith CBD Corporation Limited
- St Marys Town Centre Ltd
- Penrith City Children's Services Co-Operative Limited (including 21 advisory committees).

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

- Apprentice Power (WSROC Group Apprentices Limited)
- Australian Local Government Women's Association
- Community Relations Commission of NSW Nepean Blacktown Regional Advisory Council
- Council Ambassador to Lachlan Shire Council
- Floodplain Management (Authorities) Association
- Hawkesbury River County Council
- Joint Regional Planning Panel
- National Growth Areas Alliance
- Nepean Blacktown Regional Taskforce on Homelessness
- Penrith Business Alliance (which Council funds)
- Penrith Valley Regional Sports Centre Ltd. (formerly Penrith Sports Stadium)
- Museum of Fire Board
- Penrith City and District Business Advisory Centre Limited – Business Enterprise Centre
- United Independent Pools
- Venue Management Advisory Group (Samuel Marsden Road Riding Facility Grounds)
- Western Sydney Academy of Sport Advisory Forum
- Western Sydney Regional Committee for Illegal Dumping
- Western Sydney Regional Organisation of Councils Limited (WSROC)
- Westpool

PARTNERSHIPS, CO-OPERATIVES AND JOINT VENTURES INVOLVING COUNCIL

CLAUSE 217(1)(A8)

Council is a member of Westpool, 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 ACTIVITIES

CLAUSE 217(1)(F) AND 16.2 OF THE COMPANION ANIMALS ACT 1998

Council is required 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 1988 and provided to the Division of Local Government.

Dog attack data is submitted to the Division of Local Government by entries into the Companion Animals Register (CAR) when sufficient evidence has been collected to substantiate the attack in accordance with section 33(a) of the Companion Animals Regulation 2008. In accordance with section 16 (2)(b) of the Companion Animals Act 1998 Council reports all data of dog attacks within 72 hours of notification.

Council's budget for companion animal management and activities in 2013-14 was \$450,000.

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
- conducting a free microchipping and education day in conjunction with Housing NSW
- conducting education days throughout Penrith City, at locations such as community events and shopping centres, including information on the benefits of desexing cats and dogs.
- 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 1988. Around 1,000 notices were issued in 2013-14.

The strategies Council has in place to comply with the requirements under section 64 of the Companion Animals Act 1988 to seek alternatives to euthanasia for unclaimed animals are to:

- return animals to the owner when identified rather than impounding 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.

In accordance with section 16(2) of the Companion Animals Act 1998, Council has lodged the Survey of Council Seizures of Cats and Dogs 2013-14 to the Department of Local Government. For the period, 92% of dogs were returned to their owner or sold or given to relevant animal rescue organisations.

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

- Wedmore Road, Emu Plains
- Boundary Road, Cranebrook
- Jamison Park on Racecourse Road, South Penrith (fenced area)
- St Clair Avenue, St Clair (including a fenced training area)
- Boronia Park, North St Marys and
- signposted area off Victoria Street (near Shaw Street), Werrington.

In accordance with section 85(1)(a) of the Companion Animals Act 1988, Council received \$101,000 from the Companion Animals Fund in 2013,-14 rather than the expected amount of \$140,000.

VOLUNTARY PLANNING AGREEMENTS

SECTION 93G(5) ENVIRONMENTAL PLANNING AND ASSESSMENT ACT 1979

There were seven applicable agreements for the reporting period.

1. Caddens Release Area Planning Agreement

- Transfer of E2 land is still to occur in accordance with the agreement.

2. St Marys Planning Agreement

- Delivery of infrastructure and further contributions are to occur in accordance with the delivery schedule in the agreement.

3. Glenmore Park Stage 2 Planning Agreement

- In accordance with the agreement, Affordable Housing Contribution of \$129,615 has been received
- In accordance with the agreement, Employment Contribution of \$223,642 has been received
- Transfer of E2 land and further contributions are to occur in accordance with the delivery schedule in the agreement.

4. Second Glenmore Park Stage 2 Planning Agreement

- In accordance with the agreement, contributions of \$282,335 have been received.
- Infrastructure delivered (eg pathways, parks) in accordance with the agreement
- Further contributions and infrastructure are to occur in accordance with the delivery schedule in the agreement.

5. Panthers Penrith Planning Agreement Roadworks

- No effect this period.

6. Panthers Penrith Planning Agreement Outlet Centre

- No effect this period.

7. Caddens Knoll Planning Agreement

- New agreement, no effect this period.

GOVERNMENT INFORMATION REQUESTS

SECTION 125 (1) AND CLAUSE 7 SCH 2 GOVERNMENT INFORMATION (PUBLIC ACCESS) ACT 2009

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. This review must be undertaken at least once every 12 months.

Our 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, we reviewed this program by updating Council's policy register to include any new or revised policy documents for 2013-14 and by making those documents freely available on Council's website. Council's Information Guide was updated to include reference to any new or revised information held by

Council under the following categories:

- Information about Council
- Plans and policies
- Information about development applications
- Approvals, orders and other documents

Other information that may be contained in a record held by Council.

As a result of this review, we released the following information proactively:

- Policy documents
- Information about Council (including the Community Strategic Plan, Delivery Program, Operational Plan, Resource Strategy, Community Engagement Strategy, Annual Report)

- Information about development applications.

This year we received a total of 49 formal access applications (including withdrawn applications but not invalid applications).

Number of refused applications for Schedule 1 information - Clause 7(c)

In 2013-14 we refused a total of 7 formal access applications because the information requested was information referred to in Schedule 1 of the GIPA Act. Of those applications, 0 was refused in full, and 7 were refused in part.

CLAUSE 7 (D)

Information, as set out in the form required by the tables in Schedule 2, relating to the access application (if any) made to the agency during the reporting year

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

TYPE OF APPLICANT	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	1	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	9	0	0	0	0	0	0	1
Not for profit organisations or community groups	1	0	0	0	0	0	0	0
Members of the public (application by legal representative)	6	2	0	0	0	0	0	0
Members of the public (other)	9	6	0	0	0	0	0	7

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



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

TYPE OF APPLICATION	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*	10	6	0	0	0	0	0	7
Access applications (other than personal information applications)	16	2	0	0	0	0	0	1
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 to the Act) about the applicant (the applicant being an individual).

The total number of decisions in Table B should be the same as Table A.

Table C: 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



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

MATTERS	NUMBER OF TIMES CONSIDERATION USED*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	1
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). This also applies in relation to Table E.

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

MATTERS	NUMBER OF OCCASIONS WHEN APPLICATION NOT SUCCESSFUL
Responsible and effective government	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	7
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

Table F: Timelines

TIMEFRAME	NUMBER OF APPLICATIONS
Decided within the statutory timeframe (20 days plus any extensions)	28
Decided after 35 days (by agreement with applicant)	6
Not decided within time (deemed refusal)	0
Total	34

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

APPLICATIONS	DECISION VARIED	DECISION UPHeld	TOTAL
Internal review	2	2	4
Review by Information Commissioner*	0	2	2
Internal review following recommendation under section 93	0	0	0
Review by NCAT	0	0	0
Total	2	4	6

* The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision-maker.

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

APPLICATIONS	NUMBER OF APPLICATIONS FOR REVIEW
Applications by access applicants	4
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

PUBLIC INTEREST DISCLOSURES

SECTION 6CA OF THE PUBLIC INTEREST DISCLOSURES ACT 1994

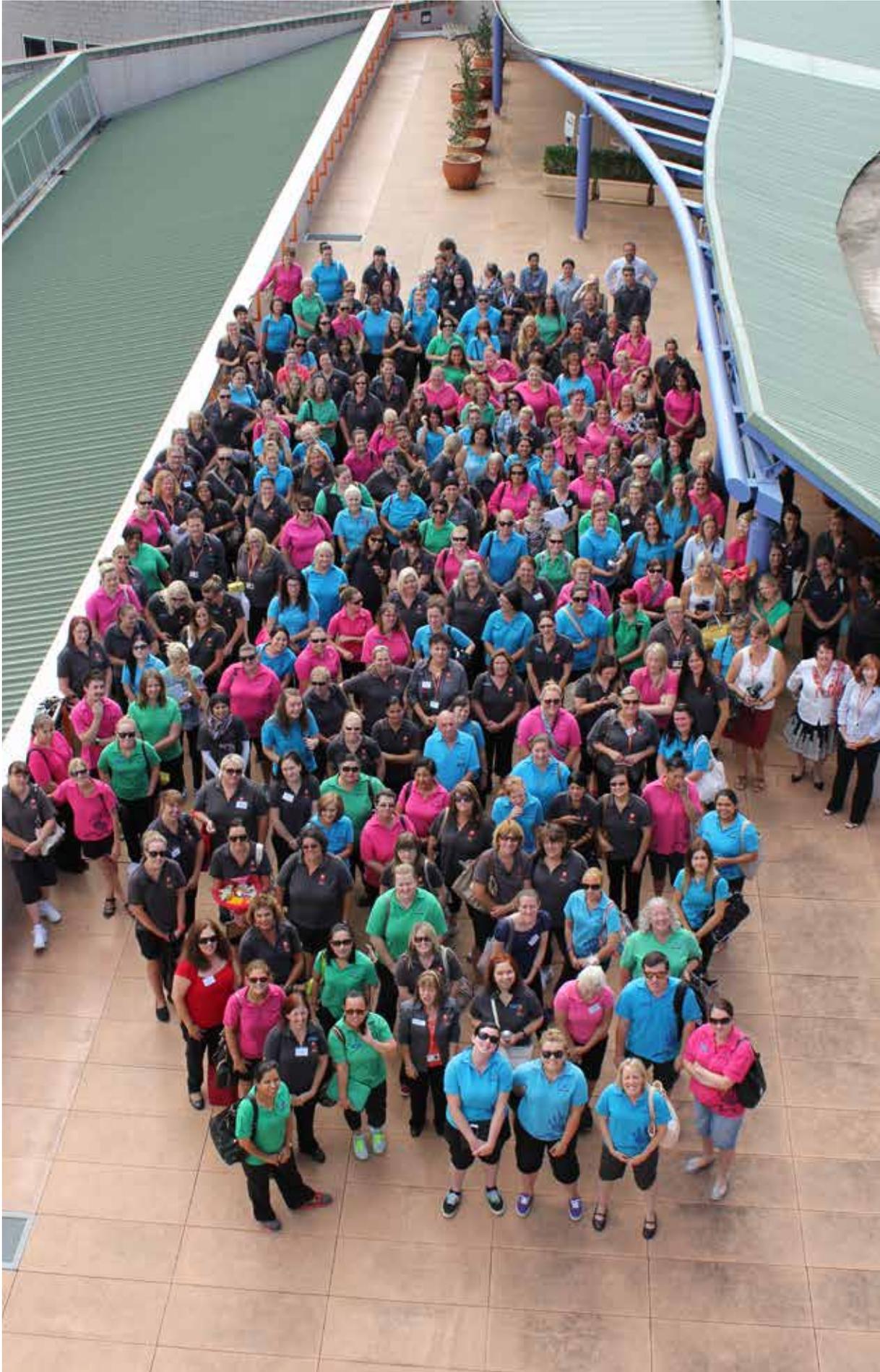
The following information was submitted to the Ombudsman on 13 February and 31 July 2014 in accordance with requirements under the Public Interest Disclosures Act 1994.

MATTERS	TOTAL
Number of public officials who made public interest disclosures to your public authority	1
Number of public interest disclosures received by your public authority	1
Number of public interest disclosures that have been finalised	0

Of the public interest disclosures that were received, how many were primarily about:

MATTERS	TOTAL
Corrupt conduct	0
Maladministration	1
Serious and substantial waste	0
Government information contravention	0
Local Government pecuniary interest contravention	0
Number of public interest disclosures that have been finalised	0

Council has established an internal reporting policy for all public interest disclosures. Staff have been made aware of their obligations through an all staff email message as well as the posting of relevant information and advice on Council's intranet site. A program of training for staff was delivered late 2013.



INTRODUCTION

OUR COUNCIL

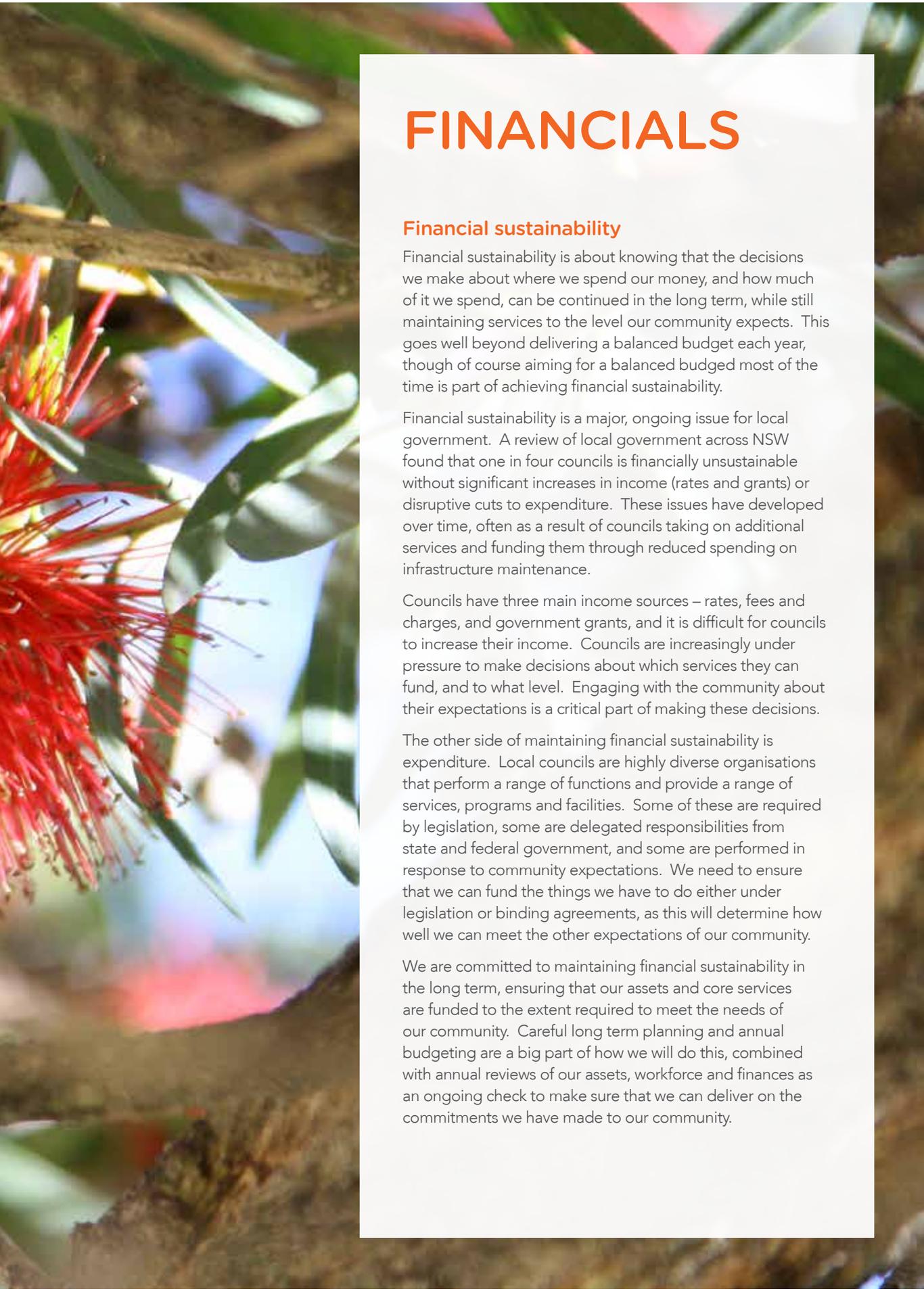
OUR PEOPLE

OUR PERFORMANCE

STATUTORY

FINANCIALS





FINANCIALS

Financial sustainability

Financial sustainability is about knowing that the decisions we make about where we spend our money, and how much of it we spend, can be continued in the long term, while still maintaining services to the level our community expects. This goes well beyond delivering a balanced budget each year, though of course aiming for a balanced budget most of the time is part of achieving financial sustainability.

Financial sustainability is a major, ongoing issue for local government. A review of local government across NSW found that one in four councils is financially unsustainable without significant increases in income (rates and grants) or disruptive cuts to expenditure. These issues have developed over time, often as a result of councils taking on additional services and funding them through reduced spending on infrastructure maintenance.

Councils have three main income sources – rates, fees and charges, and government grants, and it is difficult for councils to increase their income. Councils are increasingly under pressure to make decisions about which services they can fund, and to what level. Engaging with the community about their expectations is a critical part of making these decisions.

The other side of maintaining financial sustainability is expenditure. Local councils are highly diverse organisations that perform a range of functions and provide a range of services, programs and facilities. Some of these are required by legislation, some are delegated responsibilities from state and federal government, and some are performed in response to community expectations. We need to ensure that we can fund the things we have to do either under legislation or binding agreements, as this will determine how well we can meet the other expectations of our community.

We are committed to maintaining financial sustainability in the long term, ensuring that our assets and core services are funded to the extent required to meet the needs of our community. Careful long term planning and annual budgeting are a big part of how we will do this, combined with annual reviews of our assets, workforce and finances as an ongoing check to make sure that we can deliver on the commitments we have made to our community.

INTRODUCTION
OUR COUNCIL
OUR PEOPLE
OUR ENVIRONMENT
OUR PERFORMANCE
STATUTORY
FINANCIALS

FINANCIALS

This section provides analysis on the 2013-14 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.

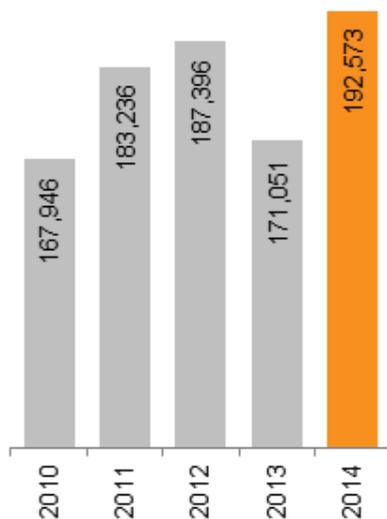
Under the 1993 NSW Local Government Act, Council is required to produce an audited set of Financial Statements. Key statements produced, and included in this document are:

- Income Statement and Statement of Comprehensive Income
- Statement of Financial Position
- Statement of Cash Flows, and
- Notes to the Financial Statements.

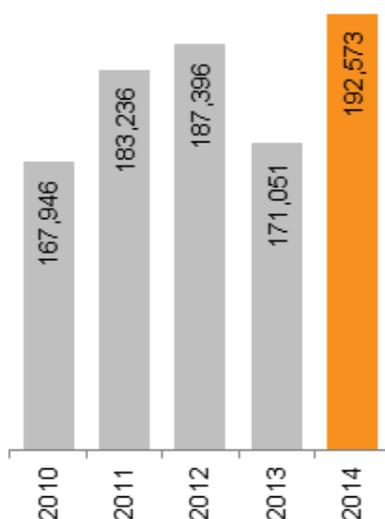
SUMMARY OF 2013-14 KEY RESULTS AND EVENTS

- Overall income ▼ 1.1% to \$214.8m
- Total Expenses ▲ 12.6% to \$192.6m
- Total Assets ▲ 0.9% to \$2,722m
- Net Assets ▲ 0.9% to \$2,611m
- Asset \$ per head of population is \$14,241
- Liabilities up 0.9% to \$111.4m
- Liabilities per head of population is \$583
- Infrastructure, Property Plant & Equipment ▲ 1.4% to \$2,627m

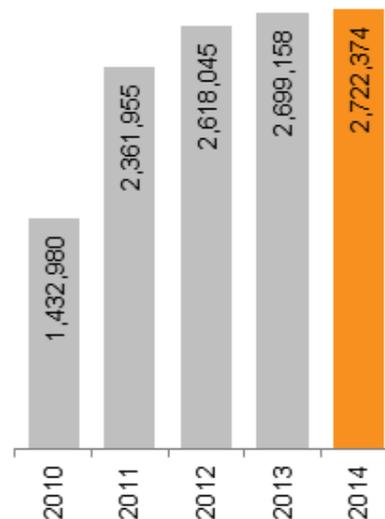
TOTAL INCOME (\$'000)



TOTAL EXPENSES (\$'000)



TOTAL ASSETS (\$'000)



FIVE-YEAR FINANCIAL SUMMARY

FOR THE YEAR ENDED 30 JUNE	UNITS	2014	2013	2012	2011	2010
Total Income from Continuing Operations	\$000	214,801	217,163	208,267	178,551	162,081
Total Expenses from Continuing Operations	\$000	192,573	171,051	187,396	183,236	167,946
Net Operating Result for Year	\$000	22,228	46,112	20,871	(4,685)	(5,865)
Grants and Contributions	\$000	57,926	69,612	64,919	46,888	33,76
Net Operating Result before Capital Grants and Contributions	\$000	(13,732)	841	(7,564)	(18,020)	(10,340)
Further breakdown of Income Statement items are shown in Appendix 1						
Current Assets	\$000	60,562	78,617	74,779	71,355	55,571
Non-Current Assets	\$000	2,661,812	2,620,541	2,543,266	2,290,600	1,377,409
Current Liabilities	\$000	52,979	52,548	50,493	50,385	45,762
Non-Current Liabilities	\$000	58,418	57,861	61,117	61,527	64,092
Total Equity	\$000	2,610,977	2,588,749	2,506,435	2,250,043	1,323,126
Cash Flows from Operating Activities	\$000	10,626	37,902	46,789	22,003	22,288
Cash Flows from Investing Activities	\$000	(10,953)	(40,165)	(10,022)	(15,684)	(27,901)
Cash Assets at the end of Reporting Period	\$000	42,768	41,880	45,453	8,361	4,049
Rates Outstanding	%	3.87	4.83	5.73	5.60	5.67
Unrestricted Current Ratio	Ratio	1.1:1	1.19:1	1.31:1	1.19:1	1.03:1
Debt Service Cover Ratio	%	72.1	199.4	286.3		
Asset Renewal	%	60.5	53.5	34.0	46.6	51.6

OUR FINANCIAL PERFORMANCE

Our Financial Performance

- Council's financial performance for 2013-14 is characterised by:
- a net surplus result of \$22.2m for the year
- is a small budget surplus of \$34,216 after allowing for a number of transfers to reserve to provide a contingency in 2014-15
- an Unrestricted Current Ratio of 1.10:1, down from 1.19 in 2012-13
- an increase in assets from \$2,699m in 2012-13 to \$2,722m in 2013-14, with assets per capita of \$14,241 per person (population estimate of 191,170) per person during this period
- an increase in the value of Council's Investment Properties to \$20m
- a slight increase in liabilities to a total of \$111.4m in 2013-14 – with liabilities per capita of \$583
- a decrease in Rates and Annual Charges outstanding to 3.87% (2012-13, 4.83%)
- a capital works program of \$56.6m in 2013-14, including \$31.2m in dedicated roads, drainage, and land under these roads
- a total of 73% of Council's income being derived from sources not reliant on grants and contributions (such as Rates and Annual Charges, and User Fees and Charges)
- 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 remains in a sound and stable financial position, due in part to the recent SRV which focused on asset renewal and securing the right level of resources to ensure that Council's current services and service levels can be maintained. This financial sustainability however has not been achieved without challenges in both the current and recent years. Council's capacity to accommodate additional priorities can only be achieved through the reprioritisation of current service levels. Future budgets continue to demonstrate Council's commitment to productivity improvements and this continued pursuit and actively managing programs ensures that Council will remain financially sustainable and is building a sustainable long term platform.

Council's investment policies and strategies have been effective in producing strong returns on ratepayers' funds in 2013-14. Council's average return on investments for 2013-14 is 3.56%, which has considerably outperformed the average 90 day BBSW rate of 2.64%. The weighted average interest rate on borrowings has continued to decrease 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 \$22.2m. During the year, a once-off amount of \$14.1m was paid to the Department of Planning and Infrastructure as Council's share of the project costs of the Erskine Park Link Road. These funds were collected by Council through Section 94 contributions over prior years, and this payment has been recognised as an expense in 2013-14. This non-standard use of Section 94 funds has significantly impacted Council's operating result for the year. This amount has had a significant impact throughout the statements and on Council's indicators, particularly where the operating result and expenditure from operating activities are used in a calculation. Where appropriate, the discussion and impact of this transaction will be shown in the relevant parts of this document.

The 2013-14 financial year provided the third 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 is attached as Special Schedule 8.

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.

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, Council, on 27 June 2011, 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. Application of this resolution seeks to ensure that no infrastructure funding gaps arise under the three contributions plans applying to the WELL Precinct.

The White Paper – A new planning system for NSW and draft planning legislation were released on 16 April 2013. If the White Paper changes to the new planning system are implemented, a minimum of approximately \$116 million in contributions income would be affected, or a significant reduction in the nature and scale of facilities

being funded and our strategic directions for certain precincts – such as Penrith City centre - would occur. Contributions Plans funding open space, and community and cultural facilities would be especially significantly adversely affected. The White Paper does propose abandoning the \$30,000 cap on contributions.

The White Paper did not provide details on savings and transitional arrangements for existing contributions plans, resulting in uncertainty as to their future status and financial exposure for Council. Council has requested the Minister ensure appropriate transitional provisions apply, particularly for those s94 plans which repay advance funded local infrastructure. The Cultural Facilities and Kingswood Neighbourhood Centre s94 Plans are affected by this issue. The value of advance funded works in these plans is approximately \$5.6 million. The Minister's response to this issue recognises the need for appropriate transitional provisions, however to date there has yet to be an announcement on the Government's intended direction. When the transitional provisions are concluded, Council will be better informed as to the impact on the affected plans and thus the gap that would be required to be funded by Council if State funding is not available.

New planning legislation, including details on a new contributions system was scheduled to be enacted in January / February 2014, however this did not occur and no date has been announced as to when the new planning legislation will be enacted.

Council's performance in 2013-14 has provided continues to ensure a stable financial position. This provides a strong grounding for Council for the growth, challenges, and opportunities that lie ahead.



Andrew Moore
Financial Services Manager

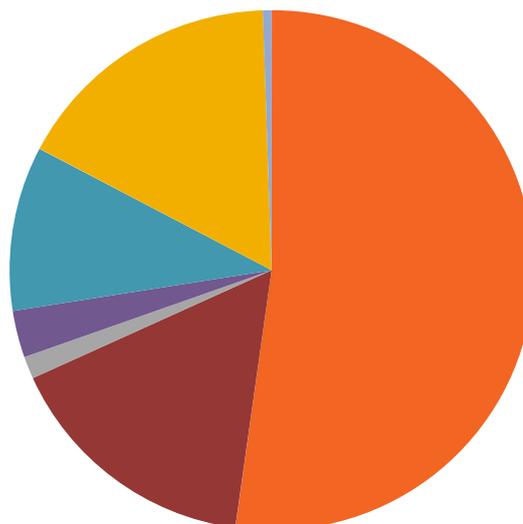


Vicki O'Kelly
Executive Manager - Corporate
Responsible Accounting Officer

INCOME

Overall income ▼ by 1.1% to \$214.8m

- Rates & Annual charges
- User Charges & Fees
- Investment Revenues
- Other Revenues
- Grants & Contributions – Operating
- Grants & Contributions – Capital
- Profit from interests in Joint Ventures & Associates



INCOME ITEM	2014 (\$'000)	2013 (\$'000)	% CHANGE
Rates & Annual Charges	112,142	104,564	7.2%
User Charges & Fees	34,325	32,265	6.4%
Investment Revenues	2,995	3,118	(3.9%)
Other Revenues	6,258	6,877	(9.0%)
Grants & Contributions - Operating	21,966	24,341	(9.8%)
Grants & Contributions - Capital	35,960	45,271	(20.6%)
Profit from interests in Joint Ventures & Associates	1,155	727	58.9%
Total Income from Continuing Operations	214,801	217,163	(1.1%)

Rates & Annual Charges

The increase in property numbers from 67,259 in 2012-13 to 68,423 in 2013-14, together with the approved rate increase of 4.9% (including the SRV) has added \$7.6m to Operating Revenue. Rates Outstanding, a key industry indicator, decreased to 3.87% in 2013-14 from 4.83% in 2012-13 and is below the industry target of 5%. This positive result has been achieved following the implementation of revised debt recovery processes and Council will remain active in debt recovery, with a view to maintaining this indicator below 5%.

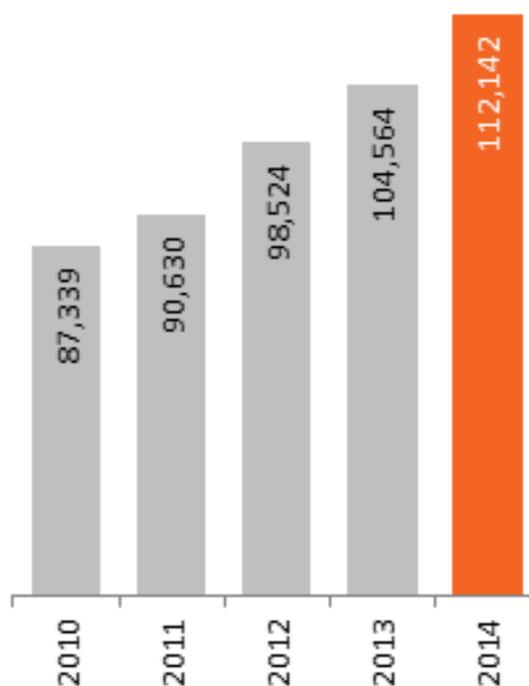
User Charges & Fees

User Charges and Fees increased 6.4% over the 2013-14 Financial Year, in line with expectations.

Investment Revenues

Council's investment portfolio as at 30 June 2014 has remained in line with expectations, at a total of \$57.5m (2012-13, \$69.8m). This decrease is mainly attributable to the \$14.1m payment to the Department of Planning and Infrastructure as payment for Council's share of Lenore Drive as discussed in the Overview

RATES & ANNUAL CHARGES (\$'000)



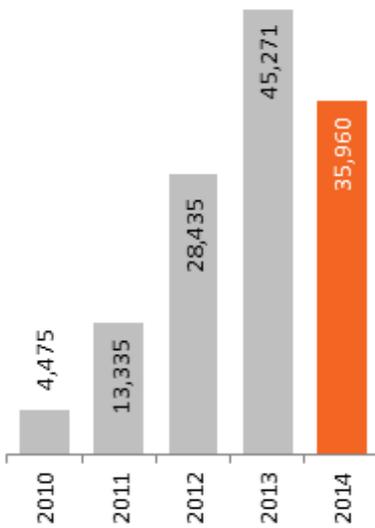
Other Revenues

Other Revenues decreased by 9% during 2013-14. This was mainly due to change in the Environmental Performance Rebate that has now been replaced by grant income in 2013-14.

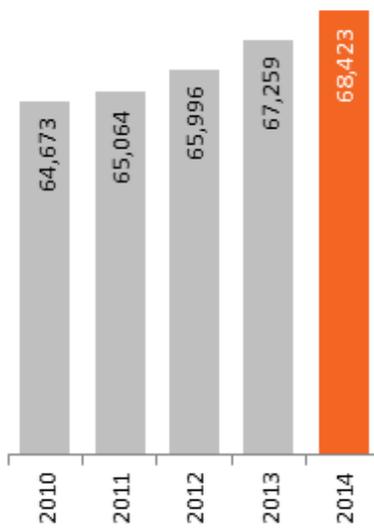
Grants & Contributions

Grants & Contributions have decreased overall by \$11.7m (16.8%). This is primarily due to the change in methodology of the payment of the Financial Assistance Grant that was previously paid in advance, but is now paid in arrears. Refer to Note 3(e) for further details.

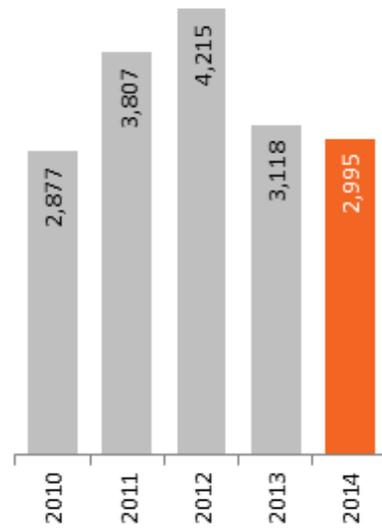
CAPITAL GRANTS & CONTRIBUTIONS (\$'000)



INVESTMENT REVENUE (\$'000)



PROPERTY NUMBERS

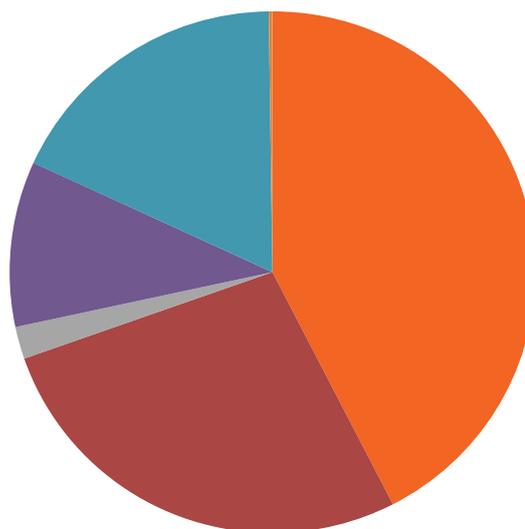


EXPENSES

Total Expenses ▲ 12.6% to \$192.6m

Employee costs ▲ 15.9% to \$81.5m

- Employee Costs
- Materials & Contracts
- Borrowing Costs
- Depreciation, Amortisation & Impairment
- Other Expenses
- Loss from Disposal of Assets



EXPENSE ITEM	2014 (\$'000)	2013 (\$'000)	% CHANGE
Employee Costs	81,474	76,933	5.9%
Materials & Contracts	52,256	51,166	2.1%
Borrowing Costs	3,826	3,995	(4.2%)
Depreciation, Amortisation & Impairment	19,702	19,114	3.1%
Other Expenses	34,393	19,159	79.5%
Loss from Disposal of Assets	421	684	(38.5%)
Total expenses from Continuing Operations	192,072	171,051	12.3

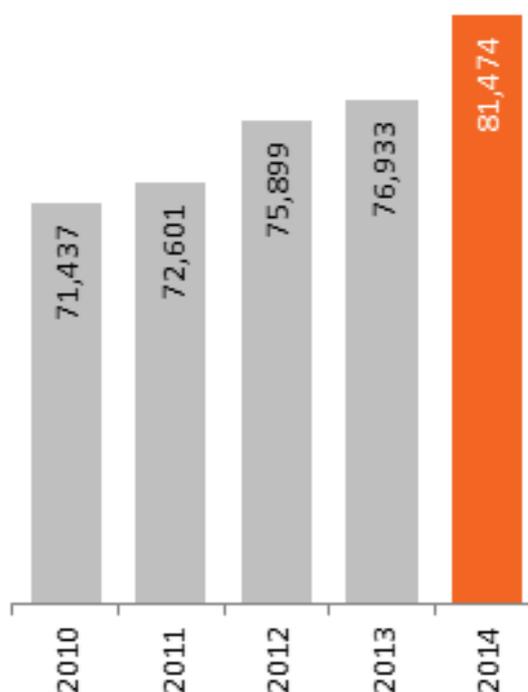
Employee Costs

Total employee costs increased \$4.5m in 2013-14. This equates to a 5.9% increase, after accommodating an award increase of 3.25% in July 2013, and also includes:

- Increase in total Superannuation costs - \$358,000
- Skills and knowledge progression - \$447,000
- Employee performance bonuses - \$580,000
- Increases for the provision for Employee Entitlements - \$1.7m

Council contributes 9.25% 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 \$1.1m per year from 2013-14.

EMPLOYEE COSTS (\$'000)



Council's transition to Workcover's Retro-paid Loss model for worker's compensation insurance continues to provide benefits and efficiencies for Council compared to the traditional claims experience insurance. The total worker's compensation expense for 2013-14 was \$1.5m (2012-13, \$1.2m), 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 2012-13, Council reviewed and amended the useful lives and residual value for its road, drainage, and building asset classes to more accurately reflect the consumption of these assets. The result was a decrease in depreciation expense from the previous years and more realistically represents the consumption of these assets. It is also a significant decrease over the previous methodology which saw depreciation as high as \$39m in 2011-12. The review and analysis of all Council's depreciation will continue to be conducted in future years.

Total depreciation for the year was \$19.7m (2012-13, \$19.1m).

Borrowing Costs

Council's borrowing costs continue to decrease, reflecting the lower cost that Council is able to borrow funds at. While Council's loan portfolio has increased \$1.4m, the average rate at which Council has borrowed funds has decreased from 5.8% in 2012-13, to 5.1% in 2013-14, reflected in a reduction of borrowing costs of \$169,000.

Other Expenses

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

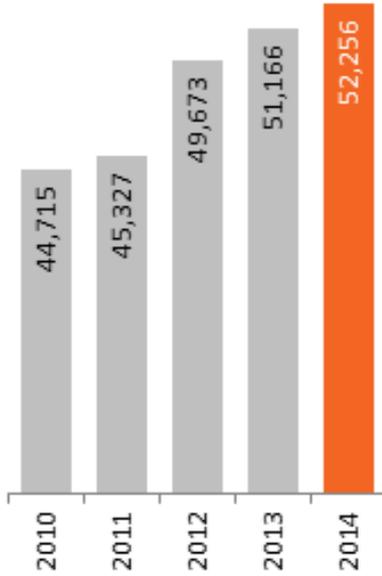
DEPRECIATION (\$'000)



BORROWING COSTS (\$'000)



MATERIALS & CONTRACTS (\$'000)



ASSETS

Total Assets ▲ 0.9% to \$2,722m

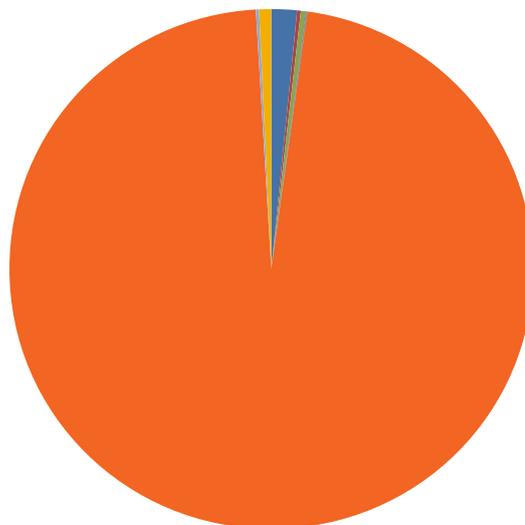
Net Assets ▲ 0.9% to \$2,611m

Asset \$ per head of population is \$14,241

Infrastructure, Property Plant & Equipment

▲ 1.4% to \$2,627m

- Cash & Cash equivalents
- Investments
- Receivables
- Inventories
- Other
- Infrastructure, Property, Plant & Equipment
- Equity accounted investments
- Investment Property



ASSET ITEM	2014 (\$'000)	2013 (\$'000)	% CHANGE
CURRENT ASSETS			
Cash & Cash equivalents	42,768	41,880	2.1%
Investments	6,214	24,966	(75.1%)
Receivables	8,619	8,316	3.6%
Inventories	1,206	2,353	(48.7%)
Other	1,306	1,102	18.5%
Non-current assets held for sale	449	-	100.0%
TOTAL CURRENT ASSETS	60,562	78,617	(23.0%)
NON CURRENT ASSETS			
Investments	8,500	3,000	183.3%
Receivables	1,357	2,215	(38.7%)
Infrastructure, Property, Plant & Equipment	2,626,627	2,590,652	1.4%
Equity accounted investments	5,110	3,955	29.2%
Investment Property	20,218	20,719	(2.4%)
TOTAL NON CURRENT ASSETS	2,661,812	2,620,541	1.6%
TOTAL ASSETS	2,722,374	2,699,158	0.9%

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 decreased over the 2013-14 year, mainly due to the \$14.1m payment to the Department of Planning and Infrastructure as discussed in the overview. At 30 June 2014, Council recognised an

increase in the value of its Mortgage Backed Securities (MBS) of \$281,000 (after a decrease of \$1m in 2012-13) after Council received valuations for these investments that took into account the change in market, and a redemption of principal for these investments. The maturity date of these investments were extended beyond their initial maturity date, and have a legal maturity date of 2051 and 2057. It is important to note

that these investments are still paying coupons and penalty interest, and there have been no indications that these investments will default. Council continues to hold funds on call to ensure funds are immediately available if required. This amount can fluctuate and for 2013-14 the holdings of \$1.8m are in line with Council's targets. Council again shows its term deposits that had a maturity date of 3 months or less at 30 June 2014 as Cash and Cash Equivalents to more accurately reflect the amount of liquid funds Council has access to within these 3 months.

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. A decrease in unrestricted funds held at 30 June 2014, again impacted by the \$14.1m payment to the Department of Infrastructure and Planning, is also a contributing factor to the level of 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 2013-14 was 1.10:1. 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 2014, there were six Section 94 plans in deficit totaling \$8.7m (compared to \$7.9m in 2012-13). Two plans, the Cultural Facilities Plan and the Civic Improvement Plan, accounted for \$5.7m of this deficit. Once adjusted for these internal borrowings, the adjusted indicator is 1.43:1 and is above Council's adopted benchmark of 1.25:1, but slightly below the Division of Local Government's benchmark of 1.5:1.

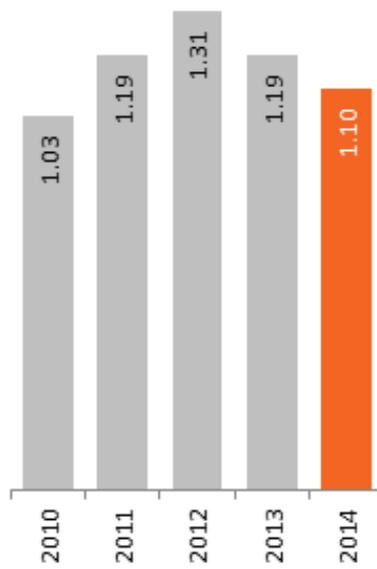
Receivables

Receivables for 2013-14 totaled \$10m, a slight decrease compared to 2012-13. The Rates Outstanding percentage decreased from 4.83% in 2012-13 to 3.87% in 2013-14, 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 2.76% (3.96% in 2012-13), below Council's target of 4.50%.

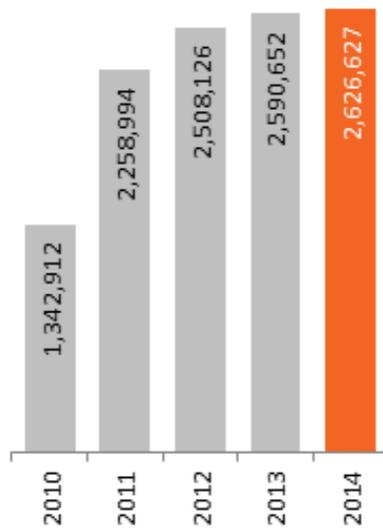
TOTAL ASSETS (\$'000)



UNRESTRICTED CURRENT RATIO



INFRASTRUCTURE, PROPERTY, PLANT & EQUIPMENT (\$'000)



Infrastructure, Property, Plant & Equipment

Infrastructure, Property, Plant & Equipment (IPPE) increased 1.4% over the 2013-14 year to \$2,627m. Total asset purchases of \$56.6m included \$8.5m asset renewals and \$30.7m for new asset purchases/construction. A summary of IPPE transactions for 2013-14 are shown below and is provided in greater detail in Note 9.

Plant and Equipment

65 Vehicles Purchased	65
-----------------------	----

67 Vehicles Sold	67
------------------	----

26 Plant items purchased	26
--------------------------	----

Total value of purchases \$2.6m, and includes:

Caterpillar 12M Grader	\$322,803
------------------------	-----------

VT605 Road Sweeper	\$324,793
--------------------	-----------

Cat 1 Tanker	\$294,219
--------------	-----------

Educator Pit Cleaner	\$267,690
----------------------	-----------

Office Equipment

New Computer Purchases	\$21,376
------------------------	----------

SES Equipment	\$20,000
---------------	----------

Buildings and Other Structure

Funeral Parlour	\$198,000
-----------------	-----------

Canteen Upgrades – Various	\$76,987
----------------------------	----------

Spotlight Car Park Ramp	\$30,000
-------------------------	----------

Road Works and Drainage

Drainage Works (excl Dedications)	\$49,074
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Road Works (excl Dedications)	\$20.5m
-------------------------------	---------

Includes:

Bus Shelters	\$1.20m
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Pathpaving	\$799,790
------------	-----------

Infrastructure

Road Dedications	\$18.50m
------------------	----------

Drainage Dedications	\$3.60m
----------------------	---------

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

NSW Bike Plan River Cities Program	\$2.25m
------------------------------------	---------

Property Development	\$2.05m
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Building Asset Renewal Program	\$1.79m
--------------------------------	---------

City Centre Improvements	\$935,944
--------------------------	-----------

Park Assets Renewal	\$568,257
---------------------	-----------

Public Amenity Replacement Program	\$409,755
------------------------------------	-----------

Other Assets

Library Resources	\$680,133
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LIABILITIES

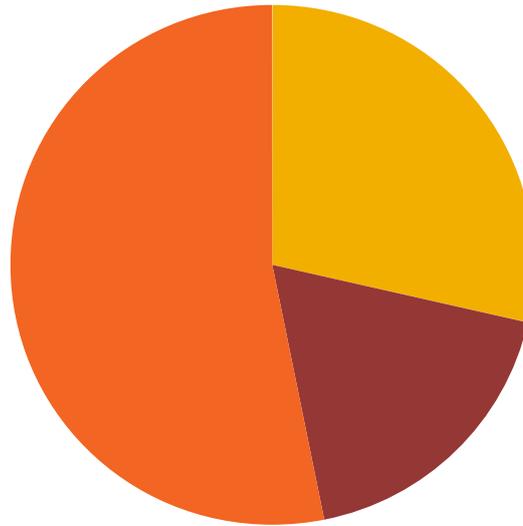
Liabilities ▲ 0.9% to \$111.4m

Borrowings ▲ 2% to \$67.4m

Payables ▼ 4.8% to \$15.1m

Provisions ▲ 1.4% to \$28.8m

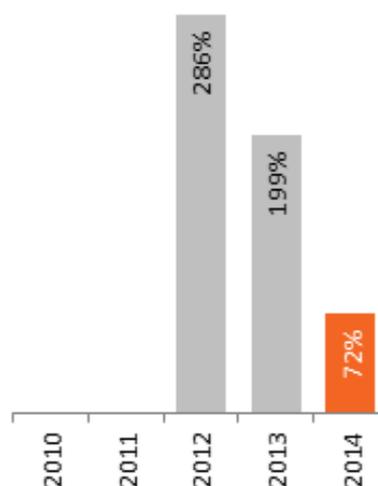
- Payables
- Borrowings
- Provisions



LIABILITY ITEM	2014 (\$'000)	2013 (\$'000)	% CHANGE
CURRENT LIABILITIES			
Payables	15,126	15,890	(4.8%)
Borrowings	9,675	8,853	9.3%
Provisions	28,178	27,805	1.3%
TOTAL CURRENT LIABILITIES	52,979	52,548	0.8%
NON-CURRENT LIABILITIES			
Borrowings	57,765	57,233	0.9%
Provisions	653	628	4.0%
TOTAL NON CURRENT LIABILITIES	58,418	57,861	1.0%
TOTAL LIABILITIES	111,397	110,409	0.9%

The 2013-14 Debt Service Cover Ratio was 72.08% (199.43% in 2012-13). This ratio measures the availability of operating cash to service debt including interest, principal, and lease payments. The Debt Service Cover Ratio 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. Council's recent approval under the Local Infrastructure Renewal Scheme (LIRS) also provides an interest rates subsidy from the NSW Government.

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.

FINANCIAL RESULTS	\$'000		
	PPVA	RIPPLES	PWS
Operating Expenses	3,236	4,938	1,679
Operating Revenues (Excluding Council's Subsidy)	1,794	3,687	1,634
Surplus / (Deficit) before Subsidy	(1,442)	(1,271)	(45)
Subsidy	1,507	1,104	-
Surplus / (Deficit) from Ordinary Operations	65	(167)	(45)
Capital Grants			
Surplus / (Deficit)	65	(167)	(45)
Current Assets	1,093	168	310
Non-Current Assets	547	293	1,206
Total Assets	1,640	461	1,516
Current Liabilities	779	895	821
Non-Current Liabilities	168	-	564
Total Liabilities	947	895	1,385
Net Assets	693	(434)	131

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.

CATEGORY 1 (TURNOVER GREATER THAN \$2M)	2014 SURPLUS / (DEFICIT)	2013 SURPLUS / (DEFICIT)	2012 SURPLUS / (DEFICIT)	2011 SURPLUS / (DEFICIT)	2010 SURPLUS / (DEFICIT)
Children's Services	(1,058)	(609)	137	(606)	(1,170)
Council Pools	(2,234)	(2,653)	(1,715)	(2,044)	(3,501)
Penrith Whitewater Stadium	(84)	(182)	(142)	182	(226)
Property Development	(1,137)	(930)	(1,338)	2,911	1,609
Penrith Performing & Visual Arts	(1,232)	(1,372)	(955)	(3,086)	(2,862)

CATEGORY 2 (TURNOVER LESS THAN \$2M)	2014 SURPLUS / (DEFICIT)	2013 SURPLUS / (DEFICIT)	2012 SURPLUS / (DEFICIT)	2011 SURPLUS / (DEFICIT)	2010 SURPLUS / (DEFICIT)
Cemeteries	(29)	(156)	(86)	(152)	(164)
Tennis Courts	(383)	(369)	(216)	(299)	(1,309)
St Clair Recreation Centre	(335)	(332)	(159)	(196)	(378)
Lemongrove Retirement Village (sold 2011)	n/a	n/a	n/a	80	(289)
Halls	(1,863)	(1,198)	(1,106)	(1,161)	(4,571)
Contestable Services	125	71	(80)	(4)	106

INCOME STATEMENT

FOR THE YEAR ENDED 30 JUNE 2014

BUDGET ⁽¹⁾ 2014	\$ '000	NOTES	ACTUAL 2014	ACTUAL 2013
Income from Continuing Operations				
Revenue:				
110,586	Rates & Annual Charges	3a	112,142	104,564
33,279	User Charges & Fees	3b	34,325	32,265
2,002	Interest & Investment Revenue	3c	2,995	3,118
5,193	Other Revenues	3d	6,258	6,877
24,071	Grants & Contributions provided for Operating Purposes	3e,f	21,966	24,341
21,670	Grants & Contributions provided for Capital Purposes	3e,f	35,960	45,271
Other Income:				
Net Share of interests in Joint Ventures & Associated				
50	Entities using the equity method	19	1,155	727
196,851	Total Income from Continuing Operations		214,801	217,163
Expenses from Continuing Operations				
82,777	Employee Benefits & On-Costs	4a	81,474	76,933
3,934	Borrowing Costs	4b	3,826	3,995
55,746	Materials & Contracts	4c	52,256	51,166
39,029	Depreciation & Amortisation	4d	19,702	19,114
16,025	Other Expenses	4e	34,894	19,159
533	Net Losses from the Disposal of Assets	5	421	684
198,044	Total Expenses from Continuing Operations		192,573	171,051
(1,193)	Operating Result from Continuing Operations		22,228	46,112
(1,193)	Net Operating Result for the Year		22,228	46,112
(21,213)	Net Operating Result for the year before Grants and Contributions provided for Capital Purposes		841	(7,565)

1. Original Budget as approved by Council - refer Note 16 in the full Financial Statements

STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 30 JUNE 2014

\$ '000	NOTES	ACTUAL 2014	ACTUAL 2013
Net Operating Result for the year (as per Income Statement)		22,228	46,112
Other Comprehensive Income:			
Amounts which will not be reclassified subsequently to the Operating Result Gain (loss) on revaluation of I,PP&E		-	36,202
Total Items which will not be reclassified subsequently to the Operating Result		-	36,202
Total Other Comprehensive Income for the year		-	36,202
Total Comprehensive Income for the Year		22,228	82,314



STATEMENT OF FINANCIAL POSITION

AS AT 30 JUNE 2014

\$ '000	ACTUAL 2014	ACTUAL 2013
ASSETS		
Current Assets		
Cash & Cash Equivalents	42,768	41,880
Investments	6,214	24,966
Receivables	8,619	8,316
Inventories	1,206	2,353
Other	1,306	1,102
Non-current assets classified as "held for sale"	449	
Total Current Assets	60,562	78,617
Non-Current Assets		
Investments	8,500	3,000
Receivables	1,357	2,215
Infrastructure, Property, Plant & Equipment	2,626,627	2,590,652
Investments accounted for using the equity method	5,110	3,955
Investment Property	20,218	20,719
Total Non-Current Assets	2,661,812	2,620,541
TOTAL ASSETS	2,722,374	2,699,158
LIABILITIES		
Current Liabilities		
Payables	15,126	15,890
Borrowings	9,675	8,853
Provisions	28,178	27,805
Total Current Liabilities	52,979	52,548
Non-Current Liabilities		
Borrowings	57,765	57,233
Provisions	653	628
Total Non-Current Liabilities	58,418	57,861
TOTAL LIABILITIES	111,397	110,409
Net Assets	2,610,977	2,588,749
EQUITY		
Retained Earnings	1,943,103	1,920,875
Revaluation Reserves	667,874	667,874
Total Equity	2,610,977	2,588,749

STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED 30 JUNE 2014

\$ '000	RETAINED EARNINGS	RESERVES (REFER 20b)	COUNCIL INTEREST	TOTAL EQUITY
2014				
Opening Balance as per Last Year's Audited Accounts	1,920,875	667,874	2,588,749	2,588,749
Revised Opening Balance (as at 1/7/13)	1,920,875	667,874	2,588,749	2,588,749
Net Operating Result for the Year	22,228	-	22,228	22,228
Other Comprehensive Income				
Total Comprehensive Income	22,228	-	22,228	22,228
Equity - Balance at end of the reporting period	1,943,103	667,874	2,610,977	2,610,977

\$ '000	RETAINED EARNINGS	RESERVES (REFER 20b)	COUNCIL INTEREST	TOTAL EQUITY
2013				
Opening Balance as per Last Year's Audited Accounts	1,874,763	631,672	2,506,435	2,506,435
Revised Opening Balance (as at 1/7/12)	1,874,763	631,672	2,506,435	2,506,435
Net Operating Result for the Year	46,112	-	46,112	46,112
Other Comprehensive Income				
- Revaluations : IPP&E Asset Revaluation Rsve	-	36,202	36,202	36,202
Other Comprehensive Income		36,202	36,202	36,202
Total Comprehensive Income	46,112	36,202	82,314	82,314
Equity - Balance at end of the reporting period	1,920,875	667,874	2,588,749	2,588,749

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 30 JUNE 2014

BUDGET ⁽¹⁾ 2014	\$ '000	ACTUAL 2014	ACTUAL 2013
	Cash Flows from Operating Activities		
	Receipts:		
109,407	Rates & Annual Charges	113,413	105,206
39,282	User Charges & Fees	35,576	34,218
3,537	Investment & Interest Revenue received	2,331	3,385
41,242	Grants & Contributions	27,870	40,522
2,700	Bonds, Deposits & Retention amounts received	2,637	2,604
2,886	Other	13,061	13,960
	Payments:		
(81,487)	Employee Benefits & On-Costs	(81,202)	(77,780)
(60,701)	Materials & Contracts	(56,851)	(57,390)
(3,889)	Borrowing Costs	(3,826)	(3,995)
(2,500)	Bonds, Deposits & Retention amounts refunded	(2,274)	(2,436)
(19,210)	Other	(40,109)	(20,392)
31,267	Net Cash provided (or used in) Operating Activities	10,626	37,902
	Cash Flows from Investing Activities		
	Receipts:		
154,813	Sale of Investment Securities	287,153	212,691
750	Sale of Real Estate Assets	-	10
1,463	Sale of Infrastructure, Property, Plant & Equipment	1,224	1,792
	Payments:		
(153,180)	Purchase of Investment Securities	(273,620)	(215,000)
(29,889)	Purchase of Infrastructure, Property, Plant & Equipment	(25,710)	(38,647)
-	Purchase of Real Estate Assets	-	(11)
-	Transfers between Cash & Cash Equivalents	-	(1,000)
(26,043)	Net Cash provided (or used in) Investing Activities	(10,953)	(40,165)
	Cash Flows from Financing Activities		
	Receipts:		
4,113	Proceeds from Borrowings & Advances	10,201	7,108
4	Deferred Debtors Receipts	65	2
	Payments:		
(14,814)	Repayment of Borrowings & Advances	(9,051)	(8,420)
(10,697)	Net Cash Flow provided (used in) Financing Activities	1,215	(1,310)
(5,473)	Net Increase/(Decrease) in Cash & Cash Equivalents	888	(3,573)
50,000	plus: Cash & Cash Equivalents - beginning of year	41,880	45,453
44,527	Cash & Cash Equivalents - end of the year	42,768	41,880
	Additional Information:		
	plus: Investments on hand - end of year	14,714	27,966
	Total Cash, Cash Equivalents & Investments	57,482	69,846
	Please refer to Note 11 in the full Financial Statements for information on the following:		
	- Non Cash Financing & Investing Activities		
	- Financing Arrangements		

INTRODUCTION

OUR COUNCIL

OUR PEOPLE

OUR ENVIRONMENT

OUR PERFORMANCE

STATUTORY

FINANCIALS



INTRODUCTION
OUR COUNCIL
OUR PEOPLE
OUR ENVIRONMENT
OUR PERFORMANCE
STATUTORY
FINANCIALS

ACKNOWLEDGEMENTS

- Proudly designed and printed in house

DESIGN & PRINT
PENRITH CITY COUNCIL

- Some cover photos and some internal photographs 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.



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



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