



PENRITH

PENRITH
CITY COUNCIL

ANNUAL REPORT
2016-17

OUR VISION

THE COMMUNITY'S VISION IS ONE OF A SUSTAINABLE AND PROSPEROUS REGIONAL CITY WITH A HARMONY OF URBAN AND RURAL QUALITIES.

OUR MISSION

WE WILL...

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

About the cover

Opening of the Chapman Gardens Playground. The Mayoral Youth Challenge playground was officially launched in December 2016 with the students of Kingswood Public School taking a starring role in organising the launch event and running activities. The Mayoral Youth Challenge allows students from local schools to participate in the design of new playgrounds located in neighbourhood parks. The event was well attended by local community members, parents and young people. The Mayor was warm in his praise of the students who played an important role in designing the space for the community.

About this report

We are pleased to present Penrith City Council's 2016-17 Annual Report in line with our responsibilities under the *Local Government Act 1993* and *Local Government (General) Regulation 2005* and other legislation to provide a range of information to the community – see legislation.nsw.gov.au.

While reporting is a statutory requirement, we strive to report clearly and transparently above and beyond requirements, as we want to provide our community with a full picture of all our activities, achievements, challenges and spending.

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.

OUR YEAR IN REVIEW: SNAPSHOT

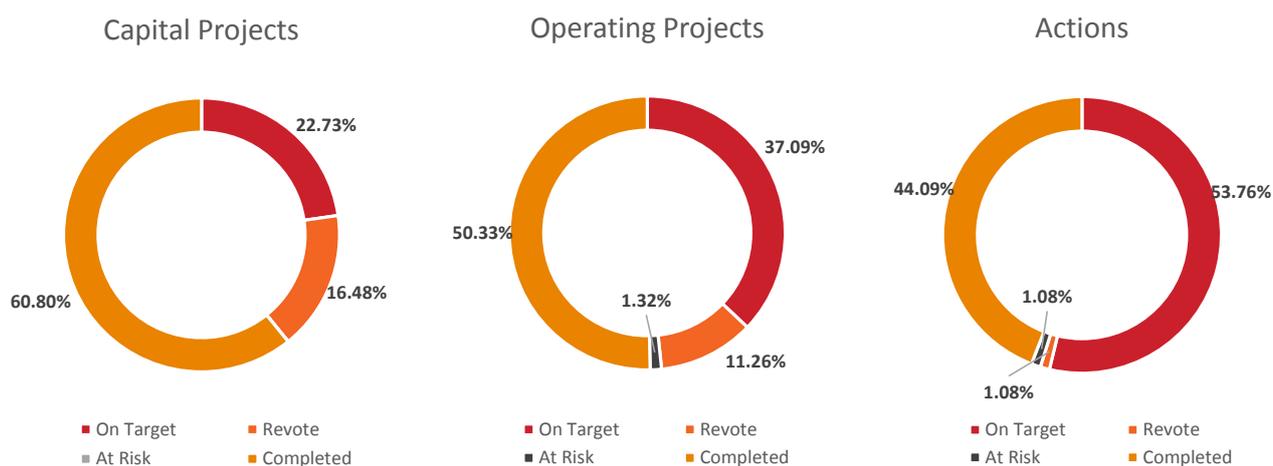
Council's activities and projects for this year were set out in the Operational Plan 2016-17 and Delivery Program 2013-17. Of the 371 projects and actions identified for completion in 2015-16, 85% were on track with 50% completed and 35% on target. The remaining 15% have experienced delays due to various factors, as discussed in 'Our Performance'.

At the end of June 2017 just over 29% of the total projects (Capital and Operational) were on track, 56% were completed, and 14% required a revote as some works or payments were scheduled to be completed

after 1 July. Less than 1% of projects were reported as having issues or experiencing delays.

Just over 44% of the 2016-17 Operational Plan actions were completed. A further 53.76% of actions were identified as being on track, with 1% of actions requiring a revote and another 1% being deemed as at risk.

The following graphs provide a breakdown of the status of the Capital and Operational projects and Operational Plan actions as at 30 June 2017.



Although we do our best to anticipate what needs to be done each year, inevitably unexpected challenges and opportunities will arise which need to be addressed. In some cases these affect our ability to undertake the work we had planned for, in others we are able to respond without affecting our agreed program of works. Some of the additional activities carried out during 2016-17 include:

- Council staff were diverted to completing the upgrade of Queen St, St Marys, after the contractor went into liquidation. These works were planned to be delivered by a contractor, and some of our capital projects were delayed as a result.
- Council staff also constructed a permanent 117 space carpark near Woodriff Gardens Tennis courts as additional parking was considered a priority by Council.
- Two temporary commuter carparks were constructed at Thornton to provide parking whilst the Multi deck at Thornton and bus interchange was constructed at Belmore street.
- The City Deals were initiated in October 2016 and have required significant resources to negotiate the best outcome for Penrith
- Release of the new Apartment Design Guide, which differs significantly from the previous controls, required additional resources to understand the impact on development in Penrith

Over the 2013-17 Delivery Program, Council delivered on just over 80% of all identified actions, with a further 10% of actions deemed as being ongoing.



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MAYOR'S MESSAGE

This annual report not only reflects our progress over the past 12 months, it confirms Penrith's place as a centre of innovation and limitless opportunity.

It's been a year full of highlights, but a particular high note for me was our inaugural Real Festival in November. This two-day community event celebrated the river, our environment, the arts and fantastic lifestyle in Penrith.

On the same weekend, thousands of spectators enjoyed a free performance of Swan Lake by the Australian Ballet on the outdoor stage at Penrith Lakes.

Our city continues to grow, with investment in Penrith at an all-time high. Catalyst developments, like the Western Sydney Airport, Western Sydney Priority Growth Area, Penrith Health and Education Precinct and the \$5 billion Sydney Science Park are set to transform our region into a research, technology and innovation hub.

We launched our Innovation Talks Series in March to celebrate and foster this transformation and to learn from inspirational thought leaders.

Of course, to be truly innovative we need the right infrastructure. We continue to advocate for a North-South Rail link to connect existing communities, cut commuting times and unlock the potential of the North-South economic corridor.

In August, we celebrated the results of previous advocacy when construction started on the \$49 million pedestrian bridge across the Nepean River.

Over the past 12 months we've continued to activate our community's vision for our city and ensure it is also embedded in our new 10-year *Community Plan*.

In particular, we're working with key partners to increase housing diversity – including apartment-style living and options for seniors looking to downsize.

Our *Economic Development Strategy* was launched in February. It supports existing businesses, will generate new opportunities and support the creation of 55,000 jobs of the future. In line with this, we've spent the last 12 months sparking our Night Time Economy to make Penrith more vibrant after dark.

Plans for a City Park are forging ahead, with site testing completed in May. This contemporary public space, surrounded by a mix of housing and specialist retail, will allow for redevelopment of private land and provide cultural and civic opportunities for residents, workers and visitors.



As in previous years, we've continued to upgrade existing parks and facilities across our city, including the St Marys Streetscape Improvement project, and made important improvements to local infrastructure.

Council again collaborated with young leaders through the Penrith Mayoral Challenge. We launched a playground in Chapman Gardens designed by students from Kingswood Public School. We're now working with Oxley Park and Cambridge Park public schools on two more new playgrounds.

In August, Council convened a meeting of faith leaders and they joined together to sign an important Multi-faith Statement promoting harmony in our city.

More than 600 people enjoyed our Spicy Penrith event at the Joan in April. This evening of song and dance from the Indian Subcontinent was just one of many celebrations of our cultural and religious diversity over the past 12 months.

To foster this diversity, we formed a Multicultural Working Party to better support social inclusion and community wellbeing.

On a final note, I'm pleased to say our 2015-16 Annual report received a gold award at the prestigious Australasian Reporting Awards, Celebrating Excellence in Reporting – our second year securing gold.

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

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

IAIN

GENERAL MANAGER'S MESSAGE

This report details our journey over the past 12 months – our achievements, our finances and how we've responded to challenges along the way.

Following our Capacity Review, we've carried out a restructure to streamline and improve the way we do business and deliver services to our community. These improvements include Council's new centralised Customer Contact Centre and an online application and payment system – a faster and easier way to get the documents you need when buying or selling property.

Indeed, our combined productivity initiatives – finding better ways of doing things, harnessing technology improvements, implementing new systems and reviewing service delivery, have resulted in savings of \$2.4 million towards our goal of matching funds received from the 2016-17 Special Rate Variation.

At year end, we achieved a strong budget outcome with a small surplus. During the year, favourable budget variations allowed us to address several priorities. These included ongoing Information Communications and Technology infrastructure upgrades, progress on the design and development of major projects and an increased ability to respond to current and emerging priorities.

Consistent with last year, Council determined more than 1400 development applications this financial year. The value of development remains high with over \$1 billion of works determined, reflecting continued growth and increasing complexity of applications. This includes high density residential flat building and mixed use, as well as medium density development such as dual occupancy and town houses.

As always, renewing important infrastructure and providing improved pathway connections is a top priority. This year, we resurfaced or reconstructed 265,000m² of road, constructed 3.5km of pathways and rejuvenated another 85,000m² of road pavement.

We continue to reinvigorate and support more established areas of our city. Our Place Management team worked with a range of community and health services to launch the Village Café in North St Marys in June to support older people in this neighbourhood to build social connections and good health. This initiative echoes our commitment to the Penrith Health Action Plan in May, an agreement between Council, the Nepean Blue Mountains Local Health District and the Nepean Blue Mountains Primary Health Network.

We've made improvements, big and small, to our childcare, sporting and neighbourhood facilities. In the past 12 months, we installed eight new playgrounds across Penrith. This includes our partnership with the Touched by Olivia Foundation and Lend Lease for an all abilities playground at Jordan Springs, the first of its kind in Western Sydney, and a water play area in Erskine Park.



In August, we launched the new look Mondo space between Council, Westfield and the Joan. Residents and visitors alike enjoy this space on a daily basis and in June it hosted our World Environment Family Fun Day and Comedy Gala.

Council's Children's Services continues to provide quality care and stimulating education programs to close to 4000 children aged 0-12 years across 43 services and projects. I'm thrilled to say 100% of these services exceed or meet the National Quality Standard – against an average national figure of 69%.

Our library services continue to expand and evolve. With more than 45,000 active members, around 1500 people visit one of our branches each day. This year, around 170 residents attended free Tech Savvy Seniors classes to learn to use an iPad, set up an email account and use social media.

Council also continues to work with community boards to oversee 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. These valuable facilities add much to the cultural and sporting life of our city.

Once again it has been a 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.

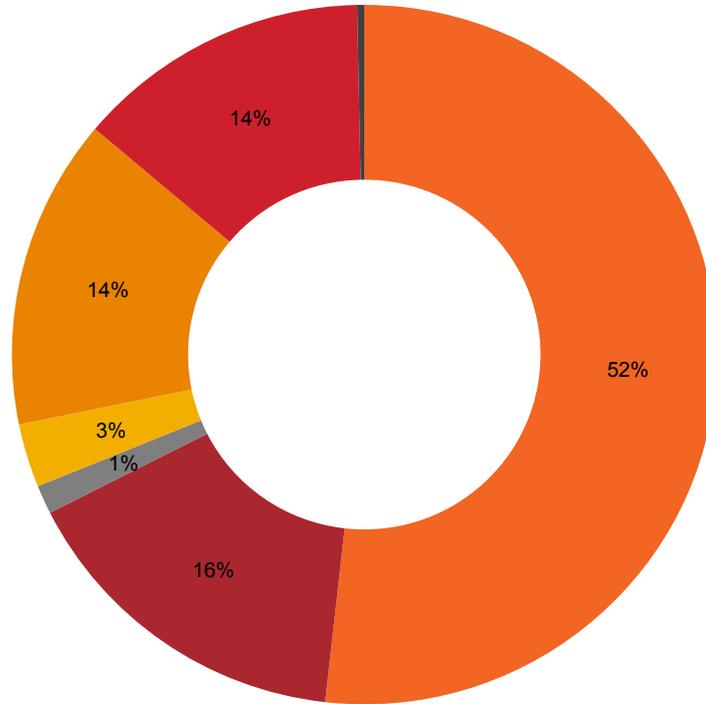
A handwritten signature in black ink, appearing to read 'Alan Stoneham'.

ALAN STONEHAM
GENERAL MANAGER

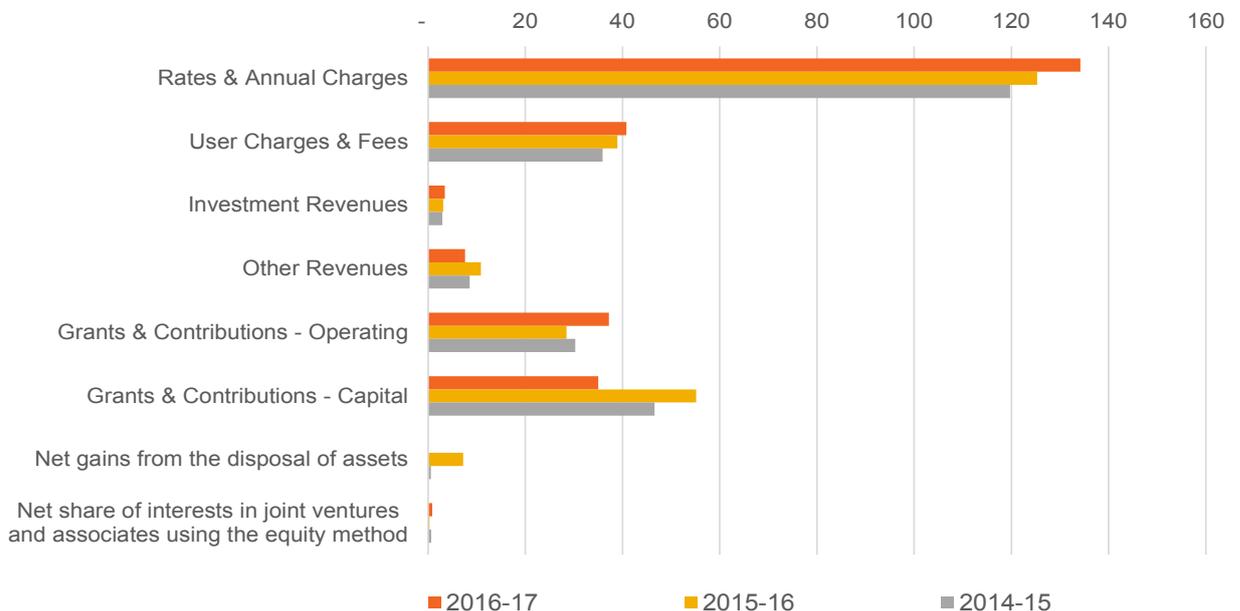
WHERE DOES OUR MONEY COME FROM?

In 2016-17 our income was \$259m, with over half of this (52%) coming from rates and annual charges. Almost a third of our income came from grants and contributions (28%) towards capital and operating projects. The remainder came from user fees and charges (16%), and other revenue (3%).

Categories in 2015/16 were rates and charges, grants and contributions (capital projects), user fees and charges, grants and contributions (operating projects), interest and investment revenue and other revenue.

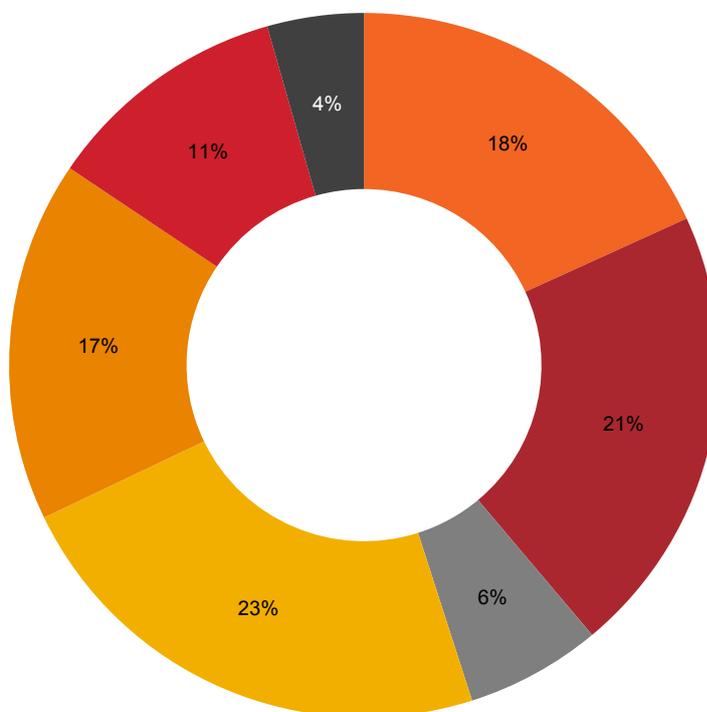


- Rates & Annual Charges (\$134.2m)
- Grants & Contributions - Operating (\$37.2m)
- User Charges & Fees (\$40.8m)
- Grants & Contributions - Capital (\$35m)
- Investment Revenues (\$3.4m)
- Net gains from the disposal of assets (\$0m)
- Other Revenues (\$7.6m)
- Net share of interests in joint ventures and associates using the equity method (\$0.8m)



WHERE DID WE SPEND IT?

In 2016-17 Council's total expenditure was just over \$207m. Expenditure was across all Council's services and three entities. These services have been broken down into key service areas, as illustrated in the graph below.



- Waste, Environment, and Community Protection (\$37.6m)
- Parks and Recreation (\$34.3m)
- Roads, Footpaths, and Buildings (\$42.9m)
- Children's Services (\$23.1m)
- Community Services (\$12.8m)
- Public Spaces and Community Safety (\$9.1m)
- Corporate Services (\$47.2m)

KEY FINANCIAL RESULTS

All figures are in \$'000

- Council's financial performance remains strong, achieving a net surplus result of \$52.1m for the year.
- Overall Income: favourable variance of 8.9% to \$259m result (\$236m budget)
- Total Expenses: favourable variance of 1.0% to \$207.1m (\$209m budget)
- Total Assets: Up by 2.3% to \$1,916m (\$1,873m in 2015/16)
- Asset \$ per head of population: \$9,479 (\$9,592 in 2015/16)
- Liabilities: down by 2.7% to \$111.2m (\$114.3m in 2015/16)
- Infrastructure, Property, Plant & Equipment: Up by 0.52% to \$1,738 (\$1,729m in 2015/16)

FIT FOR THE FUTURE

INDICATOR	BENCHMARK	RESULT 16-17 AS AT 30 JUNE 2017	FFF SUBMISSION 19-20 ⁽¹⁾
Operating Performance Ratio This ratio measures Council's achievement of containing operating expenditure within operating revenue.	Greater than or equal to break-even average over 3 years	7.41%	2.64%
Own Source Revenue This ratio measures the degree of reliance on external funding sources.	Greater than 60% average over 3 years	71.89%	78.70%
Infrastructure Renewal Ratio This ratio is used to assess the rate at which infrastructure assets are being renewed against the rate at which they are depreciating. Includes Buildings, Roads and Drainage assets.	Greater than 100% average over 3 years	45.47%	63.83%
Infrastructure Backlog Ratio This ratio shows what proportion the backlog is against the total value of Council's infrastructure. Includes Buildings, Roads and Drainage assets.	Less than 2%	1.08%	1.17%
Asset Maintenance Ratio This ratio compares the actual versus required annual asset maintenance.	Greater than 100% average over 3 years	110.39%	100.74%
Debt Service Ratio This ratio measures the availability of operating cash to service debt including interest, principal and lease payments.	Greater than 2 x (Times) or 0%	3.16 x (Times) or 6.99%	6.29%
Real Operating Expenditure This ratio measures the cost of delivering Council's services per capita. Decreases in this ratio indicates efficiency improvements by Council.	A decrease in Real Operating Expenditure per capita over time	0.98	0.84

⁽¹⁾ This is the predicted result for 2019-20, as included in Council's June 2014 Fit For The Future submission.



CALENDAR OF EVENTS



Major events continue to play an important role in our City's lifestyle, wellbeing and economy, contributing more than \$53 million annually. Council has continued to coordinate and support a diverse range of successful local events and activities with our community and government partners as outlined below.

As well as the Real Festival, highlights this year included the official opening of the Civic Arts Precinct (Mondo), the launch of the revised Youth Mayor program, nine citizenship ceremonies that saw approximately 610 people become new Australian citizens; the Ripples Splash Pad opening, Spicy Penrith, the Primary and Secondary School Leaders receptions, the launch of the Village Café in North St Marys, two Cinema in the Park events, and two Music by the River events. Council also hosted or facilitated events to celebrate Seniors Week, Youth Week, International Women's Day, International Day of People with a Disability, Harmony Day and NAIDOC

JULY

- NAIDOC Family Fun Day – Penrith's annual celebration is the biggest in the state

AUGUST

- Little Big Dash
- Official Opening of the Penrith Civic Arts Precinct
- 10 Year Anniversary of the Penrith/Lachlan Alliance

SEPTEMBER

- Australian Transplant Games
- Defqon 1
- International Masters Games – St Marys
- Music by the River – community entertainment
- Nepean Disability Expo
- Youth Talent Show

OCTOBER

- Monaro Nationals
- BMX State Championships
- Western Sydney Marathon
- Nepean Triathlon
- Korean Flag Raising
- Mental Health Week

NOVEMBER

- Ironman 70.3
- The Australian Ballet Under The Stars – Swan Lake
- Real Festival- River, Environment, Arts, Lifestyle
- Environmental Photo Competition
- Victor Chang Cardiac Research Institute School Science Awards
- White Ribbon Day Twilight River Walk

DECEMBER

- Cinema in the Park
- Celebration of International Day of People with Disability

JANUARY

- Australia Day Celebrations at Jamison Park

FEBRUARY

- Cinema in the Park
- 125th Anniversary of Lord Sheffield Cricket Match at Thornton
- Event to mark the 9th Anniversary of the Apology to Australia's Aboriginal and Torres Strait Islander people



MARCH

- 30th Annual Penrith Working Truck Show
- Music by the River
- Sydney International Rowing Regatta
- Penrith Talks: Innovation Series
- International Women's Day
- Harmony Day Walk

APRIL

- Youth Week
- Diesel Dirt & Turf Expo
- Australian Corporate Triathlon Series
- Spicy Penrith Multicultural Celebration

MAY

- NSW ALGWA Conference

JUNE

- Mayor's Cup in association with Penrith Harness Racing Club
- Refugee Week
- Penrith Talks: Innovation Series
- Philippine Flag Raising



PENRITH AT A GLANCE

POPULATION: 200,000
POP. BY 2031: 260,000
AREA: 404km²

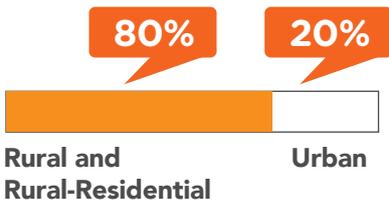
55KM WEST OF SYDNEY'S CBD

1.3 million
ANNUAL VISITORS

64,830
DWELLINGS 

19% of dwellings
medium or high density

47.8HA
of City Centre land
owned by Council



3%
of our population
identify as Aboriginal
or Torres Strait Islander

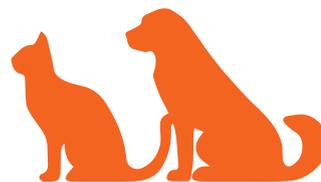
 **56%**
of Penrith's
workforce are
local residents

**REGISTERED
CATS**

22,000

**REGISTERED
DOGS**

74,000



12,412
Local Businesses

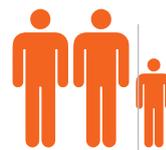
Median
resident
age 34

29%
RESIDENTS
AGED UNDER
20



6 INTERNATIONAL
PARTNERSHIPS

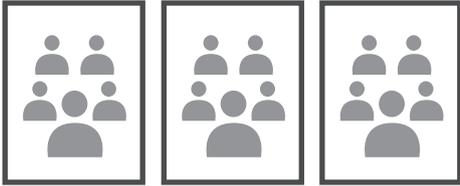
38.5%
COUPLES WITH
CHILDREN



1.6%
OF NSW

\$7.79 billion
GROSS REGIONAL PRODUCT

KEY FEATURES



3 ELECTORAL WARDS
15 Councillors (5 per ward)

36
SUBURBS
PROCLAIMED
A CITY IN 1959



25
Council
owned buildings
with **solar power**



**COUNCIL-RUN
CHILDCARE
FACILITIES**
Approx.
4000
children enrolled in
childcare centres



Approx.
32000
people use Council's
sportsgrounds each
weekend for
organised sport

105
SPORTING
FACILITIES



800
RETAIL FOOD
PREMISES

544
PLAYGROUNDS
& PARKS
» 142 playgrounds
» 402 Parks



- » 48 primary schools
- » 15 high schools
- » 6 K-12 Schools
- » 3 special support schools

616KM 
OF DRAINAGE PIPELINE

8000HA 
OF LAND ZONED
NATURE RESERVES
AND NATIONAL PARKS

2076
residential street
lights upgraded
to LED as part of
the "Light Years
Ahead" Project



3
LIBRARIES



1062KM
OF SEALED
ROAD PAVEMENT



162
carparks







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 and sets out what we need to consider when carrying out our activities. Council's responsibilities under the charter include 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 our activities
- ensure that provided services are managed efficiently and effectively
- have regard for the long term effects of our 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*, the *Rural Fires Act 1997*, the *Companion Animals Act 1998*, and the *Work Health and Safety Act 2011*.

OUR CODE OF CONDUCT

Council's Code of Conduct, available on our website, 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 and provide training so they are aware of and can meet the ethical standards and expectations relevant to their role.

OUR VALUES

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

We reviewed our organisation's Values and Behaviours through staff focus groups in early 2016.

The revised Values and Behaviours are simply:

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

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



We show respect by:

- being responsive to others' experiences, perspectives, values and beliefs
- listening
- being open
- working to understand the perspectives of others

We are accountable and:

- behave in an honest, ethical and professional way
- identify and follow legislation, rules, policies, and codes of conduct
- speak out against misconduct, illegal and inappropriate behaviour
- work and lead by example

We encourage innovation by:

- being open to new ideas and change
- offering our opinions and making suggestions
- adapting to new situations
- not giving up easily

COUNCIL ELECTIONS 2016

Council elections were held on Saturday 10 September 2016 to elect a total of 15 councillors, five for each ward within the Penrith City Local Government Area. The result saw five new councillors elected and 10 existing councillors re-elected. See Appendix 1 for details including the Report on the Conduct of the 2016 Election.

The following Councillors served from 1 July 2016 but did not stand or were not re-elected in the September election:



Prue Car MP



Maurice Giroto



Ben Goldfinch



Jackie Greenow OAM



Michelle Tormey

OUR COUNCILLORS

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

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



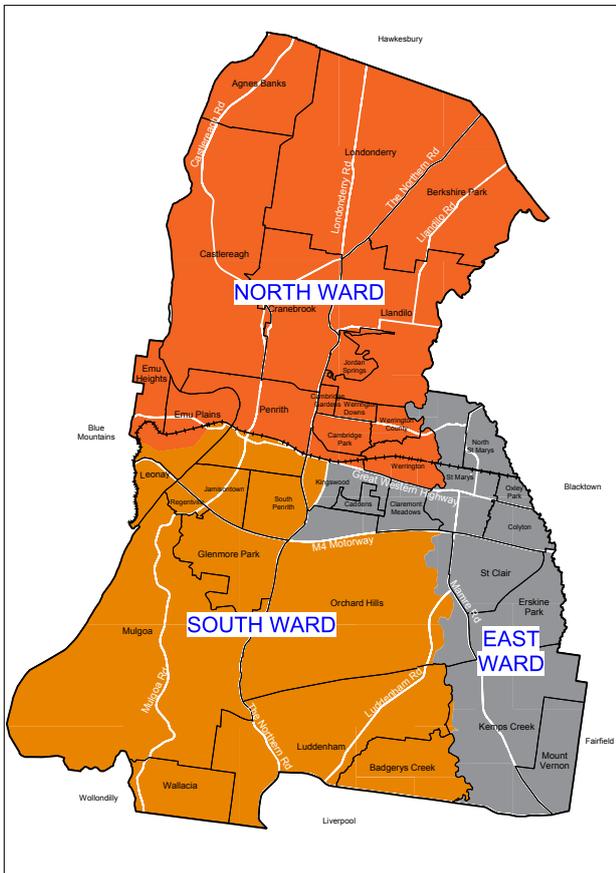
Marcus Cornish

Kevin Cramer
OAM

Aaron Duke

Ross Fowler
OAM

John Thain



EAST WARD COUNCILLORS



Bernard
Bratusa

Todd Carney

Greg Davies

Tricia Hitchen

Ben Price

SOUTH WARD COUNCILLORS



Jim Aitken
OAM

Mark Davies

Joshua Hoole

Karen
McKeown

Kath Presdee

OUR MAYOR

Councillor John Thain

North Ward Councillor

Email: john.thain@penrith.city

Cr John Thain has been a Penrith City Councillor since 1999 and was elected Mayor on 26 September to serve a 2 year term, having previously served as Mayor in 2005-06 and Deputy Mayor in 2004-05.



He has lived in North St Marys since 1994 and has been involved with several committees including Chair and Vice Chair of Hawkesbury River County Council, Chair of Penrith Sports Stadium and a member of the Ripples Board and the North St Marys Neighbourhood Committee. Cr Thain holds electrical qualifications and worked as a Regional Manager, Engineering Automation NSW/ACT.

As Mayor, Cr Thain introduced a Mayoral Charity Ball which raised \$25,000 for the Down Syndrome Association and is committed to helping families and people with a disability.

Cr Thain enjoys reading fiction and non-fiction historical books, loves watching the Panthers, Wanderers and is a fan of Game of Thrones. He was born in Aberdeen, Scotland, before migrating to Australia in 1971.

OUR DEPUTY MAYOR

Councillor Tricia Hitchen

East Ward Councillor

Email: tricia.hitchen@penrith.city

A highly decorated former Commissioned Police Officer, Cr Tricia Hitchen has been on Council since 2012 and was elected as Deputy Mayor on 26 September 2016.

Cr Hitchen is married with 3 children, and together with 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.



NORTH WARD COUNCILLORS

Councillor Marcus Cornish

Email: marcus.cornish@penrith.city

Even before becoming a Penrith Councillor, Cr Marcus 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 is focused on applying a common-sense, productive approach to issues on behalf of local families.



Councillor Kevin Crameri OAM

Email: kevin.crameri@penrith.city

Cr Kevin Crameri OAM has served Penrith City for many years, having first been elected to Council in 1974. He served as Mayor in 1996-97, 2009-10 and 2010-11, and as Deputy Mayor in 1988-89.

He has lived in the local area since he was 6 years old and is actively involved in many local committees and groups, including as Deputy Captain of the Llandilo brigade of the Rural Fire Service and a patron of the Nepean District Historical Society. Cr Crameri is a qualified fitter machinist, chainsaw operator and tool maker.

He earned his Order of Australia medal (OAM) in 1999 for his service to local government and the community. He is a dedicated husband, father and grandfather, and in any spare time he enjoys swimming, fishing and owning horses.

Cr Crameri 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 Aaron Duke

Email: aaron.duke@penrith.city

Cr Aaron Duke was elected to Penrith Council in 2016 at the age of 25. With a keen interest in social justice and community, Cr Duke decided to run for Council to be a voice for progressive ideas and forward thinking in Penrith. He has a particular interest in ensuring young people are represented in Council's decision making processes.



Cr Duke has lived in Penrith for over 10 years and attended Penrith Anglican College, where he was Vice Captain in 2008. In 2012, Aaron graduated with a Bachelor of International and Global Studies from the University of Sydney and completed a Juris Doctor from the University of Technology Sydney in 2016.

Councillor Ross Fowler OAM

Email: ross@rossfowler.com.au

Cr Ross Fowler OAM is a third generation representative in Local Government, following in the footsteps of his late father Bernie, a former Mayor of Penrith City and his grandfather John who was an Alderman on Mulgoa Municipal Council.



Cr Fowler is in his seventh consecutive term on Council after first being elected in 1991. He has served three terms as Mayor, (1995-96, 2013-14, 2014-15) and one as Deputy Mayor (2015-16).

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

EAST WARD COUNCILLORS

Councillor Greg Davies

Email: greg.davies@penrith.city

Cr Greg Davies has been a Penrith City Councillor since 1995. He has served 3 terms as Mayor (2002-04, 2007-08 and 2011-12) and 3 terms as Deputy Mayor (2001-02, 2004 and 2014-15). He worked in local government for 27 years before taking up a position as electorate officer to Mulgoa MP, Diane Beamer.



Cr Davies was born in Lalor Park, Blacktown, is a father of 2 and now lives in St Clair. He is strongly committed to working in partnership with community, business, government and other groups, and is particularly concerned with issues like planning for sustainable local jobs, housing and transport.

Councillor Todd Carney

Email: todd.carney@penrith.city

Cr Todd Carney was born and raised in Western Sydney. He has lived in Glenmore Park for over 13 years where he and his wife Sharon are raising their three children Zach, Lily and Indie.



After starting his apprenticeship at the age of 16, Cr Carney worked as a heavy vehicle mechanic for 12 years. He currently works as a Project Manager in a small commercial furniture installation company. Cr Carney has also worked as an electorate officer in the Office of David Bradbury MP for 6 years, advocating for Western Sydney and helping local residents on a daily basis.

For the past 8 years Cr Carney has volunteered as a board member of the Nepean Community College, a not-forprofit organisation that runs education courses for local residents. Cr Carney is also volunteering his time to coach an under 7s T-Ball side for the Colyton/St Clair Chiefs Baseball Club.

Councillor Bernard Bratusa

Email: bernard.bratusa@penrith.city

Cr Bernard Bratusa has been a local resident for 36 years and was first elected to Council in 2012, re-elected in 2016. Cr Bratusa is committed to promoting everything good about the local community, encouraging investment to the City, boosting the local economy and creating more employment opportunities for residents.



Cr Bratus is currently employed as the Government Relations and Communications Manager for Golf NSW, having previously been the Office Manager for the Federal Member for Lindsay and Media Adviser to the NSW Minister for Sport and Recreation.

Cr Bratusa and his wife Katheryne have 3 adult children and one mischievous Jack Russell named Victoria. His hobbies include all sports, particularly golf, rugby league, and football. "I feel very honoured to have been re-elected to Council and will represent all residents to the best of my ability to ensure everyone gets a fair go."

Councillor Ben Price

Email: ben.price@penrith.city

Cr Ben Price was elected to Penrith Council in 2016. He has lived in the Western Suburbs all his life and is the son of former Federal Member for Chifley, the Hon Roger Price.



Cr Price is married and has 3 young children, and has run a successful local real estate agency for the past 16 years. He is a strong voice for community and its residents and is also committed to encouraging more business activity throughout the area which will provide a strong local economy and provide more local jobs.

SOUTH WARD COUNCILLORS

Councillor Mark Davies

Email: mark.davies@penrith.city

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 the past 40 years and is passionate about attracting investment to the City, boosting the local economy and creating more jobs for residents.

Before joining Council, Cr Davies worked as an engineer in the television industry and currently runs a small business, Tech-Dry Building Products.

Cr Davies lives in Glenmore Park with his wife Tanya Davies, Member for Mulgoa. In his spare time he is a keen photographer and enjoys playing the guitar.



Councillor Jim Aitken OAM

Email: jim@jimaitken.com.au

Cr Jim Aitken OAM was first elected to Penrith City Council in 1995 and has served on Council ever since. Cr Aitken has provided many years of continual service to the community, including a term as Mayor in 2008-09 and Deputy Mayor in 2010-11 and 2013-14. He has lived in the local area for 50 years and is a patron of many sporting and other organisations.

He is also a successful businessman, operating his own group of companies named the Jim Aitken Group, which includes 8 real estate offices and 3 restaurants, employing over 200 people. 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 Joshua Hoole

Email: josh.hoole@penrith.city

As a local resident, Cr Joshua Hoole is passionate about serving the people of Penrith, representing and championing the concerns, values and beliefs of the community.

Having grown up in the area, Cr Hoole is committed to seeing through the long-term development, growth and prosperity of the region, as a place to work, rest and find leisure.



Councillor Kath Presdee

Email: kath.presdee@penrith.city

Cr Kath Presdee has lived in Penrith since 2001 and believes that the area is Sydney's best kept secret. This is Kath's second term on Penrith Council, previously serving from 2008-2012.



Councillor Karen McKeown

Email: karen.mckeown@penrith.city

Cr Karen McKeown was elected to Council in 2004, 2008, 2012 and 2016 and served as Mayor in 2015-2016 and Deputy Mayor in 2006-07. She holds a Bachelor of Commerce degree from WSU Majoring in Management with double sub-majors in Law & Employee Relations and the Executive Certificate for Elected Members from UTS.

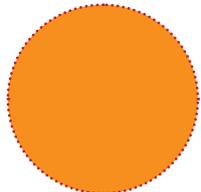
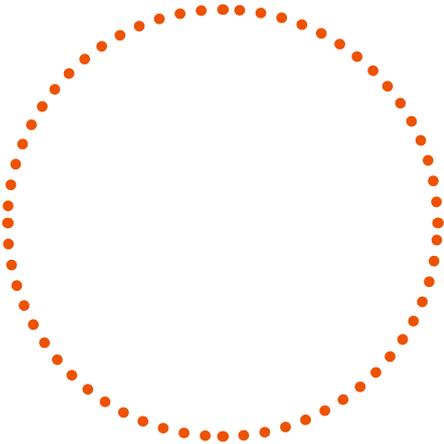
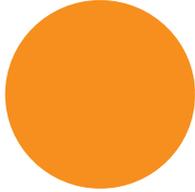
Cr McKeown has been active locally on many community organisations and committees including president of Australian Local Government Women's Association NSW, Board of State Records & Board member on Nepean/Blue Mountains Health.

Cr McKeown's commitment to preserving the environment saw her appointed in 2005 as a Sustainability Champion representing Council and the City on environmental topics. She is also passionate about ending homelessness and providing a voice for our growing multicultural community.





FAST FACTS





OUR PERFORMANCE

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 four year Delivery Program and four times each year on progress towards our current annual Operational Plan. These reports are available on our website.

This section of our Annual Report outlines our performance against the work program we committed to in our 2016-17 Operational Plan, as part of our Delivery Program 2013-17. Our next community satisfaction survey will be in 2017, so our next Annual Report – like our 2014-15 report – will include ratings of our performance based on community feedback through the survey.

A range of strategies and service activities were outlined in the 2016-17 Operational Plan across seven outcome areas. For each outcome area we provide an overview of the highlights and challenges experienced over the past year and our plans for the future.

Outcome 1 – We can work close to home

Outcome 2 – We plan for our 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 are healthy and share strong community spirit

Outcome 7 – We have confidence in our Council

OUTCOME 1 WE CAN WORK CLOSE TO HOME

Helping our community find a local job that suits them

The message from our community about planning for the future was that they want more jobs close to home, particularly for young people. Outcome 1 looks at how we (Council together with other levels of government and partners) can attract strategic investment, facilitate employment diversity and growth, and encourage local workforce training so we can be more resilient to changes in regional, national and international economic circumstances. It is also about providing a variety of employment opportunities.

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 businesses

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

The Penrith Disability Inclusion Action Plan 2017-21 has been finalised and adopted as part of Council's 2017-21 Delivery Program. This Action Plan was prepared in consultation with people with a disability, and sets priority actions in four key focus areas: liveable communities, attitudes and behaviours, systems and processes and employment to make Penrith more accessible and inclusive for everyone including people with disability. The Action Plan will help address employment opportunities for people with a disability, both through supporting local businesses to employ people with a disability and ensuring Council's own practices maximise opportunities.

All Council's child care services meet or exceed the National Quality Standards. Since the new standards were introduced the Children's Services team have consistently had more centres meet or exceed them than the NSW average. To have all centres now meeting or exceeding the standards is a fine achievement.

Penrith Progression identified six opportunity precincts to transform the City Centre and deliver jobs of the future. Significant progress has been made in planning and reimagining a number of these precincts to realise Council's bold vision: The Property Development Advisory Panel's helping us shape the City Centre and deliver jobs for the future. In summary:

- Living Well Precinct (Precinct 2): A Structure Plan exercise has commenced for the Living Well Precinct that will consider how Council can encourage housing for 'down-sizers'; improvement of the road network and expansion of the Judges Street Car Park. Following an Expression of Interest (EOI) process, Greengate Development Pty Ltd will construct an

aged care facility on Reserve Street, close to services and amenity.

- Union Road site (adjoining Precinct 2): Council has received bold ideas from experienced investors to develop the site Union Road car park to include residential, office and commercial uses, as well as an extra 1000 car parking spaces. A detailed design and feasibility process is now to be undertaken, followed by a DA process, where the community can have their say.
- Central Park Village (Precinct 1): Planning, including development of urban design principles and development options has progressed for a 7,500m² contemporary public space, surrounded by a mix of housing and specialist retail, which will foster redevelopment of private land and service cultural and civic needs for residents, workers and visitors.
- Community, Cultural + Civic (Precinct 5): An opportunities and constraints analysis is currently underway for Council's Carpenters site (located at the corner of High Street and Mulgoa Road) to investigate how this site can be developed in accordance with Penrith Progression. This includes discussions with the Roads and Maritime Service (RMS) and Endeavour Energy.

In October, the City Deal for Western Sydney was officially signed by the State and Federal Governments. As one of eight councils part of the City Deal, it will bring all three levels of government together to create a more liveable and productive region, through infrastructure investment, employment and investment attraction; improving housing affordability and more. In December Penrith Mayor John Thain attended the inaugural Mayoral roundtable for the Western Sydney City Deal and senior officers have been actively drafting Local

Government's response to the Deal and meeting with representatives from the State and Federal Government. The final City Deal is expected in the second half of 2017.

Council adopted an Economic Development Strategy (EDS) in November 2016, to provide a strategic framework for supporting economic development, investment and local jobs growth with the potential for 12,000 new jobs. Key industry sectors to be targeted include health, education, tourism, arts and culture, advanced manufacturing and advanced logistics. Council has been working with Penrith Health and Education Precinct (PHEP) key stakeholder group to develop a new vision and action plan, looking at the potential to use technology as an enabler to drive innovation in health care and medical research to deliver greater investment in the region. In late 2016 the NSW Government announced \$550 million for Stage 1 of the redevelopment of Nepean Hospital.

Council continues to advocate strongly to State and Federal Government in relation to delivery of a North-South rail link and the future Western Sydney Airport. In November Council made a detailed submission to the State and Federal Government's Joint Scoping Study on Rail Needs in Western Sydney, highlighting the case for a new passenger rail line between the South West and North West growth centres, via the airport and connecting with the Western line. This was supported by research commissioned by the Western Sydney Rail Alliance and a targeted communications campaign which led to more than 1000 members of the community using a link on Council's website to the submissions page. A second phase of advocacy is being led by the Alliance to demonstrate the economic and liveability benefits of a more connected Western Sydney region.

CHALLENGES

- Ensuring sustainable and equitable growth in Western Sydney. More people will be living west of Parramatta in 40 years than east of it. Western Sydney has lacked equitable access to public transport and associated opportunities for too long.
- Securing health and education-related land uses and infrastructure around Nepean Hospital and Western Sydney University.
- Linking the Penrith Health and Education Precinct with future transport corridors.
- Of our 83,465 employed local residents, close to 52,000 travel to work outside the local government area. Our population is growing faster than the available jobs, forcing residents to travel longer hours, which in turn impacts on wellbeing and family life.

LOOKING FORWARD

Advocacy and partnerships remain a top priority for Council - working with our community, local businesses, State and Federal Government and other key partners to ensure enough of the right jobs, services, facilities and infrastructure to meet the needs of our growing population and community aspirations. We know how important it is to keep being proactive and speaking out to ensure the growth of our City is well managed and supported, so our community has what it needs now and into the future.

We now have the strategy and resources in place to maximise the opportunities for our residents to work close to home. Our aim is to support a balanced local economy delivering local jobs. Council operates within a regional economy affected by national and international trends and events. Key growth industries in our region are health and wellbeing; arts/ culture/ communication; sustainability; logistics; innovation and manufacturing; finance and business. We need to target these industries to improve the number and diversity of jobs available, and build on the retail, hospitality and manufacturing opportunities that already exist.

The draft Metropolitan Strategy for Sydney to 2031 aims for an additional 37,000 jobs by 2031 in the West Sub-region. Council has a more aspirational goal for an additional 40,000 jobs in our City alone by 2031 to reduce the gap between our number of workers and available jobs. Significant collaboration between all levels of government and business is required if we are to meet the employment demands of our community.

OUR PERFORMANCE AGAINST WHAT WE SAID WE WOULD DO

SERVICE ACTIVITIES	HIGHLIGHTS AND COMMENTS
1.1.1 Build on our partnerships and alliances to achieve shared aspirations for the City's future	<ul style="list-style-type: none"> ✓ Strategic Alliance with Blue Mountains and Hawkesbury Councils started to work on projects including developing a Draft Regional Alliance Waste Strategy. ✓ Western Sydney Rail Alliance to ensure connectivity to jobs. ✓ Worked with the Greater Sydney Commission to highlight Penrith as a priority for investment and infrastructure, and as "the third city" with vast potential. ✓ Met key landowners and stakeholders within the City Centre to discuss opportunities for investment and redevelopment of sites. This has included conversations with people interested in investing in the City Centre, such as a delegation from Nihon University (Japan) regarding a City Centre university campus.
1.1.2 Market the City through campaigns that build on its strengths and identity	<ul style="list-style-type: none"> ✓ Almost 64,000 users made 205,000 pageviews in 89,000 sessions on the Visit Penrith website. This website, part of a long term Tourism Strategy to increase visitation to Penrith as outlined in the Penrith Destination Management Plan 2015, continued to effectively promote Penrith as the Adventure Capital of NSW and promote local attractions, events, restaurants and accommodation. ✓ Penrith New West campaign marketed Penrith's strengths as a place to invest – see Outcome 1 Highlights above. ✓ Thousands of locals shared their love of Penrith (including favourite places, things to do, eateries and locations) in photos and videos on social media during June as part of Council's #BraggingRights competition.
1.1.3 Utilise Council's property portfolio to stimulate growth and development opportunities in the City	<ul style="list-style-type: none"> ✓ Design and feasibility assessments for development on the Union Road site being undertaken. ✓ Investigation commenced on best use of the Carpenter Site.
1.2.1 Develop and implement a program of advocacy that targets the delivery of key infrastructure and regional employment growth	<ul style="list-style-type: none"> ✓ Western Sydney Airport – advocacy stating our position that the airport must deliver maximum benefits for the community with minimum negative impacts ✓ Submission to Transport for NSW's Future Transport Strategy consultation outlining key transport issues for Penrith and the region. ✓ Significant consultation in relation to transport in Western Sydney including the Joint Scoping Study on Rail Needs in Western Sydney, M9 and M12 corridor. ✓ A submission made on the draft West District Plan and Towards Our Greater Sydney 2056 to the Greater Sydney Commission (GSC) on 31 March 2017, on behalf of the PHEP Leadership Committee, covered the areas of planning, transport, infrastructure, funding and delivery for consideration to support and encourage the growth and expansion of PHEP.

SERVICE ACTIVITIES	HIGHLIGHTS AND COMMENTS
1.3.1 Contribute to the health and wellbeing of the City's community	<ul style="list-style-type: none"> ✓ Health Action Plan signed on 10 May between Council, Nepean Blue Mountains Local Health District and the Nepean Blue Mountains Primary Health Network - a formal commitment between all three levels of government to strengthen the work already being done together on health promotion and the prevention and management of health challenges in the City. ✓ Penrith Disability Inclusion Action Plan 2017-21 finalised, setting priority actions in four key focus areas: liveable communities, attitudes and behaviours, systems and processes and employment to make Penrith more accessible and inclusive for everyone, including people with disability. ✓ Seniors Festival activities. ✓ Council participated in Heart Foundation Heart Week at St Clair. ✓ Men's Health Week event held with Nepean Men's Shed and St Clair Men's Shed. ✓ Village Café launched.
1.4.1 Deliver high quality children's services	<ul style="list-style-type: none"> ✓ 100% of our services meet or exceed the National Quality Standard. ✓ Two new out of school hours services opened in January and April at Braddock and Werrington County Public Schools. ✓ Refurbishment of the Emu Plains library building to accommodate Emu Village OOSH.
1.4.2 Support families with young children through advocacy programs	<ul style="list-style-type: none"> ✓ Following a strong advocacy campaign, Children's Services was advised that federal Children and Parenting Program (CAPPs) funding has been extended to June 2018. This will enable us to continue to provide responsive, targeted, integrated best practice programs for families and engage youth workers in out of school hours services specifically to work with children aged 10-12 years.
1.4.3 Implement education and participation programs for identified target groups	<ul style="list-style-type: none"> ✓ See Appendix 4 for details of Council's services and programs that provide for the needs of children and encourage participation. ✓ Library programs supporting families and children, including HSC and homework support. ✓ More than 2,500 digital help enquiries to Council's Digital Help Desk, which supports residents including seniors, the unemployed and people from various minority groups get connected and participate more fully in the digital economy. ✓ Around 170 people attended our free Tech Savvy Seniors classes to learn how to use an ipad, set up an email address and use social media. ✓ 37 trainees graduated and another 55 started at Council in our annual traineeship program. 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.
1.4.4 Deliver quality library services that respond to the community's information and leisure needs	<ul style="list-style-type: none"> ✓ Our library has more than 45,000 active members, with an average of around 1,500 people visiting our branches each day. ✓ Our weekly Baby Time sessions have been very popular with more than 40 babies and their carers regularly attending these sessions during the year.

OUTCOME 2 WE PLAN FOR OUR FUTURE GROWTH

Making sure that services and infrastructure keep up as Penrith grows

Our community has continually told us that managing growth is their biggest issue of concern. Generally, residents accept that Penrith will grow, but want to make sure the things that make Penrith special are not lost, and that services and facilities grow with our population.

Outcome 2 looks at the challenge of managing our City's urban growth and providing quality housing choices, facilities and services without compromising the character and amenity of our neighbourhoods, our rural lands or our heritage.

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

Council is anticipating our City's needs, providing innovative solutions for present and future residents in terms of housing, employment and lifestyle options. We are planning for the community's future and working to ensure there is a supply of affordable and diverse housing. More than 1,349 development applications representing \$1 billion of works have been determined this year, with continuing growth particularly in residential apartments, mixed use and townhouse construction.

Our monthly Urban Design Review Panel considered 29 major development proposals and Council attended 126 pre-lodgement meetings. While this is fewer than last year, the scale of development is increasing. Examples of major proposals reviewed for key sites include mixed use and residential flat building developments within the Penrith Central Business District, Health and Education Precinct and St Marys Town Centre. In addition, the Panel has reviewed detailed concept plans for development of large land holdings within Caddens and Penrith City Centre target sites, a multi deck car park at Nepean Hospital, seniors living development on a golf course and a proposed temple development. Council also provided representation on a Design Integrity Panel established through the Government Architects Office for consideration of a major development proposal on a site directly opposite Penrith Train Station (Belmore Street).

Planning proposals for a range of major City-shaping projects have progressed. The City Park Planning Proposal was reported to Council on 22 August 2016 and forwarded to the Department of Planning and Environment for finalisation. The Erskine Park Reclassification Planning Proposal was exhibited and an independent public hearing was held before Council endorsed the planning proposal in June 2017 to be sent to the Department of Planning and Environment for finalisation. The Union Road reclassification planning proposal was endorsed by Council on 10 April 2017 and sent to the Department of Planning and Environment for finalisation.

CHALLENGES

Our remaining release area capacity sits at around 4,500 dwellings, which will only satisfy demand for this type of housing for the next 3-4 years. We are working towards delivery of housing from 2020 onwards.

It continues to be a challenge for our staff to meet the growing demand for development advice, assessments and inspections while also proactively improving our services and having input into proposed planning policy changes at the State level.

We continue to face some challenges through the NSW Government's introduction of the Apartment Design Guide, which differs substantially from the preceding Residential Flat Design Code. For example, we are finding it is often difficult for development sites to comply with the new solar access and ventilation requirements, and we may need to review current minimum lot size requirements within Council's planning instruments.

LOOKING FORWARD

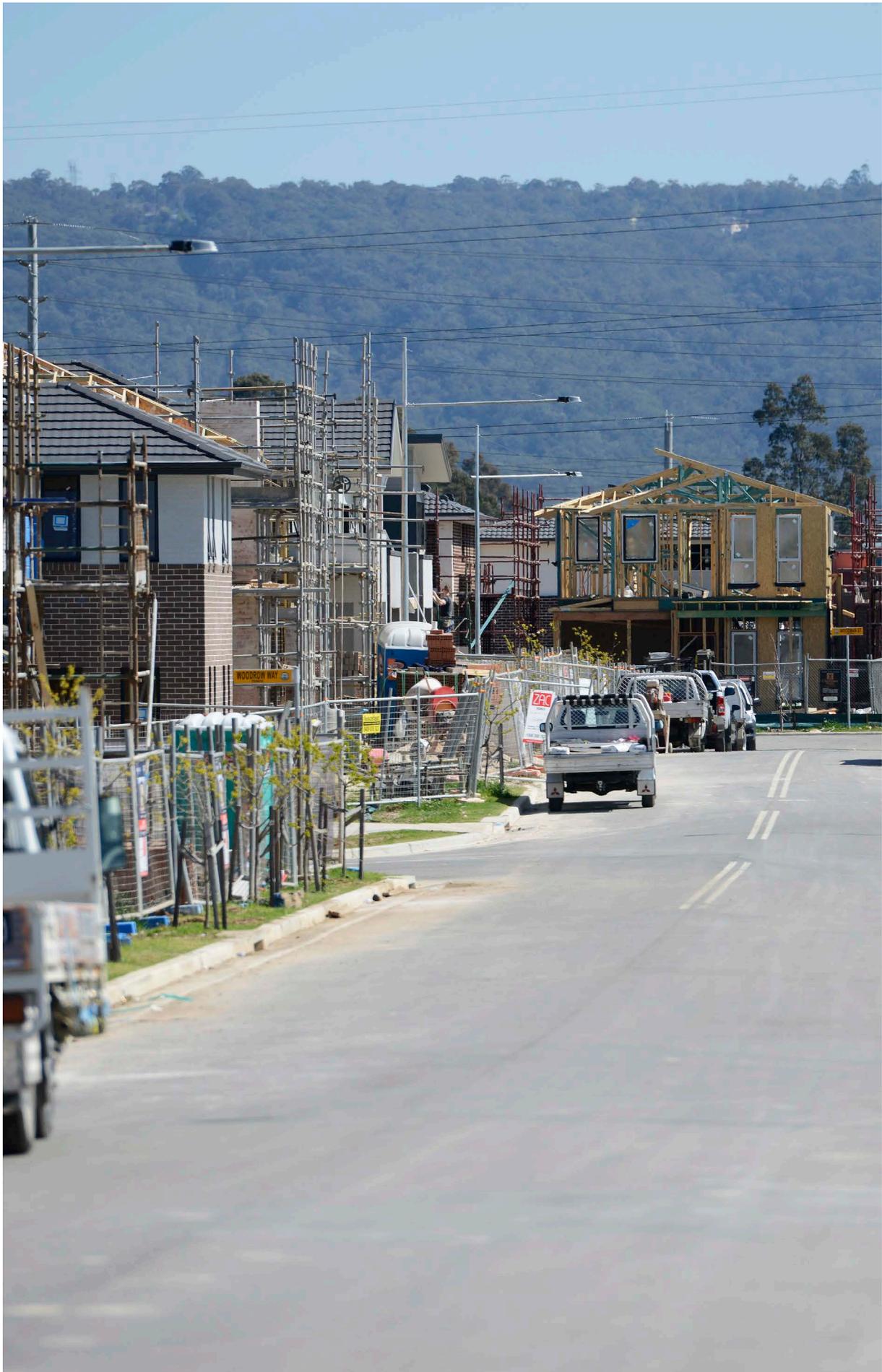
Council will continue to advocate strongly and work with a range of partners to ensure our City seizes every opportunity for improved roads and public transport services, local jobs, diverse housing options and positive environmental outcomes. We will continue to be proactive in planning for the future and working with our community to make sure our future growth is balanced and supported by the necessary infrastructure and services.

Given the above challenges, it is vital for Council to make sure we are doing things the best way possible to maximise our available resources and prioritise our efforts effectively. We will encourage productivity and innovation and focus on customer experience. In particular, we will continue to build on our recent ICT upgrades to streamline and integrate our online systems, and increase what our staff and customers can do online 'anywhere, anytime'. We will also focus on making our development services as simple and efficient as possible for our customers.

OUR PERFORMANCE AGAINST WHAT WE SAID WE WOULD DO

SERVICE ACTIVITIES	HIGHLIGHTS AND COMMENTS
2.1.1 Deliver timely assessment, regulation and certification of development and building work in accordance with statutory requirements	<ul style="list-style-type: none"> ✓ 1,349 development applications representing \$1billion of works have been determined this year. ✓ 277 construction certificates issued and 1,896 building inspections completed - including for an eight-storey mixed use development at 206-212 Great Western Highway, Kingswood and restaurant complex on Tench Avenue, Jamisontown. ✓ Moved to an online system to make it faster and easier to apply and pay for the documents people need when buying or selling property (s603 certificates, s149 Planning Certificates and Outstanding Notices certificates) Council now emails these certificates, rather than providing hard copies, with a significant improvement in delivery times for customers and more efficient use of staff time. ✓ The streamlining, integration and development of Council's approval systems continued to advance. ✓ Changes to Council's Urban Design Review Panel processes has increased the availability of electronic reviews during preparation for the lodgement of a Development Application, offering a faster and more flexible service for customers. Recent changes to processes also allow faster issuing of technical advice within one week of pre-lodgement discussions.
2.1.2 Facilitate quality development that contributes to a growing Regional City	<ul style="list-style-type: none"> ✓ 126 pre-lodgement meetings. ✓ The monthly Urban Design Review Panel considered 29 major development proposals. ✓ A Sydney Science Park project steering group has been established to guide future development applications and infrastructure delivery within the precinct.
2.1.3 Advocate Council's position and respond to planning legislation, building certification and related policies of government	<ul style="list-style-type: none"> ✓ We continued to respond to opportunities to comment on proposed changes to legislation.
2.1.4 Provide engineering advice for development applications, strategic planning and policy development	<ul style="list-style-type: none"> ✓ 701 new developments assessed and advice provided on by Development Engineering team. ✓ Engineering Services continued to provide assessment, advice and input into a range of strategic and development activities across the City. ✓ Updated referral response process and standard conditions to dramatically improve response times.
2.1.5 Plan for and facilitate delivery of release areas and urban renewal in the City	<ul style="list-style-type: none"> ✓ Penrith's new urban release areas are planned to deliver a range of housing types, meet community needs for infrastructure, and achieve targeted dwelling numbers. ✓ Work progressed on masterplanning active open spaces for new release areas, with sporting facilities built at Jordan Springs and Mulgoa Rise starting to be used by the community.
2.2.1 Maintain a contemporary framework of land use and contribution policies, strategies and statutory plans	<ul style="list-style-type: none"> ✓ Planning proposals for a range of major City-shaping projects such as the City Park have progressed – see Highlights.
2.2.2 Undertake priority planning projects and statutory processes that contribute to Penrith's role as a Regional City	<ul style="list-style-type: none"> ✓ Council continues to participate in a Steering Group with the Department of Planning and Environment (DP&E), Transport for NSW and Liverpool City Council, planning for future land uses within the Western Sydney Priority Growth Area.

SERVICE ACTIVITIES	HIGHLIGHTS AND COMMENTS
2.2.3 Facilitate quality development that contributes to a growing regional City	<ul style="list-style-type: none"> ✓ Significant improvement to waste planning has been noted in assessment of DAs for subdivisions, multi-unit dwellings and residential flat buildings thanks to changes to the Waste Management section of the Penrith Development Control Plan and supporting Guideline Documents. Integrated internal waste infrastructure, onsite truck loading facilities, waste storage rooms mean safer, more attractive and practical future developments across Penrith. ✓ Heritage Advisory Service undertook approximately 60 site visits to provide advice on potential developments affecting heritage buildings, contributed to pre-lodgement advice and provided comments on approximately 66 development applications. ✓ 10 grants (total \$19,000) awarded to owners of heritage properties through Council's Heritage Assistance Program to help them with conservation works. ✓ Council's Heritage Committee met bi-monthly and actively contributed to discussion regarding current issues and applications, provided advice to Council through recommendations on Local Heritage Funding and promoted community awareness of the City's heritage assets. ✓ Council continues to access grants funding from the NSW Department of Environment and Heritage which supports both the Heritage Advisory Service and the Heritage Assistance Fund. ✓ Council met with heritage advisors of other Western Sydney Councils on six occasions through the Heritage of Western Sydney (HoWS) group. ✓ Launch of smartphone app in Heritage week, April 2017 as a joint Council project to promote tourism in the area and raise awareness of Western Sydney's early settlement history and contribution to the country.
2.3.1 Maintain a contemporary framework of land use and contributing policies, strategies and statutory plans	<ul style="list-style-type: none"> ✓ Planning proposals for a range of major City-shaping projects have progressed – see Highlights.
2.3.2 Respond to and influence planning legislation and related policies of government	<ul style="list-style-type: none"> ✓ Continued to respond to opportunities to comment on proposed changes to legislation, including making submissions on: <ul style="list-style-type: none"> • State Environmental Planning Policy (Infrastructure) Amendment 2007 Review • Draft State Environmental Planning Policy (Education Establishments and Child Care Facilities) 2017. • NSW Government's proposals to update the Environmental Planning and Assessment Act 1979. ✓ Submission to the Draft West District Plan on 31 March, including a submission on the Metropolitan Plan: Towards A Greater Sydney. ✓ Continued to actively participate in the Greater Sydney Commission's Technical Working Groups for the District Plan.
2.3.3 Develop and implement a program of advocacy that targets the delivery of key infrastructure and regional employment growth	<ul style="list-style-type: none"> ✓ City Deal for Western Sydney, focussing on the airport and surrounds. ✓ In April the State Government began consultation on the proposed design for widening Mulgoa/Castlereagh Road which was part of Council's 2015 State election and 2016 Federal election advocacy campaigns. \$100m has been allocated by the State and Federal Governments to Stage One of the works between Jeanette Street, Regentville and Blaikie Road, Jamisontown. ✓ Construction of a new multi storey commuter car park at Penrith Station is expected to be complete in late 2017. Council also advocated for temporary parking to be made available during the construction to replace lost spaces. ✓ Continued engagement with the Department of Infrastructure and Regional Development (DIRD) to update Council on airport activities and the process for designing future flight paths.



OUTCOME 3 WE CAN GET AROUND THE CITY

Making sure we can get from place to place safely and easily, whether we drive, walk, cycle or ride the train or bus

Our community has told us they want a strong focus on improving roads, public transport, parking, footpaths and cycle ways 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.

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

HIGHLIGHTS

Our road network is our most valuable and most used asset. It is critical that it is maintained to allow residents, workers and visitors to travel safely around our City. The past 10 years have demonstrated that our ongoing commitment to early intervention is effective, providing a better quality of road surface at overall lower cost. This year Council:

- resurfaced or reconstructed 265,000m² of road
- rejuvenated another 85,000m² of road pavement
- constructed 3.5km of pathways, and
- constructed temporary carparks in the Penrith CBD to allow for interruptions due to the upgrade of the commuter carpark north of Penrith Station and the Penrith Railway station precinct.

Many of the roads and the entire public transport network our community relies on are the responsibility of State or Federal Government, limiting what we can do to address concerns over safety and capacity. We have continued to advocate for key infrastructure including, widening Mulgoa Road, increased express rail services and more commuter parking. We also continue to advocate strongly to State and Federal Government departments in relation to delivery of a North South rail link between the South West and North West growth centres, via the airport and connecting with the Western line. Council has promoted North South Rail as a structuring element of the Western Sydney City Deal, critical to delivering new town centres, employment and housing.

Significant consultation is currently underway in relation to transport in Western Sydney including the Joint Scoping Study on Rail Needs in Western Sydney, M9 and M12 corridor investigations along with the Greater Sydney Commission led Future Transport Strategy. Council made a submission to Transport for NSW's Future Transport Strategy consultation outlining key transport issues for Penrith and the region.

CHALLENGES

It is an ongoing challenge to meet growing community expectations for improved facilities in line with our developing City. It is inevitable that traffic congestion will increase as our City grows – more people living in Penrith means more cars on our roads. In some cases, it is not physically possible or economically viable to increase the capacity of our road network to relieve congestion. Likewise, parking is a challenge, balancing the inherently different needs of shoppers, workers and commuters, residents and visitors competing for limited space in the City Centre. Although Council has made a commitment to increasing spaces in the CBD that will be realised within the next 3 years, the nature of the parking we provide and where it is located will challenge community expectations around parking in Penrith.

The need for a city wide transport model and integrated transport strategy is critical and we continue to work on this significant task with Transport for NSW. We particularly need to ensure key transport infrastructure is delivered to support development of regional growth projects including the Western Sydney Airport.

Improving road safety – including around school zones – also remains a challenge.

LOOKING FORWARD

Council will continue to work with our partners to advocate for the transport infrastructure and services our growing community needs. We will continue to advocate for transport to effectively link the North West and South West Growth Centres.

We will move to increase decked car parking, investigating providing decked car parks at Union Road, Judges Place and Soper Place in the future.

We will also continue to listen to our community and respond to their priorities for maintaining and adding to our large network of pathways and roads.

OUR PERFORMANCE AGAINST WHAT WE SAID WE WOULD DO

SERVICE ACTIVITIES	HIGHLIGHTS AND COMMENTS
3.1.1 Develop and implement a program of advocacy that targets the delivery of key infrastructure and regional employment growth	<ul style="list-style-type: none"> ✓ As detailed above in Highlights.
3.1.2 Advocate and provide advice on all modes of transport services, parking and facilities	<ul style="list-style-type: none"> ✓ We continue to advocate to the State Government for more commuter car parking at Penrith Station. ✓ Submission made to the Roads and Maritime Services (RMS) regarding the Mulgoa Road/Castlereagh Road Corridor Upgrade Preferred Option.
3.2.1 Construct, manage and maintain Council's roads, drains, bridges and paths	<ul style="list-style-type: none"> ✓ 265,000m² of road resurfaced or reconstructed, and a further 85,000m² of road pavement rejuvenated to extend its life. ✓ 3.5km of path constructed. ✓ Successful grant applications to continue shared pathway construction, including along the Nepean River in Tench Reserve.
3.2.2 Provide designs and plans for Council's parks, buildings, roads and drains	<ul style="list-style-type: none"> ✓ Designs have been provided for traffic facilities, the CBD drainage upgrade, path works in Tench Reserve and numerous parks, playgrounds and amenities.
3.2.3 Manage the delivery of Council's major infrastructure projects	<ul style="list-style-type: none"> ✓ Major infrastructure projects were programmed to meet delivery and stakeholders expectations. Additional project management staff were engaged to undertake RMS/Australian Government funded projects. ✓ Progress of projects was continually monitored. ✓ Boat ramp on the Nepean River completed.
3.2.4 Provide a certification service for development related civil assets	<ul style="list-style-type: none"> ✓ Council continued to offer an excellent inspection service ensuring high quality public assets are obtained through the development process.
3.2.5 Optimise the efficient use of car parking spaces in the Penrith City Centre	<ul style="list-style-type: none"> ✓ Council continued to focus on increasing the turnover of short term spaces in the City Centre; encouraging long term parking on the edge of the City Centre; looking at technology that can improve parking usage, and asking the State Government to provide more commuter parking sooner. ✓ Council Parking Officers issued electronic penalty infringement notices thanks to a new system, allowing penalty notices to be processed by the State Debt Recovery Office within 24 hours of being issued. ✓ Edwards Place car park outperformed other car parks in the Penrith CBD by 30-40% due to the installation of electronic parking sensors. ✓ 23 additional two hour car parking spaces in Allen Place car park.
3.2.6 Provide technical advice on traffic issues and plan for the delivery of traffic, shared paths, bicycle and bus shelter facilities	<ul style="list-style-type: none"> ✓ Council continued to provide technical advice, traffic impact assessments, road safety programs, and traffic facility / footpath / bicycle facility / bus shelter construction programs on all public roads (except classified main roads) in our City. ✓ Three new bus shelters installed.
3.2.7 Manage programs and initiatives that improve road safety, efficiency, and the parking network	<ul style="list-style-type: none"> ✓ Local Traffic Committee considered 151 reports about road safety, efficiency, and the parking network at monthly meetings. ✓ Council's road safety program ran a series of safety campaigns targeting speeding, drink driving and pedestrian safety. Council hosted an extremely popular Child Car Seat Check day and a Helping Learner Drivers become Safer Drivers Workshop in April.
3.2.8 Advocate and provide advice on all modes of transport services, parking and facilities	<ul style="list-style-type: none"> ✓ Provided traffic and transport comments as part of Council's submission to the Environmental Impact Statement for the Northern Road Upgrade between Mersey Road Bringelly and Glenmore Parkway.

SERVICE ACTIVITIES	HIGHLIGHTS AND COMMENTS
3.3.1 Construct, manage and maintain Council's roads, drains, bridges and paths	<ul style="list-style-type: none"> ✓ 265,000m² of road resurfaced or reconstructed, and a further 85,000m² of road pavement rejuvenated to extend its life. ✓ 3.5km of path constructed. ✓ Successful grant applications to continue shared pathway construction, including along the Nepean River in Tench Reserve.
3.3.2 Provide technical advice on traffic issues and plan for the delivery of traffic, shared paths, bicycle and bus shelter facilities	<ul style="list-style-type: none"> ✓ Monitored the traffic, shared path and public transport network to identify areas of congestion and plan the delivery of new traffic facilities, bus shelters and bicycle facilities.
3.4.1 Develop and implement a program of advocacy that targets the delivery of key infrastructure and regional employment growth	<ul style="list-style-type: none"> ✓ As detailed in Highlights.
3.4.2 Advocate and provide advice on all modes of transport services, parking and facilities	<ul style="list-style-type: none"> ✓ As detailed in Highlights.
3.5.1 Develop and implement a program of advocacy that targets the delivery of key infrastructure and regional employment growth	<ul style="list-style-type: none"> ✓ As detailed in Highlights.
3.5.2 Advocate and provide advice on all modes of transport services, parking and facilities	<ul style="list-style-type: none"> ✓ As detailed in Highlights.



OUTCOME 4 WE HAVE SAFE, VIBRANT PLACES

Making sure our public spaces are safe, pleasant places to be

This outcome recognises the importance our community places on feeling safe in our neighbourhoods and having clean, welcoming and vibrant public places. This covers both the physical aspects of our public domain (lighting, paving, somewhere to sit that is shady in summer and protected in winter) and the social aspects (including activities and dining options).

STRATEGY 4.1 Improve our public spaces and places

STRATEGY 4.2 Grow and revitalise our centres and neighbourhoods

HIGHLIGHTS

We've upgraded numerous recreation facilities this year, to provide our community with better facilities and more options for being active and connecting with their neighbours. Works include:

- 8 new playgrounds installed – including an all abilities playground at Jordan Springs, a water play area in Phoenix Reserve (Erskine Park), and upgrades at Lyons Park (Emu Plains), Smith Park (Castlereagh), Pamela Parade (Leonay), William Street (Cambridge Park), Burnett St (Penrith), Skylark Reserve (Erskine Park) and Chapman Gardens (Kingswood).
- accessible ramp and toilet installed at St Marys Old Council Chambers
- upgraded lighting at the Kingsway Rugby League, Cook Park and Gow Park
- tiered seating at Leonay Oval
- new shelters and seating at Jamison Park off-leash dog area
- playground shade and landscaping at Kanangra Reserve, Kingswood
- fishing deck in Regatta Park
- Doug Rennie floodlights
- Chameleon Drive netball courts resurfacing
- Sherringham Reserve multi-sports court installation
- Monfarville Reserve batting cage light installation
- Samuel Marsden Baseball fencing upgrades, road riding facility canteens and outdoor riding arena.

Works on the improvements to Queen Street, St Marys recommenced after being delayed due to the contractor going into liquidation. Works are progressing and should be substantially complete in time for the St Marys Spring Festival in September.

Council's Building Asset Renewal Program delivered upgrades to 19 buildings across the City, including canteens, toilets, roofs and gutters and mechanical systems (such as air conditioning). This regular program of upgrades continues to deliver better facilities for community and sporting groups.

The Neighbourhood Renewal Program continue to successfully engage with residents across a range of older established communities on issues of importance to them. Highlights this year have been in North St Marys, Colyton and Cranebrook. North St Marys Matters (#NSMM) has had a steady growth of residents and a core group of regular participants committed to the group. Residents have identified a range of issues around community safety in particular. Development of the Glow Youth Engagement event is one response, with others being explored in the collaborative meetings.

Team Colyton continues to thrive and the Day Street Local Charm project has resulted in several public space enhancements at Colyton West shops (including installation of street furniture and trees, a refresh of planter containers and footpath painting) as a result of engagement with business and property owners. Engagement of young people in co-design of neighbourhood facilities through mechanisms such as the Mayoral Youth Challenge continues to deliver improvements to local spaces across identified neighbourhoods.

The Cranebrook Access Project was a significant achievement with Council working collaboratively with residents to improve access and pedestrian safety in Cranebrook. The project, inspired by the advocacy of local residents living with mobility restrictions, made improvements to footpaths and pram ramps as well as providing accessible bus shelters and a number of traffic calming and pedestrian safety devices.

CHALLENGES

As our City grows there are increasing demands on our resources to provide services, particularly cleaning, graffiti removal and community safety, including to new release areas. On top of the rising cost of construction for new facilities is the need for ongoing maintenance and renewal of additional assets such as buildings, playgrounds and parks to ensure they continue to meet community expectations. Determining how to meet these needs with available resources will continue to present a challenge in coming years.

LOOKING FORWARD

As the City grows our community's lifestyle and needs will change, but residents have consistently told us it is important to them that the character and sense of place in our centres and neighbourhoods is retained. Council will continue to maintain our facilities to ensure maximum availability for use with a focus on upgrades that incorporate energy efficiency, improved whole of life costs and compliance with relevant legislative and building code requirements.

We need to make sure our public spaces and the infrastructure in them keep up with community expectations. In some cases this will mean changing a space itself, in others it will mean changing the way the space can be used. We will continue to engage with our residents and local sporting, community and business groups to ensure we understand and can respond to evolving needs and expectations. We will also continue advocating strongly to other levels of government, and marketing our City to bring investment and major tenants to our centres.

Our current Community Safety Plan is approaching the end of its term and we are awaiting new guidelines to be developed by State Government to guide the creation of the new plan.

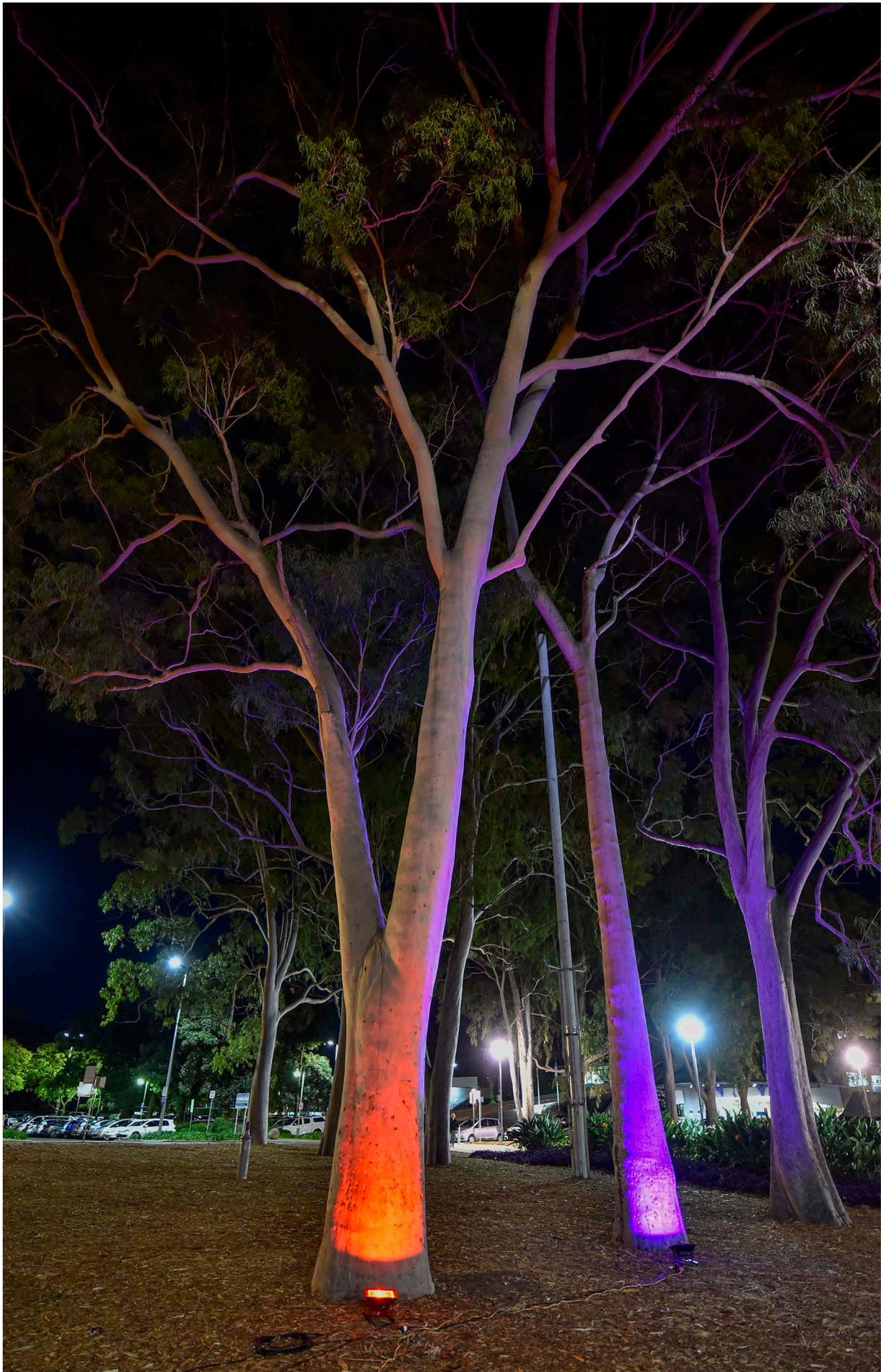
OUR PERFORMANCE AGAINST WHAT WE SAID WE WOULD DO

SERVICE ACTIVITIES	HIGHLIGHTS AND COMMENTS
4.1.1 Manage the construction, renewal and maintenance of Council's buildings and facilities	<ul style="list-style-type: none"> ✓ Annual paint program completed, with Judges Place car park added. ✓ Tender awarded for the Erskine Business Park Improvements.
4.1.2 Implement the Building Asset Renewal Program	<ul style="list-style-type: none"> ✓ This is an ongoing item with the majority of scheduled works completed. Upgrades included 4 new canteens, 3 toilet refurbishments, upgrades to air conditioning and other mechanical systems; roofs and guttering and the annual paint program. See Highlights.
4.1.3 Manage and maintain cemeteries under the care and control of Council using adopted Plans of Management	<ul style="list-style-type: none"> ✓ Continued to maintain and enhance 3 operational and 2 heritage cemeteries. ✓ Started work on a new lawn section at Penrith Cemetery providing an additional 132 lawn burial sites and completed a new memorial garden providing an additional 98 gardens ashes sites. ✓ Improvements including tree planting, further seating, installation of more water taps and signage completed in all cemeteries. ✓ Appointed a consultant to prepare a Cemetery Strategy Review and Cemetery Masterplans for all cemeteries.
4.1.4 Manage and maintain the City's sports grounds, parks and open space	<ul style="list-style-type: none"> ✓ Councils 105 sports grounds, 544 parks and 1,300ha of open space have been maintained in accordance with adopted service standards under our ongoing program of scheduled and reactive maintenance to ensure all are fit for purpose and support a broad range of sporting, recreational and community uses. ✓ See Outcome 4 highlights for details.
4.1.5 Implement the Parks Asset Renewal Program	<ul style="list-style-type: none"> ✓ Asset renewal works were undertaken on playgrounds, sports floodlighting, playing surfaces, irrigation, fencing and synthetic sports surfaces. See Outcome 4 highlights for details.
4.1.6 Manage trees across the City	<ul style="list-style-type: none"> ✓ 1,572 requests for tree maintenance on public land. ✓ 848 requests for the pruning or removal of trees on private land under Council's Tree Preservation Order.

SERVICE ACTIVITIES	HIGHLIGHTS AND COMMENTS
4.1.7 Maintain a Community Safety Plan for the City	<ul style="list-style-type: none"> ✓ Continued to maintain a Community Safety Plan across the City, with: <ul style="list-style-type: none"> • regular Community Safety Partnership Meetings held • Federal funded CCTV installed in High Street, Penrith and Queen St, St Marys completed, and • regular safety audits undertaken and recommendations made to ensure Crime Prevention Through Environmental Design (CPTED) principles are followed.
4.1.8 Provide security services to Council property and public areas	<ul style="list-style-type: none"> ✓ Installation of new CCTV cameras along Queen Street St Marys. ✓ New contractor - Nepean Regional Services – providing security services for Council properties and public spaces.
4.1.9 Provide designs and plans for Council's parks, buildings, roads and drains	<p>Designs provided for numerous projects across the City including playgrounds and vegetation management plans. Designs are complete for:</p> <ul style="list-style-type: none"> • Triangle Park, Penrith, together with necessary drainage upgrade designs. • the next stage of shared path in Tench Reserve • drainage gully restoration to wetland in Leonay • playground upgrades in Claremont Meadows, Castlereagh, Emu Plains and Kingswood <p>Designs are progressing for:</p> <ul style="list-style-type: none"> • High and Riley Street public domain upgrades, which including kerb extensions, tree planting, new paving and street furniture. • future stages of the shared path in Tench Reserve.
4.1.10 Manage the development of master plans and designs for Council's assets and public domain	<ul style="list-style-type: none"> ✓ Work continued on implementation of overall plans for the City including the Our River Masterplan and the town centres of St Marys and Penrith. ✓ The Queen Street Improvement project started to progress again, after delays last year due to the contractor going into liquidation.
4.1.11 Manage the delivery of Council's major infrastructure projects	<ul style="list-style-type: none"> ✓ Major infrastructure projects were programmed to meet delivery and stakeholder expectations. ✓ Additional project management staff were engaged to undertake RMS/ Australian Government funded projects. ✓ Planning and design work continued for a range of major projects, including the Our River Masterplan and the permanent Triangle Park.
4.1.12 Provide advice on development proposals for streetscape improvements, parks and buildings	<ul style="list-style-type: none"> ✓ Landscape design advice has been provided to the Urban Design Review Panel and individual development applications. Development Applications assessed in new release areas include Caddens, Thornton, Jordan Springs East, Mulgoa Rise and Sydney Science Park.

SERVICE ACTIVITIES	HIGHLIGHTS AND COMMENTS
4.1.13 Improve levels of public safety and amenity across the City through quality public space maintenance	<ul style="list-style-type: none"> ✓ Cleaning and public space maintenance undertaken 7 days per week. ✓ 309 public laneways mowed and cleaned each month. ✓ 90km of industrial streets and City Centre public car parks swept (six nights per week). ✓ More than 36 tonnes of litter collected and disposed of from across the City. ✓ 1,837 graffiti removal jobs totalling 24,269m² were completed, 95% within 3 business days. ✓ Rangers engaged in a successful NSW Environmental Protection Authority (EPA) "Hey Tosser" campaign targeting popular fast food franchises and drivers tossing litter from vehicles. ✓ Over 745 tonnes of dumped bulk rubbish collected. ✓ Introduction of Waste Ranger positions has complimented general Rangers and Regional Illegal Dumping (RID) Squad in removing illegally dumped rubbish and increasing compliance by property owners, tenants and real estate agencies in relation to dumped waste.
4.1.14 Liaise with state and federal government agencies to reach agreements to deliver enhanced presentation and amenity of their property and infrastructure visible from public spaces	<ul style="list-style-type: none"> ✓ Agreement with Corrective Services NSW provided free weekly litter collection services along a number of City gateway areas.
4.1.15 Implement the Public Amenity Replacement Program	<ul style="list-style-type: none"> ✓ New public toilet facility completed at Penrith Cemetery. ✓ Council's decision to include the future provision of accessible adult change facilities in all public toilets across the City meant a redesign of the plans for the two upgraded public toilet facilities at Melrose Hall, Emu Plains and Smith Park, Castlereagh. Construction is due to start in August 2017.
4.1.16 Protect public lands and community facilities, and enforce compliance	<ul style="list-style-type: none"> ✓ A focus by Rangers investigating illegally dumped waste has resulted in more clean-ups by those initially responsible for dumping. ✓ Rangers continue to focus their patrols to increase turnover of parking spaces in the City Centres which addresses the community concerns regarding availability of parking spaces.
4.1.17 Manage companion animal ownership	<ul style="list-style-type: none"> ✓ Council impounded 749 dogs and 685 cats at Hawkesbury Council's Animal Shelter, with 97% of dogs and 80% of cats returned to their owners, sold or given to relevant animal rescue organisations. ✓ Free microchipping days held in September and March at Jamison Park, with a total of 309 animals permanently identified. ✓ A new Dangerous Dog brochure was developed with updated legislative information and requirements, for distribution at events and to dog owners. ✓ Council successfully applied for grant funding from the Office of Local Government to develop an eLearning package on responsible pet ownership.

SERVICE ACTIVITIES	HIGHLIGHTS AND COMMENTS
4.2.1 Manage neighbourhood facilities using adopted management practice	<ul style="list-style-type: none"> ✓ 16,371 events were successfully held in Council's 39 neighbourhood facilities. ✓ Council managed bookings for 14,871 regular hires; 1,075 private functions, and 425 casual events, with approximately 474,000 people participating in these events. ✓ A total of 169 community groups, organisations and/or businesses use Council's neighbourhood facilities on a regular basis. ✓ The Neighbourhood Facilities team: <ul style="list-style-type: none"> • coordinated the annual Expression of Interest process for 149 regular hirers to ensure equitable access to Council's neighbourhood facilities. • facilitated an average of 27 function bookings each week. • conducted 987 pre/post event inspections. • conducted 15 Work Health & Safety (WHS) inspections. • facilitated 162 viewings of St Marys Memorial Hall. • provided a caretaker service for 146 events at St Marys Memorial Hall. ✓ Had input into design, management and operation of Jordan Springs Community Hub. ✓ Electronic booking management software system now in use for all neighbourhood facilities including externally managed facilities.
4.2.2 Implement the Neighbourhood Facilities Improvement Program	<ul style="list-style-type: none"> ✓ The Neighbourhood Facilities Improvement Program is an annually funded program of \$90,000 that is used to improve the amenity and functionality of Council's 39 neighbourhood facilities. Projects delivered this financial year include new alarm systems, new furniture and fittings, landscaping and a contribution to a new freezer room.
4.2.3 Support the revitalisation of Penrith City Centre, St Marys Town Centre and other key identified places in the City	<ul style="list-style-type: none"> ✓ Progress towards realisation of vision for a City Park (see Outcome 1) ✓ Penrith Night Time Economy Study and Strategy launched in April 2017, to foster growth and diversification of the existing night time economy. It has received positive feedback from a range of retailers and businesses in the City Centre, as well as being commended in the Planning Institute of Australia (PIA) NSW Awards in November 2016.
4.2.4 Engage the community in identified priority established areas of the City	<ul style="list-style-type: none"> ✓ Extensive engagement with residents in Oxley Park to understand their concerns and the issues being generated by significant growth and development in the area has resulted in a number of immediate responses. Engagement has been completed for a Local Charm project to enhance the Sydney Street shops to be delivered in 2017-18. ✓ See Outcome 4 highlights above, including Team Colyton, North St Marys Matters, the Cranebrook Access Project and the Mayoral Challenge.
4.2.5 Work with the community to deliver priority infrastructure and activation projects in identified established areas of the City	<ul style="list-style-type: none"> ✓ Launched a playground in Chapman Gardens designed by students from Kingswood Public School in this year's Mayoral Challenge. Now working with students from Oxley Park and Cambridge Park on two more new playgrounds. ✓ Cranebrook Access Project (see Highlights for details).
4.2.6 Utilise Council's property portfolio to stimulate growth and development opportunities in the City	<ul style="list-style-type: none"> ✓ Council chose award-winning Greengate Development Pty Ltd to develop a Reserve St site into a premier aged care facility. ✓ Submissions received for a second City Centre site at Union Road, near the Living Well Precinct are currently being explored. It will include an extra 1000 car spaces.
4.2.7 Manage the development of master plans and design for Council's assets and public domain	<ul style="list-style-type: none"> ✓ Work continued on implementation of overall plans for the City including the Our River Masterplan and the town centres of St Marys and Penrith.



OUTCOME 5 WE CARE FOR OUR ENVIRONMENT

Protecting our air and water quality, and our natural areas

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

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 continued its ongoing commitment to both operating more sustainably and helping our community use resources wisely. Activities included installation of new solar panels on nine of Council's buildings, water and energy monitoring and community workshops. Full details can be found in Appendix 8.

Correctly managing waste to maximise recycling, encourage appropriate disposal of waste that cannot be recycled and increase the knowledge within our community is a critical part of caring for our environment. Waste management highlights this year include:

- 56,000 organics bins, 42,000 garbage bins and 33,000 recycling bins collected from the kerbside each week.
- 4,254 garbage collections and 2,052 recycling collections from unit complexes each week.
- 2,341 vehicles attended the electronic waste drop-off events in September 2016 and February 2017 at Jamison Park. Approximately 97 tonnes of electronic waste were collected for recycling into new products, an increase over previous years.
- Chemical Clean Out event held over two days in March attended by around 1,600 vehicles with approximately 60 tonnes of household chemicals collected.
- Demand for household bulky waste clean-up collections has increased significantly. Council negotiated with Suez to increase the number of trucks and crews from two to five, reducing wait times from up to eight weeks back to two to three weeks.
- 30,705 tonnes of organic waste composted from green bins.
- 19,904 tonnes of bottles, containers, cans, paper, cardboard and cartons recycled.
- \$7.1 million in landfill fees saved through use of household organics and recycling bins.
- 1,980kg of cardboard and 2,370kg of recyclable containers dropped off to the Penrith Civic Centre drop-off service.
- small eWaste recycling stations in Council's Civic Centre, libraries and St Clair Leisure Centre continued to be well-used, with approximately 1 tonne of batteries, CDs, DVDs, light globes and mobile phones diverted from landfill and recycled.

- In January, Council changed the bin collection day of approximately 17,000 households to balance collection zones and improve services. Letters and personalised calendars were posted to all affected households and stickers placed on bins stickered advising residents of the changes. The change ran smoothly, with minimal disruptions, and has successfully achieved more balanced scheduling of collections across the week.
- Domestic Waste Working Group continued to investigate innovative waste management practices in the current market.
- New Penrith Waste Strategy drafted for review by the DWWG.
- Draft Regional Alliance Waste Strategy developed and being reviewed by the respective Council members (Blue Mountains, Hawkesbury and Penrith).

The Resilient Sydney project is working to identify key risks for Metropolitan Sydney and develop a Resilience Plan to address these into the future. Council's participation in this project is key to ensuring that issues relevant to Penrith and our region are well represented. This year saw the adoption of the Terms of Reference for the Resilience Committee, and the appointment of four community and four professional representatives to the Committee, to work alongside the three appointed Councillors. The first meeting of the Committee is scheduled for July 2017. For more information on resilience, and why we need to build a resilient City, see our Community Plan.

CHALLENGES

- Ensuring sustainable practices – including in the area of waste – keep pace with our population growth.
- Protecting our natural areas from vandals, illegal use of vehicles and dumping of household and garden rubbish are also challenges.
- Urban heat and extreme weather continue to be a challenge we will face for the foreseeable future. The summer of 2016-17 was once again the hottest on record, with impacts on our community ranging from high power bills, risk of fire and heat related deaths.

LOOKING FORWARD

We will continue to review our services and infrastructure to identify ways to work with our community and partners to care for our local environment, including our precious waterways. We will also continue to work towards implementation of the Cooling the City Strategy, looking at green buildings, street trees and increased water in the landscape as ways to combat the effects of urban heat. A grant of more than \$84,000 secured through the Federal Government's *Solar Communities* program will fund solar systems at nine more community facilities including the Penrith Regional Gallery & the Lewers Bequest, St Marys Memorial Hall and seven children's centres over the next 12 months, saving 68 tonnes of greenhouse gases each year.

OUR PERFORMANCE AGAINST WHAT WE SAID WE WOULD DO

SERVICE ACTIVITIES	HIGHLIGHTS AND COMMENTS
5.1.1 Provide regulatory service to the community targeting unauthorised land use and development, whilst promoting environmental best practice	<ul style="list-style-type: none"> ✓ 1370 swimming pool inspections, 362 Certificates of Compliance for Swimming Pool Barriers issued. ✓ 15 complaints from the public regarding unfenced or unsafe pool barriers investigated ✓ 84 unauthorised pools identified and 57 portable pools removed through our proactive inspections. ✓ Assessed approximately 650 environmental referrals per year to support the Development Assessment Service and ensure best environmental practice and appropriate protections measures are implemented during development of the City.
5.1.2 Manage and maintain Council owned natural areas	<ul style="list-style-type: none"> ✓ Ongoing program including weed removal, erosion control and revegetation on all Council owned bushland areas.
5.1.3 Facilitate community involvement in bushland management	<ul style="list-style-type: none"> ✓ 12 bushcare groups operate across the City supported by Council. ✓ Continued to successfully manage the Cranebrook Wetland and Bushland Restoration grant project at Mountain View Reserve in conjunction with the volunteer bushcare group. ✓ At the Mountain View Reserve: <ul style="list-style-type: none"> • A Bush Trackers event was held in May supported by NSW National Parks Discovery Rangers. Students from the Lakes Christian College Cranebrook participated in the event, which included designing a map which can be used to promote Mountain View Reserve. • 10 habitat boxes installed to complement the grant funded works at the site, providing homes for native fauna such as microbats, possums and parrots. • Interpretive signage and public artwork installed ✓ Continued to work with the Cumberland Corridor Reference Group to identify opportunities for conservation in the region. ✓ Work started in June with the Greater Sydney Local Land Service and Mulgoa Landcare on the installation of a fauna crossing rope bridge between the Glenmore Park biodiversity corridor and Mulgoa Nature Reserve. This project should be completed in July 2017.
5.1.4 Contribute to the protection and enhancement of the City's natural environment	<ul style="list-style-type: none"> ✓ 593 tonnes of waste removed from the stormwater drainage system, preventing it entering waterways. ✓ Work to improve stormwater drainage and improve waterway health progressed. A catchment monitoring program was undertaken in the Dunheved Industrial Estate. ✓ Continued management of Council owned natural areas by controlling noxious and environmental weeds to minimise weed seed spread.
5.1.5 Collaboratively manage illegal dumping across Western Sydney (RID Squad)	<ul style="list-style-type: none"> ✓ 1,820 investigations completed and 183 penalty notices issued with a value of \$250,000 by the Regional Illegal Dumping Squad. ✓ The Environmental Protection Authority (EPA) has confirmed funding for the RID Squad for the next four years.

SERVICE ACTIVITIES

HIGHLIGHTS AND COMMENTS

5.2.1 Contribute to the protection and enhancement of the City's natural environment

- ✓ Stormwater Education Program engaged 830 students from 14 local primary schools on water quality issues and the impacts of stormwater pollution.
- ✓ 1440 native trees planted as part of the program.
- ✓ Hosted the GoMAD (Go Make a Difference) event, coordinated by the Department of Education's Longneck Lagoon Environmental Education Centre and attended by 60 students from across Western Sydney. The students participated in a range of hands-on activities to learn about sustainability and our environment, and be inspired to take action in their own schools.
- ✓ 2016 Environmental Photo Competition (Water – Life – Growth) attracted 165 entries from amateur photographers of all ages, raising awareness of the fragile beauty of our waterways.
- ✓ Onsite Sewage Management Program continued to assess installation and operational approvals; audit non-domestic and non-complying systems; respond to requests and complaints about our City's 4,300 systems; and convert paper records to a digital format able to be accessed by officers in the field.
- ✓ 293 applications/referrals were assessed for new OSSM systems or alterations to existing systems, 938 operational approvals were issued and 117 OSSM systems were investigated or audited.
- ✓ A pilot recreational water monitoring program started in November to assess the water quality at key locations along the Nepean River and South Creek including Tench Reserve, The Kingsway, Devlin Road and Wallacia Bridge. The data will help indicate suitability for recreational use.
- ✓ 111 fines issued for littering, total value \$29,070.

5.2.2 Implement a coordinated program of community engagement activities

- ✓ Ran various activities and events as part of a coordinated community engagement program to help build understanding of sustainability, and encourage more sustainable behaviours. This included the innovative Sharing the Seeds project and a range of community workshops and forums.
- ✓ Supported Earth Hour for the 10th year, focussing on what Council has achieved in the last 10 years. Council participated by switching off lights at various facilities
- ✓ Held a screening of 'Solar Car – UNLIMITED', the Western Sydney Solar Car Team project documentary at Penrith Library, in conjunction with Earth Hour and the Sydney Sustainable Living Festival.

5.2.3 Manage resource recovery and waste collection services

- ✓ See Outcome 5 Highlights.

SERVICE ACTIVITIES	HIGHLIGHTS AND COMMENTS
5.2.4 Deliver education and communication programs	<ul style="list-style-type: none"> ✓ A range of activities and events are part of Council's coordinated program to help build community awareness and understanding of sustainability, and encourage more sustainable behaviours: <ul style="list-style-type: none"> • attendance at community events and activities including the Creature Performance series hosted by the Joan Sutherland Performing Arts Centre during the April school holidays. • World Environment Day activities. • a Team Colyton event in June 2017. • quarterly Sustainable Times newsletter produced for all local schools. • regular Sustainability e-newsletter. • attendance at the Hawkesbury and Penrith Environmental Education Network meetings which are attended by teachers and other educators from across the City. • Council's free Penrith Waste Champion App has been downloaded by over 4,000 residents, providing reminders on what bins to put each week, as well as information about drop off days and other events. • 2,000+ residents attended Council's World Environment Day festival. Stalls featured resource recovery, sustainability, repair and reuse. The waste collection trucks were a feature of the event, many residents had a turn to empty a bin, with many commenting on how the experience would change how they presented their bin. • The Resource Recovery Field Team continue to identify households having difficulties in sorting their waste and providing tailored education and feedback to enable them to participate in this positive community behaviour. • Council continued the Waste Education program providing communication channels and information using a number of methods to engage with the community and to encourage resource recovery behaviours.
5.3.1 Support emergency services and other agencies in preparing for and responding to emergencies	<ul style="list-style-type: none"> ✓ Penrith SES responded to 528 jobs this year, including 494 storm-related requests for help. ✓ Continued to play a role in planning for emergencies through our representation on the Local Emergency Management Committee, and distributing information, particularly through our social media channels. ✓ Penrith Local Emergency Management Plan was prepared by the Penrith Local Emergency Management Committee (LEMC) and adopted by the Regional Emergency Management Committee (REMC).
5.3.2 Manage infrastructure and plant to ensure volunteers are provided with adequate resources	<ul style="list-style-type: none"> ✓ Council continued to maintain to a high standard all assets and resources to ensure Emergency Services volunteers can respond in a timely manner to incidents as they arise. Servicing of plant is scheduled to ensure availability during peak season demands.
5.3.3 Provide a strategic framework to manage floodplains and inform land use policy	<ul style="list-style-type: none"> ✓ We continued developing flood and floodplain risk management studies and plans for priority catchment areas across the City, with financial support from the State Government under the Floodplain Management Program. These will identify what flood management measures are needed and help us plan for known flood risks, to reduce the cost of flooding to the community, assist with emergency management and guide future development. ✓ The Floodplain Risk Management Committee met every 3 months, bringing together Councillors, 4 community representatives, Council staff, representatives from state agencies (such as the Office of Environment & Heritage and the State Emergency Services) and neighbouring Councils.

SERVICE ACTIVITIES

HIGHLIGHTS AND COMMENTS

5.3.4 Ensure contemporary modelling of stormwater systems and provide technical advice on floodplain and stormwater issues

- ✓ College, Orth and Werrington Creeks Catchment Overland Flow Flood Study completed, adopted by Council on 22 May 2017. Flood notations and s149 planning certificates updated for properties within the flood planning area.
- ✓ Little Creek Catchment Overland Flow Flood Study completed, adopted by Council on 22 May 2017. Consultants are compiling the Final Study Report for handover to Council by mid July 2017.
- ✓ Nepean River Flood Study is progressing well, with consultants presenting to the Floodplain Risk Management Working Party and Committee on 1 May 2017 and 5 June 2017. Consultants are currently finalising the draft report, to be reported to Council in October before going on public exhibition.
- ✓ Peachtree and Lower Surveyor Creeks Flood Study consultants appointed and project planned to start in July 2017.
- ✓ South Creek Flood Risk Management Study & Plan are progressing well.
- ✓ Penrith CBD & St Marys (Byrnes Creek) Catchments Flood Risk Management Studies and Plans are progressing well.
- ✓ Development application referrals continued being assessed in line with Council's Water Sensitive Urban Design Policy which requires measures to improve stormwater quality and reduce potable water consumption.

5.3.5 Identify opportunities to respond to a changing climate

- ✓ Council awarded the second milestone badge under the Global Covenant of Mayors for Climate and Energy program for completion of an independently verified city wide emissions inventory and climate hazard assessment. The next stage of the process will focus on the completion of a detailed risk assessment, adoption of city wide emissions targets and development of an action plan.
- ✓ Continued implementation of our *Cooling the City Strategy* including collaboration with other Western Sydney councils through the 'Turn Down the Heat' regional forum held at Parramatta in March 2017.



OUTCOME 6

WE ARE HEALTHY AND SHARE STRONG COMMUNITY SPIRIT

Supporting the physical and mental health of our community

This 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, encourage social connections and support a healthy and resilient community.

STRATEGY 6.1 Provide opportunities for our community to be healthy and active

STRATEGY 6.2 Encourage social connections and promote inclusion in our community

STRATEGY 6.3 Support cultural development, activating places and creativity

HIGHLIGHTS

Council's extensive network of parks, playgrounds and sports fields provide a vital service to our community. The opportunity to get out and about, whether as part of a sports team or just for a walk, is essential to maintaining physical and mental health. Over the past 12 months, Council managed and maintained over 1,250 hectares of open space, 105 sporting facilities, 402 parks, 142 playground sites, 775,000m² of landscaping and gardens and 45 hectares of natural areas. We also carried out upgrades to nearly 20 playgrounds, as well as improving facilities at many of our sporting fields, including buildings, canteens and floodlights.

The City's newest sports facility at Mulgoa Rise in Glenmore Park was completed and opened in time for the start of the winter football season. The new multipurpose facility was developed to provide a range of playing fields and associated infrastructure and can cater for a wide range of sports. Apart from playing fields, the site also features car parking, playground facilities, connecting pathways, a storage facility and a central amenities building. The amenities building provides an accessible facility with changing rooms, unisex referee rooms, toilets, canteen, storerooms and an administration/first aid room. Costing in excess of \$5 million the facility has been funded from developer contributions, the NSW Government Office of Sport, Community Sport Facility Program and Penrith City Council.

Under the *Disability Inclusion Act 2014 (NSW)*, councils were required to undertake Disability Inclusion Action Planning by mid-2017. Following extensive community engagement, Council finalised a set of priority actions in four key focus areas; liveable communities, attitudes and behaviours, systems and processes and employment. These have been incorporated in Council's Delivery Program 2017-21 and will be implemented as part of day to day business over the next four years to make Penrith more accessible and inclusive for everyone, including people with disability.

A comprehensive program of civic and community events was delivered throughout the year that helped

to showcase the City. The program included 62 events with highlights including the official opening of the Civic Arts Precinct (Mondo) the Real Festival, the annual civic reception for the Victor Chang Cardiac Institute School Science Awards, 2017 Australia Day Awards Dinner, Ripples Splash Pad opening, Ausburn Reserve Plaque unveiling, the Primary and Secondary School Leaders receptions, the launch of the Village Café in North St. Marys, two Cinema in the Park events, and two Music by the River events. Council also hosted or facilitated events to celebrate Seniors Week, Youth Week, International Women's Day, Harmony Day and NAIDOC.

Council's Aboriginal Liaison Officer has been working closely with the library team to establish policies, procedures and protocols in relation to working with Aboriginal community members. This has led to the development of some new projects including an oral history project with Aboriginal residents.

Council also worked to protect the health of our community through inspection of food premises, skin penetration premises (beauty therapist and tattoo parlours); swimming pools and cooling towers. Council also installed and monitored mosquito traps and carried out education programs in conjunction with the NSW Food Authority, to increase awareness of safe food handling practices.

CHALLENGES

Health issues, including obesity and smoking, continue to be a challenge across Western Sydney. Council is only one of many organisations who will need to work together to provide opportunities to lead healthy, active lifestyles; and the education needed to understand good health choices. This is particularly important for our City's children and young people, as they have the opportunity to create good habits that will serve them over an entire lifetime. Even though Council has no legislative role in providing health care, the personal and financial cost of poor health presents an ongoing challenge for our community.

Penrith's growth is one of our City's strengths but it also presents some challenges, particularly around ensuring equal access to services and facilities, more facilities to maintain, and being able to identify and meet different needs and expectations. As we continue to grow we will need to look at where and how services are delivered to ensure equity and efficiency, and how we can help foster respect between all Penrith's communities.

Following excessive rain experienced in March 2017 a range of concurrent floodlight failures affected a number of key sites in the City including Cook Park, Jamison Park Soccer and Netball, Kingsway North and South, Woodriff Gardens and Grey Gums Junior Oval. Council officers worked with affected clubs to best accommodate alternative measures for training and competitions during the extended period of disruption.

LOOKING FORWARD

As our community continues to grow, so too does our diversity, making our City a richer and more vibrant place and also making issues around social connections, physical and mental health and community resilience more important. Council will continue to work with community groups, non-government organisations and service providers to ensure our community has the ability and opportunities to live a healthy life.

We will continue to build on our community engagement, including embracing opportunities presented by new technologies, to encourage everyone in our community to participate in the life of our City and shaping it for the future.



OUR PERFORMANCE AGAINST WHAT WE SAID WE WOULD DO

SERVICE ACTIVITIES	HIGHLIGHTS AND COMMENTS
6.1.1 Manage and maintain the City's sports grounds, parks and open space	<ul style="list-style-type: none"> ✓ Planning and design, consultation and quotations have progressed for: <ul style="list-style-type: none"> • Weir Reserve pontoon upgrade • Peppertree Reserve and Myrtle Road Reserve floodlight upgrades • Andrews Road second baseball diamond extension • Parker Street long jump run up • Harold Corr Oval and Eileen Cammack Reserve seating installations ✓ New active open space areas in the new release areas of Sydney Science Park, Luddenham, Caddens Release Area Active Open Space and the St Marys Release Area Regional Open Space. ✓ Delivery of two renovated sports ground canteens at Mark Leece Oval and Eileen Cammack Reserve ✓ Completed an expression of interest process for first use of the Village Oval and Northern Road Ovals in Jordan Springs, with eight applications received. It is anticipated that the fields will be ready for hand over in early 2018.
6.1.2 Resource and implement social programs that contribute to community wellbeing	<ul style="list-style-type: none"> ✓ Council continued supporting the No Boundaries disability arts group which is attracting new members and has participated in a number of local exhibitions.

SERVICE ACTIVITIES	HIGHLIGHTS AND COMMENTS
6.1.3 Contribute to the health and wellbeing of the City's community	<ul style="list-style-type: none"> ✓ 118 public health, environmental, or food safety DA referrals were assessed. ✓ 936 primary food business inspections and 350 reinspections. ✓ 354 approvals issued for temporary events by Council's Temporary Event and Mobile Food Safety Program. ✓ 141 food complaints investigated. ✓ Protein swabs introduced to inspection program. ✓ Three food handler seminars held, including a seminar with a Mandarin translator; three newsletters produced for local food business. ✓ Successful implementation of the Food Authority's Scores on Doors rating system. ✓ 114 cooling towers and 11 warm water systems inspected, as well as 24 reinspections and five directions being issued as part of the Legionella Safety Program. ✓ 112 registered businesses such as tattooists and beauticians inspected as part of Council's Skin Penetration Safety Program, with four improvement notices and one prohibition order issued. ✓ A skin penetration seminar was also carried out and a newsletter provided to all registered businesses. ✓ Swimming Pool/Spa Pool Program, including inspections of 17 registered businesses and five reinspections, with one prohibition order and one improvement notice issued. ✓ 88 mosquito traps put out at four sites (in Werrington, Emu Plains, Glenmore Park and Castlereagh).
6.1.4 Deliver quality library services that respond to the community's changing need for information and leisure	<ul style="list-style-type: none"> ✓ Our library has 46,000 active members. ✓ 514,000 items loaned (physical and digital) and over 545,000 people visited our library branches this year. ✓ A range of quality library events and activities including National Simultaneous Storytime, HSC lectures for local students, Book Week activities, Children's Week activities and Sydney Writers' Festival events. ✓ Special library tours/story time sessions for playgroups, childcare centres and primary and high schools. ✓ Established a 'pop up' library for community events and venues, generating 6,547 new members. ✓ Ongoing digitisation project to ensure the availability of local records beyond the library walls.
6.1.5 Manage sport and recreation facilities, programs and services	<ul style="list-style-type: none"> ✓ Council continues to work with the Nepean District Tennis Association by supporting the introduction of the automated lighting control system and rolling out Tennis Australia's new online booking system.
6.1.6 Provide and maintain sport and recreation facilities that meet community needs	<ul style="list-style-type: none"> ✓ Completed stages 1-3 of works on the <i>Sports, Recreation, Play and Open Space Strategy</i> including community consultation, 10 pop up workshops, two sports summits, and one community forum. 468 community online surveys were received as well as 62 sports, recreation and club submissions.

SERVICE ACTIVITIES	HIGHLIGHTS AND COMMENTS
6.1.7 Advocate for sport and recreation venues and services for the City	<ul style="list-style-type: none"> ✓ Continued engagement and advocacy with other levels of Government, sporting groups and the community to ensure sporting facilities are meeting the needs of the community and the area. Activities included summits and workshops. ✓ Events Capacity and Capability review exploring the potential to host district, regional, national and international events at sports and recreation venues in the City completed, and an implementation plan is being considered. ✓ In response to requests from the Federal Government for project information, documentation has been provided and funding agreements progressed for projects at Ched Towns Reserve; Lewers Gallery; Myrtle Road Reserve; Patterson Oval; Potter Fields (Shepherd Street Reserve); Jamison Park; Weir Reserve; Grey Gums Oval, and Tench Reserve. ✓ In consultation with Football NSW and the Nepean Football Association, three grant applications were submitted to the NSW Government's 2015 Asian Cup Legacy Fund Program for field and amenity upgrades at Cook Park; field reconstruction, floodlight and canteen upgrades at Andromeda Drive Reserve; floodlight and canteen upgrades at Eileen Cammack Reserve. We are waiting to find out if these have been successful.
6.1.8 Support sport and recreation partners and networks	<ul style="list-style-type: none"> ✓ Support was provided to 12 local registered clubs to participate in the 2017 Penrith ClubGRANTS Category 1 round. The 145 applications have been assessed for eligibility and the decision on successful grant recipients will be made in the first quarter of 2017-18. ✓ 8 small grants totalling \$7856 were awarded under the Community Assistance Program (CAP) to St Thomas Anglican Church, Westcare, Adele House, Touched By Olivia, Pink Sari Inc, Enosis and Rid4Dis for a range of community projects and activities. ✓ Council has supported our City's sport and recreation partners by facilitating and attending a range of network meetings, briefings and workshops about facility development, program delivery and enhancing opportunities for our community to be healthy and active. ✓ Council officers have attended the Western Sydney Academy of Sport Advisory Forums, represented Council at the Venue Management Advisory Committee at Sydney International Regatta Centre, and attended monthly Penrith Valley Sports Foundation meetings. ✓ 20 travel assistance donations totalling \$10,868 provided to athletes and performers representing NSW or Australia. ✓ Council Officers have met with NSW Sport, NSW Office of Sport, NSW Hockey, NSW Cricket, NSW AFL to discuss facilities, events and long term planning for Council's sports facilities. ✓ In partnership with the Office of Sport, Council hosted a community education workshop on concussion in sport, which was well attended by local sports club volunteers. ✓ Council has been working with Rowing NSW and local river users to work through the development of the Centre of Excellence for Women's Rowing including consultation and feedback around design and locations. A licence has been issued to Rowing NSW for use of the lane and the development of the facility is expected to be complete by October 2017. ✓ Assistance with maintenance provided to Nepean District Soccer (Cook Park - \$20,000); Penrith Rugby Club (Andrews Road - \$20,000); Penrith Cricket Club (Howell Oval, Cook Park and Rance Oval turf wickets - \$110,470); and Nepean District Cricket (turf wickets at Dukes Oval, Hunter Fields, Shaw Park and Jamison Park - \$58,760).

SERVICE ACTIVITIES	HIGHLIGHTS AND COMMENTS
6.2.1 Implement education and participation programs for identified target groups	<ul style="list-style-type: none"> ✓ Children's Services supported children with additional needs through inclusion initiatives accessed through State and Federal funding including Inclusion Support Subsidies, Preschool Disability Support Program and Early Intervention funding. ✓ Children's Services provides a reduced fee for identified groups including Aboriginal and Torres Strait Islander families and those with a Health Care Card. ✓ Children's Services secured funding of \$154,500 over 2.5 years under the federal Indigenous Advancement Strategy for cultural awareness training and development for staff, and to improve early childhood access for Aboriginal and Torres Strait Islander families. Programs run under this Strategy have increased enrolments of children with an Aboriginal background. ✓ Aboriginal and Torres Strait Islander conferences were developed, mandatory for all children's services staff, focussed on building awareness of Aboriginal history pre and post colonisation and the effects of transgenerational trauma on children and families. We also co-facilitate a playgroup with Connect Child and Family Services which has a very high attendance of families from an Aboriginal and Torres Strait Islander background. ✓ More than 200 families use our free Mobile Playvan service each week. ✓ A Gumumbal (Seniors) event was held in March to celebrate the Seniors Festival, the first time Council had held an Aboriginal seniors event. ✓ Supported and participated in the rollout of the NDIS (National Disability Insurance Scheme). Council's children's services have over 100 children with high ongoing support needs and disabilities enrolled across all service types.
6.2.2 Develop effective responses to the social impacts of growth, redevelopment and change	<ul style="list-style-type: none"> ✓ Continued to work with Lend Lease to progress the construction of the Jordan Springs Community Hub. Completion is due in October 2017. ✓ The Wentworth Community Housing project saw significant progress on construction of 49 units of affordable and social housing in St Marys. ✓ Completed a number of social impact assessments for major developments. Social planning advice was provided for development applications including places of worship, boarding houses, childcare centres, and a youth and community centre.

SERVICE ACTIVITIES	HIGHLIGHTS AND COMMENTS
6.2.3 Coordinate events and engage with a broad range of community partners, including other levels of government, to build community capacity	<ul style="list-style-type: none"> ✓ Council held nine citizenship ceremonies that saw 610 people become new Australian citizens. ✓ Council continues to support the Cranebrook Neighbourhood Advisory Board (CNAB), with priorities for the next year including reinstating the bus service, supporting the work of the Cranebrook Employment project and the Cranebrook Connects project. ✓ 450 people attended the annual White Ribbon Day Twilight River Walk in November, raising local awareness about violence against women and in donations for White Ribbon. ✓ Council held the 'Re-Imagine Ageing' 2017 Seniors Festival in March on the Mondo area outside the Joan Sutherland Performing Arts Centre. The City's second Seniors Festival ran for ten days, and consisted of diverse activities to encourage Penrith's older residents to be active, connected, stay healthy and be creative. ✓ 600 people attended the Spicy Penrith event at St Marys Memorial Hall, a vibrant event to showcase and celebrate the cultures of the Indian sub-continent. ✓ 17 local organisations collaborated to deliver three events to celebrate Youth Week 2017. Approximately 650 young people participated in the Mondo Youth, Skate Clair and Young Parents gathering projects. ✓ The Village Cafe project launched in North St Marys, funded by the NSW Government's Liveable Communities program health and wellbeing for residents over 50 years of age. ✓ Council held a successful International Women's Day celebration together with the Penrith Women's Health Centre and a number of local community organisations and service providers at St Marys Memorial Hall in March. The event attracted more than 180 local women from diverse backgrounds and different ages who celebrated this year's theme 'Be Bold and Change' by participating in an entertaining and educational morning of activities. ✓ A successful Harmony Day Walk was held through the Penrith City Centre to celebrate the importance of respect and understanding for all cultures and communities in our City. Over 100 participants, including a number of multi faith leaders, participated; with light refreshments, information stalls and entertainment also held in the Mondo after the walk.
6.2.4 Facilitate and resource community services networks to support social cohesion	<ul style="list-style-type: none"> ✓ Penrith Homelessness Interagency continued to build capacity within the homelessness service system in terms of strengthening partnerships and referral and information processes.
6.2.5 Liaise with Aboriginal organisations and residents to develop initiatives that contribute to community strength	<ul style="list-style-type: none"> ✓ NAIDOC Week Family Gathering in Jamison Park in July 2016, facilitated by Council in partnership with community organisations, attracted approximately 2,500 people. ✓ In February Council held an event in Penrith library to mark the ninth Anniversary of the Apology made by former Prime Minister, Kevin Rudd to the Aboriginal and Torres Strait Islander people.
6.2.6 Conduct and support a program of events	<ul style="list-style-type: none"> ✓ See the Events and Calendar Highlights earlier in this report and 6.2.3.

SERVICE ACTIVITIES	HIGHLIGHTS AND COMMENTS
6.3.1 Implement projects and activities to enhance the cultural vitality of the City	<ul style="list-style-type: none"> ✓ St Marys Corner continued to be a vibrant social and cultural precinct integrating art and community engagement, and offering a wide range of programs, resources and activities including the annual Queen Street Riches and Textures project. ✓ The development of the Creative Maker Space in Penrith City Centre and funding from Arts NSW for \$30,000 per annum for two years was confirmed. This will support the new creative hub to respond to the priorities identified in the 2015 Mayoral Arts and Culture Summit. ✓ A strategic collaboration between Council, the Penrith Symphony Orchestra (PSO), the Western Sydney University – Music Unit Kingswood campus, and the Penrith Performing and Visual Arts (PP&VA) will support the PSO in planning its 40th anniversary in 2018. It will also contribute to stronger creative participation by cultural organisations in Penrith. ✓ Our local neighbourhood centres also continued to offer a range of events and programs to encourage people to discover, develop and share their interests, experiences and talents.



OUTCOME 7

WE HAVE CONFIDENCE IN OUR COUNCIL

Putting our values into action:
We are accountable. We show respect. We encourage innovation.

This outcome focuses on Council as a leader in the region, and the way we operate as an organisation. It is about the community's expectations for Council to demonstrate ethical and transparent decision-making, provide a fair and safe workplace, and manage our finances and assets responsibly.

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

In September 2016 Penrith's communities went to the polls and elected a new Council which will serve until September 2020. Five new Councillors were elected, with a full report on the election provided as Appendix 1.

Over the past year we have engaged extensively with our local communities, to make sure we understand their priorities for local infrastructure and services. Engagement methods included the Your Say Penrith website, listening posts at local shopping centres and our biannual Customer Satisfaction Survey. Understanding the needs of our community was especially important this year as we prepared our new 10-year Community Plan and 2017-21 Delivery Program. Feedback from our community engagement activities helped us shape the priorities and actions for the next four years, and has also resulted in us rewriting the documents to make them easier to understand.

We also sought community input on a range of plans and projects such as the Penrith Disability Inclusion Action Plan and various flood studies. Our work to develop a Citywide Sports, Recreation, Play and Open Space Strategy also included extensive community consultation, with 10 pop up workshops, two sports summits and a community forum. We received 468 community online surveys as well as 62 sports, recreation and club submissions.

Council's 2015-16 Annual Report won a Gold Award in the 2017 Australasian Reporting Awards, recognising the quality of our reporting to the community.

We have achieved a more holistic, integrated approach to managing risk, auditing and compliance within the organisation thanks to the appointment of a Risk and Audit Coordinator, adoption of a new Audit, Risk and Improvement Committee Charter and the approval of a new four-year Strategic Internal Audit Plan by the Audit Committee. The next step, already in progress, is to better integrate all forms of risk management into day to day decision making.

Our major Information and Communication Technology upgrades in recent years, particularly the move to Cloud-based applications and data storage, have continued to reap benefits for our customers, Councillors and Council staff. Highlights have included the introduction of an online system to make it faster and easier for people to apply and pay for the documents they need when buying or selling property and an online Councillor Portal. Launched in September 2016 for the newly elected Council, the portal is now the primary tool used for communicating with Councillors. It is used to distribute business papers, memos and other information and includes two online forms for Councillors so far. This has saved time and resources, and helped ensure all Councillors receive consistent and timely information to support their role.

CHALLENGES

The growth of our City represents an ongoing challenge for many of Council's teams to maintain their high standards of service and meet required timeframes. For example, increasing development activity means more demand on our Legal Services, Customer Experience and Records Management teams. There is an ever increasing demand to improve communication with our community, and to provide access to information via our website. This brings efficiencies on one hand, but creates challenges with the need to ensure our information is accessible to all. Council is working in a range of ways – detailed elsewhere throughout this report – to make sure we have the capacity to cater for the growing needs of our City and community.

We continue to face challenges around change management, effective communication and ongoing training to ensure all staff across our large and diverse organisation are confident in using new technologies and up to date with statutory and other requirements. An Employee Engagement Survey, conducted in June, will identify opportunities and challenges as we strive to make Penrith City Council a great place to work.

In June, a fire in our basement Print Room caused damage to equipment and some records, leading to unexpected pressure on resources and some delays through needing to outsource major printing work.

LOOKING FORWARD

Council will continue to be proactive and strategic, working with the community and our local, regional and other partners to make sure we remain a strong and leading organisation. We will continue to review and monitor our internal systems, processes and procedures

to make sure we are realising the full potential of our resources and people, and meeting all our statutory requirements and community expectations.

We will continue to focus on improving the experience of our customers, including continuing to build on our upgraded ICT infrastructure and systems to improve our response times and our online presence, to meet the community's expectations about government information being easy to access from any place and any device, 24 hours a day.

CASE STUDY: IMPROVING CUSTOMER EXPERIENCE



The team answers 700 to 1200 calls a day, and is focussed on service level and quality. This year they were able to answer 79% of calls within the first 20 seconds, just short of their target of 80%, and were able to deal with 40% of calls without transferring them. If a call does need to be transferred elsewhere within Council, it's 'warm transferred', with the team member speaking to the relevant officer before transferring the call. "This allows us to pass on important information to assist the customer, it creates a more personalised service, avoids double handling and ensures calls are transferred to the right area first time, not bounced around or transferred to someone's voicemail". Call coaching was introduced in January, to improve the way calls are handled, and the 125 calls reviewed had an average quality rating of 91.7%.

This year has seen a change in Council's approach to Customer Experience, with a new Manager and centralised team focussed on changing the way we do business with our customers, helping streamline processes and saving time for customers and staff.

"Gone are the days where all compliance complaints must be put in writing, for example. This can now be done easily over the phone with only a few exceptions," team leader Amanda Adams-Bennett said.

The newly formed team moved into the old IT area on Level 1 of the Civic Centre and started taking switchboard calls at the start of November 2016. Its 12 members, including 4 trainees and 2 part-time staff, now answer the majority of calls to Council including Children's Services, Rates and some Waste Services calls.

Council also launched a new general 'report a problem' form available through the website in February. The Customer Experience Team responds to reports within 2 hours, letting the customer know their concern has been registered, what area of Council will be following up, and the relevant ECM reference number. This form was popular from the outset, with a total of 647 issues being reported between February and June. Problems reported by customers included bins or waste collection; barking dogs; potholes and footpath damage; litter and illegal motorbike riding in reserves and potential traffic hazards.

A number of complaints were also referred to other organisations such as the Community Justice Centre, Endeavour Energy, NSW police, National Parks & Wildlife Services and Transport NSW.

OUR PERFORMANCE AGAINST WHAT WE SAID WE WOULD DO

SERVICE ACTIVITIES	HIGHLIGHTS AND COMMENTS
7.1.1 Provide an accurate and timely planning information service	<ul style="list-style-type: none"> ✓ 6586 planning certificates (s149(2) and 149(5)) were produced with 99% completed on time. The move to online certificates in March 2017 resulted in a significant improvement in delivery times for customers and more efficient use of staff time.
7.1.2 Ensure that the organisation promotes ethical behaviour, risk management, transparent decision making and meets contemporary governance standards	<ul style="list-style-type: none"> ✓ Continued to promote to all staff our new organisational Values and Behaviours, affirming our commitment to accountability, respect and innovation. ✓ Mandatory induction and refresher training continued, and: <ul style="list-style-type: none"> • 64 staff attended Prevention of Bullying and Harassment training. • 75 staff attended Diversity training, as part of our ongoing program of diversity and refresher training that incorporates EEO, access and equity, disability awareness and diversity in the workplace. • all new staff participated in Diversity training as part of Council's orientation process. ✓ Council's governance and workforce development teams in particular continued to promote ethical behaviour and effective risk management. ✓ Appointed a Risk and Audit Coordinator, adopted a new Audit, Risk and Improvement Committee Charter and adopted a new four year Strategic Internal Audit Plan.
7.1.3 Manage Council's corporate reporting	<ul style="list-style-type: none"> ✓ All internal and external corporate reporting requirements were met and finalised within agreed and statutory time frames. ✓ Our efforts to report in a clear and meaningful way were recognised in the Gold Award won for our 2015-16 Annual Report in the Australasian Reporting Awards. ✓ Implementing a new reporting framework to incorporate service level measures and KPIs and review the quarterly and six monthly reporting documents and processes.
7.1.4 Manage Council's reporting system and meeting processes	<ul style="list-style-type: none"> ✓ Council's reporting system and meeting processes continued to be managed to provide an effective service to Councillors and the community.
7.1.5 Support the Councillors in meeting their statutory obligations and roles as community representatives	<ul style="list-style-type: none"> ✓ Councillors continued to be supported in meeting their statutory obligations and roles as community representatives. ✓ Induction of new Councillors and returning Councillors took place after the September 2016 election, with a significant program providing detailed responsibilities in respect of declaring interests. ✓ Regular Councillor briefings to ensure informed decisions. ✓ An online Councillor Portal launched in September 2016 for the newly elected Council saw us move to online business papers and other information and forms for Councillors. This has saved time and resources, and helped ensure all Councillors receive consistent and timely information to support their role.

SERVICE ACTIVITIES	HIGHLIGHTS AND COMMENTS
7.1.6 Support the organisation to meet corporate statutory obligations	<ul style="list-style-type: none"> ✓ Corporate statutory obligations continued to be met. ✓ No fines or sanctions were imposed on Council. ✓ Council's Fleet Maintenance Workshop maintained Roads and Maritime Services accreditation for checking heavy vehicles.
7.1.7 Provide the information technology infrastructure and support to enable effective and efficient delivery of the organisation's services	<ul style="list-style-type: none"> ✓ The ICT Strategy adopted in December 2014 has largely been delivered. The focus is now moving from infrastructure delivery to transformation and efficiency in business processes, systems and user customer experience. ✓ After intensive upgrades we now have the infrastructure and strategy in place to work smarter and serve our community better- improving collaboration and productivity, saving costs and enabling a more mobile workforce. ✓ We moved to an online system to make it faster and easier to apply and pay for the documents people need when buying or selling property (s603 certificates, s149 Planning Certificates and Outstanding Notices certificates).
7.1.8 Provide Council with legal administration, conveyancing and advice services	<ul style="list-style-type: none"> ✓ Council's internal Legal Services continued to provide Council with cost effective, high quality legal administration, conveyancing and advice services. ✓ Approximately 50 conveyancing matters and 1,200 requests for internal legal services handled in 2016-17.
7.1.9 Provide Council with dispute resolution, litigation and advocacy services	<ul style="list-style-type: none"> ✓ Legal Services continued to provide Council with cost effective and quality dispute resolution, litigation and advocacy services. ✓ 19 litigated matters with Council successful in seven of them and 12 continuing. See Legal Proceedings in Appendix 2 for details.
7.1.10 Manage Council's mapping and geographical information systems to support the organisation's effectiveness, and to comply with legislation	<ul style="list-style-type: none"> ✓ Extensive use of the Intranet Geographical Enquiry System across Council. Corporate base data layers and aerial photos kept up to date. ✓ Major projects supported by accurate mapping services. ✓ Continued provision of accurate and up to date mapping and geographical information to support a range of projects and services. ✓ New technology in the areas of 3D modelling and Web Map Services further developed, to support good planning decisions for the City.
7.1.11 Manage Council's property portfolio	<ul style="list-style-type: none"> ✓ See highlights under Outcomes 1 and 4.
7.1.12 Manage Council's Records Management program to ensure compliance	<ul style="list-style-type: none"> ✓ Staff continued to provide a records management service that complies with statutory requirements. ✓ Continued reduction in hardcopy records and manual processes.
7.1.13 Manage access applications to meet statutory requirements	<ul style="list-style-type: none"> ✓ All 54 formal applications to access Council data were processed within the statutory time frame. ✓ 327 Government Information Public Access (GIPA) informal requests for internal plans and documents were received and processed within the statutory time frame.
7.1.14 Support Council in managing enterprise risk and compliance	<ul style="list-style-type: none"> ✓ Completion of the Enterprise Risk Management Update Project, including 25 risk workshops with managers/coordinators, and a strategic risk workshop with the Corporate Leadership Team (CLT). This was partly funded by \$20,000 of CivicRisk Mutual 'Risk Enhance' funding.
7.1.15 Manage insurance and claims	<ul style="list-style-type: none"> ✓ Council continued to be an active member of CivicRisk Mutual (formally Westpool and United Independent Pools/UIP) local government self-insurance scheme. ✓ Council was recognised with the 2016 Westpool Risk Excellence Award for the driver safety e-learning package, to assist in the reduction of motor vehicle damage claims. ✓ Council received an equity distribution of \$204,000 from CivicRisk Mutual in December 2016, which is offset against our annual insurance costs.

SERVICE ACTIVITIES	HIGHLIGHTS AND COMMENTS
7.1.16 Provide a human resources management service that responds to contemporary and emerging workforce and workplace issues through strategy and policy development	✓ See the 'Our People' chapter of this report.
7.1.17 Support the organisation to meet statutory and regulatory requirements for employee relations, EEO and WHS	<ul style="list-style-type: none"> ✓ Continued to develop and improve Council's safety systems and procedures and to consult with all areas of Council's operations about safety and injury management. ✓ Council continued to support the organisation to meet statutory and regulatory requirements for employee relations, EEO and WHS. ✓ Implementation of EEO Management Plan 2015-17 – for details see the Our People chapter of this report. ✓ Council's Health & Safety Committee continued to be diligent in responding to staff inquiries and requests and carrying out Workplace WH&S inspections.
7.2.1 Manage Council's business planning	✓ Council completed a review of all services, asset management, procurement practices and priority setting as part of an organisation wide Capacity Review. A number of key organisation wide strategies were identified which are being implemented to improve productivity across all areas of operations.
7.2.2 Manage Council's financial sustainability and meet statutory requirements	<ul style="list-style-type: none"> ✓ Council's full financial statements were completed, audited and adopted as required. ✓ The Financial Health Report is prepared for senior management each month and information on financial status of the organisation is monitored and presented to Councillors each quarter.
7.2.3 Coordinate Council's corporate research program with an integrated policy framework	✓ Council conducted ongoing research in a number of areas to support existing policy directions and identify future opportunities.
7.2.4 Manage and maintain Council's fleet, plant and equipment	✓ During 2016-17 a review of plant utilisation was undertaken to help maximise use of our plant. Council Plant and Fleet continued to be maintained to manufacturer requirements.
7.2.5 Manage Council's property portfolio	✓ See highlights under Outcomes 1 and 4.
7.2.6 Manage Council's procurement policies and procedures	✓ Procurement policies and procedures were reviewed as part of the Capacity Review project. Potential for substantial savings was identified and recommended actions to realise those savings are being investigated and a timeframe developed for implementation.

SERVICE ACTIVITIES	HIGHLIGHTS AND COMMENTS
7.2.7 Mainstream corporate sustainability	<ul style="list-style-type: none"> ✓ 'My Idea' initiative continued to encourage staff to put forward suggestions to improve our organisation's efficiency, sustainability and performance, with nine suggestions received this reporting period being investigated. ✓ 6 staff from across the organisation successfully applied for the annual Louise Petchell Learning for Sustainability Scholarship to further knowledge and understanding in incorporating sustainability principles within their roles. ✓ Progress in implementing the corporate Sustainability Policy and Strategy adopted last year to provide guidance within the organisation. ✓ An online sustainability training module is nearing completion for rollout to staff, to raise understanding of Council's Sustainability Program. ✓ Sustainability introduced as a requirement in staff online performance planning and review system. ✓ All new staff are given a basic overview of the range of sustainability programs and initiatives as part of the induction process. ✓ Reusable metal water bottles provided under the Think, Act, Share program to encourage staff to minimise their use of single use plastic bottles.
7.2.8 Identify ways to use resources more efficiently	<ul style="list-style-type: none"> ✓ See Appendix 8 for details. ✓ Sustainability advice and input provided on a number of projects underway across the organisation including grant applications made under the Metropolitan Greenspace Program and participation in the Water Working Group. ✓ Quarterly exception reporting on energy and water consumption across all Council facilities continues to be undertaken to identify potential anomalies for further investigation and checking if required. ✓ More than \$84,000 in Federal Funding received under the Solar Communities Program to install solar photovoltaic (PV) systems at nine Council facilities including the Penrith Regional Gallery and the Lewers Bequest, St Marys Memorial Hall and seven childcare centres. The solar panels have a combined capacity of over 75 kilowatts, which will generate almost 100,000 kilowatt hours of electricity, and save around \$15,000 each year after installation later in 2017. ✓ Investigations into the feasibility of further street lighting retrofits is also being undertaken which will see inefficient existing lighting replaced with energy efficient LEDs.
7.2.9 Provide a human resources management service that responds to contemporary and emerging workforce and workplace issues through strategy and policy development	<ul style="list-style-type: none"> ✓ See highlights under the Our People chapter of this report.
7.2.10 Provide staff with opportunities for learning and development	<ul style="list-style-type: none"> ✓ Council supported 54 staff through our Education Assistance Program to undertake approved tertiary education courses. ✓ 139 female and 213 male staff took advantage of an opportunity to work in a higher position for a period of time, gaining valuable skills, confidence and experience. ✓ Council held 164 internal training sessions, and staff attended a further 88 external training sessions. ✓ For more details see the Our People section of this report.

SERVICE ACTIVITIES	HIGHLIGHTS AND COMMENTS
7.2.11 Manage Council's workers compensation and injury management	<ul style="list-style-type: none"> ✓ Our proactive Injury Management program continues to provide a safer work environment for all employees and give Council reduced premiums across all operations. ✓ 54 workers compensation claims were made this financial year, nine less than the previous year, with 21 of these resulting in no lost time.
7.3.1 Provide information about Council's services and policy positions	<ul style="list-style-type: none"> ✓ Almost 792,000 sessions by 416,000 users in the last 12 months on Council's website, which continues to grow as a communication channel for engaging with and informing our community. ✓ Recruitment of a specialist Webmaster in January has seen significant improvements to our websites. ✓ Expanded use of the online community information and engagement website Your Say Penrith. ✓ Increased use of and subscribers to email direct newsletters for New West initiatives, tourism and sustainability. ✓ 13,018 followers for Council's Facebook page - up from 8,528 over the 12 months. ✓ 5,821 followers for Council's Twitter, up from 5,404 over the 12 months. ✓ 556 Facebook posts and 747 'tweets', as we continued to maximise our strategic use of these channels to provide information about Council's services, activities and opportunities for the community to have their say in our planning and decisions. ✓ Four editions of Council's hard copy community newsletter distributed to all households. ✓ Information has been provided to residents through a number of channels giving them a greater awareness of what is happening in their City as well as the opportunity to better participate in making decisions about the City's future. Media articles, regular columns, speeches, social media and radio have been used to disseminate information on Council services. ✓ Traditional media channels such as newspapers, radio and television and community newsletters continued to be used and remain an important part of informing our community. ✓ Corporate advertising was placed when appropriate to support Council services, community consultations, events and campaigns.
7.3.2 Manage Council's corporate planning and engagement program	<ul style="list-style-type: none"> ✓ Development, public exhibition and adoption of the revised Community Plan, 2017-21 Delivery Program; 2017-18 Operational Plan and Fees and Charges, and 2017 Resourcing Strategy on 26 June 2017.
7.3.3 Provide quality customer service and information on Council's services through Information Centres and agreed customer contact points	<ul style="list-style-type: none"> ✓ Demand for Customer Service activities has remained high for the full year. All requests and applications have been taken, receipted or recorded to the standards required in the adopted Customer Service Charter.
7.3.4 Provide an information service for visitors to the City	<p>In its second year, our Visit Penrith website had around 89,000 sessions by 64,000 unique users over the 12 months.</p>

INTEGRATED PLANNING AND REPORTING

In 2009, the NSW Government introduced an Integrated Planning and Reporting (IP&R) Framework to help local councils prepare and report on short, medium and long term plans for their communities. The framework requires Council to report regularly on progress towards our four year Delivery Program and annual Operational Plan. Copies of all reports are available on Council's website.

The IP&R Framework includes a hierarchy of plans which aims to ensure a more sustainable local government sector. Refer to the diagram for further details. Council's reporting schedule for 2016–17 year included:

Quarterly reporting

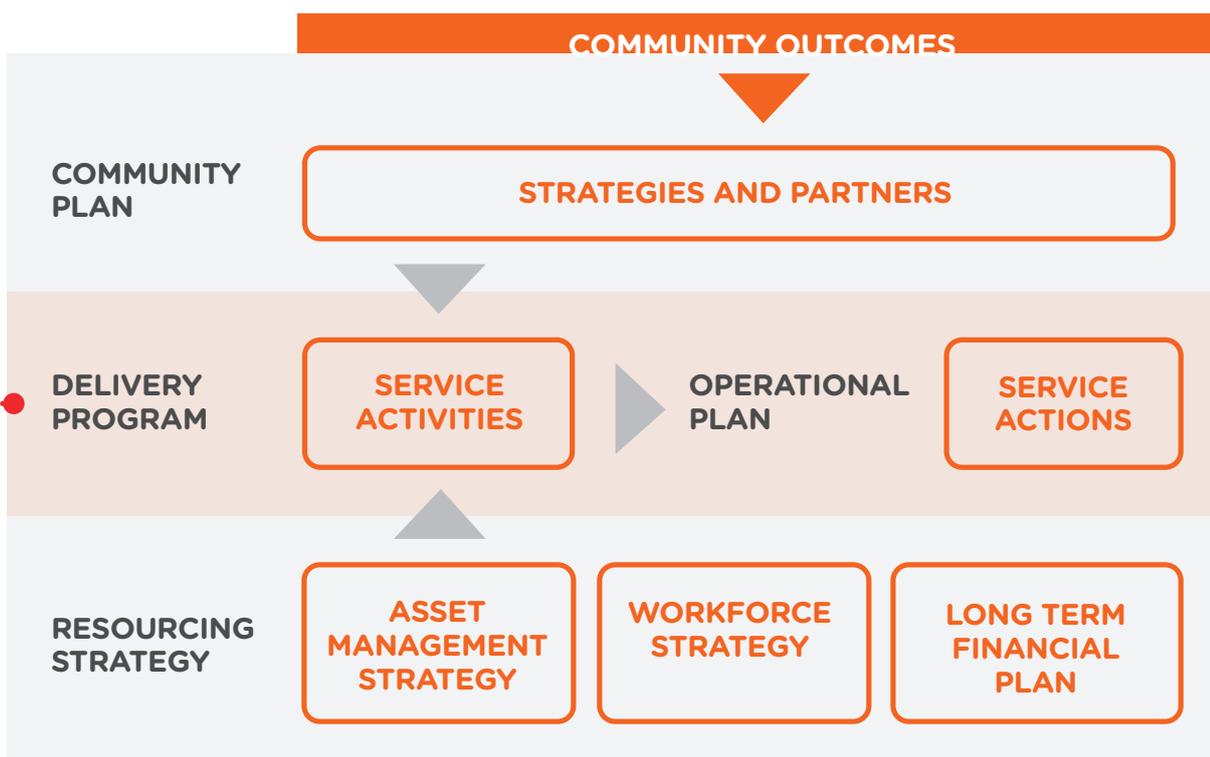
Quarterly progress reports are presented every 3 months to Council on the annual budget including progress and expenditure on capital and operating projects.

Bi-annual reporting

Reports are presented every six months to Council on our progress against annual tasks, four year service activities and term achievements and performance indicators contained in Council's four year Delivery Program 2013–17 and annual Operational Plan.

Annual reporting

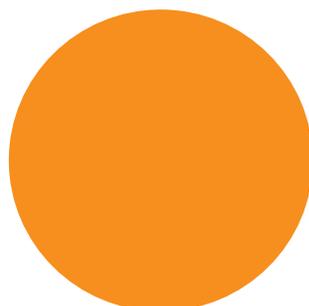
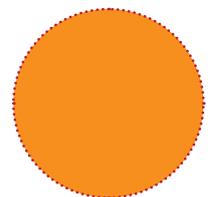
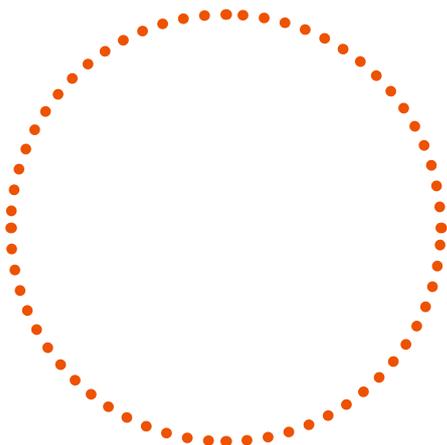
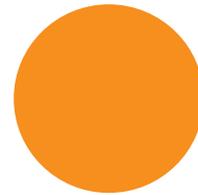
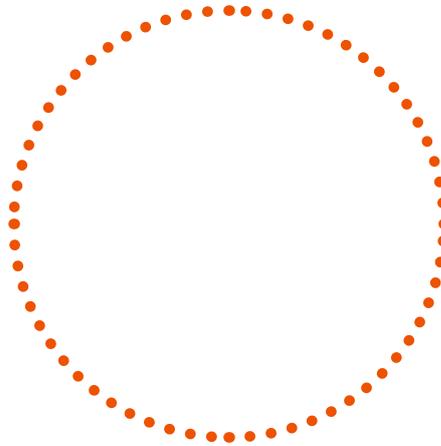
At the end of the financial year we are required to present to Council and the Penrith community a set of audited financial statements and a summary of the work completed during the year, assessed against what we said we would do. This information is contained within this Annual Report.



ANNUAL REPORTING

Matters are subject to this report.

FAST FACTS





OUR PEOPLE

Our people are the most flexible and valuable asset we have. Without our people we cannot deliver our services, and their ideas and suggestions are the main way we can improve the efficiency and quality of our services. Many of our employees are also residents and many interact with our community on a daily basis. This helps us keep in touch with what our community expects from their Council and issues we need to address.

OUR LEADERSHIP TEAM

Council's leadership team is made up of the General Manager, Alan Stoneham; the Assistant General Manager, Craig Butler; and seven Executive Managers who together manage the delivery of our services to the community.

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

Craig Butler is Council's Assistant General Manager. His formal qualification is a Bachelor of Applied Science – Environmental Health which equips him with understanding of the relationships between the environment and human settlement and their impacts upon each other. He is responsible for the city's key regional and strategic challenges and opportunities. His responsibilities include planning, strategy, government relations, communications and marketing, partnerships and advocacy – all directed toward creating a future Penrith that is more productive, more resilient and more liveable.

Council's Chief Governance Officer, Stephen Britten; Chief Financial Officer, Andrew Moore; Executive Manager, Community and Chief Operating Officer, Vicki O'Kelly; Executive Manager City Assets, Brian Steffen and Executive Manager People and Capability, Sandy Davies all report directly to the General Manager. Together they are responsible for managing our compliance, finances, productivity initiatives, assets and workforce, with a focus on building an efficient, values based organisation that delivers an exceptional customer experience for anyone who contacts Council. Community services, children's services, libraries and ICT also within their responsibilities.

Council's Executive Manager, City Economy and Planning, Kylie Powell; and Executive Manager, Environment and City Development, Wayne Mitchell report initially to the Assistant General Manager. Their focus is on the growth and development of Penrith as a region, working to ensure that Penrith maintains its unique identity as it grows, and that Council's position is well represented to other levels of government whenever decisions are made that may impact our community.



ORGANISATIONAL STRUCTURE

GENERAL MANAGER - ALAN STONEHAM

Assistant General Manager - Craig Butler

Departments	Functions
Corporate Communications, Marketing & Events	City Partnerships; Communications; Council & Executive Support; Events and Marketing

CHIEF GOVERNANCE OFFICER - Stephen Britten

Departments	Functions
Governance	Council & Corporate Governance; Information Management
Legal Services	Internal Audit; Legal Services; Risk Management; Insurance

CHIEF FINANCIAL OFFICER - Andrew Moore

Departments	Functions
Corporate Planning	Corporate Planning
Financial Services	Financial Services; Purchasing & Supply
Information & Communication Technology	GIS/Mapping; Information Technology
Property Development & Management	Property Development and Management

EXECUTIVE MANAGER CITY ASSETS - Brian Steffen

Departments	Functions
Asset Management	Security & Emergency Services Management; Strategic Asset Management Planning
City Presentation	Asset Maintenance & Renewal; Civil Maintenance & Renewal; Fleet & Plant Management; Public Space Maintenance
Design and Projects	Design & Projects
Facilities Management	Cemeteries, Neighbourhood Facilities Management; Recreation Facilities Management

EXECUTIVE MANAGER PEOPLE AND CAPABILITY - Sandy Davies

Departments	Functions
Customer Experience	Customer Experience
Workforce & Organisational Development	Business Performance; Sustainability; Workforce & Organisational Development

EXECUTIVE MANAGER COMMUNITY AND CHIEF OPERATING OFFICER - Vicki O'Kelly

Departments	Functions
Community & Cultural Development	Community & Cultural Development
Children's Services	Children's Services
Library Services	Libraries

EXECUTIVE MANAGER CITY ECONOMY AND PLANNING - Kylie Powell

Departments	Functions
City Planning	City Planning
Economic Initiatives	Advocacy; Economic Initiatives
Place Management	Community Safety; Place Management

EXECUTIVE MANAGER ENVIRONMENT & CITY DEVELOPMENT - Wayne Mitchell

Departments	Functions
Development Services	Development Applications; Fire Safety & Certification
Engineering Services	Development Engineering; Floodplain & Stormwater Management; Traffic Management, Parking & Road Safety
Environmental Health & Compliance	Environmental Health; Development Compliance; Regulatory Control
Waste and Resource Recovery	Waste and Resource Recovery



Council delivers services to the community through seven Divisions. Each Council Division consists of Departments and Functions responsible for delivering services in line with key directions from the Community Plan. The structure of the organisation, including Divisions, Department and Functions is summarised below:

CHIEF FINANCIAL OFFICER

The Chief Financial Officer's Division includes Financial Services, Property Development and Management, Information Communication & Technology (ICT) and Corporate Planning. This Division looks after all Council's financial planning, budgeting and property management and investment, ICT and planning and reporting.

CITY ASSETS

The City Assets Division includes Asset Management; City Presentation; Design and Projects and Facilities Management. This Division looks after Council's assets including planning, acquisition, construction, renewal, maintenance and disposal.

CITY ECONOMY AND PLANNING

The City Economy and Planning Division includes City Planning, Economic Initiatives and Place Management. This Division is focussed on helping create local jobs, creating great public spaces and planning for the growth of the City.

COMMUNITY

The Community Division includes Community and Cultural Development, Library Services and Children Services. This Division looks after most of Council's community based services, childcare and libraries.

ENVIRONMENT AND CITY DEVELOPMENT

The Environment and City Development Division includes Development Services, Engineering Services, Environmental Health and Compliance; and Waste Services. This Division looks after the regulation of development across the City, including approvals and compliance, along with our Rangers and our waste and recycling operations.

OFFICE OF THE GENERAL MANAGER

The Office of the General Manager includes Governance and Legal Services. This Division primarily services internal customers, and looks after meeting practice, code of conduct, risk management, internal audit and legal services.

PEOPLE AND CAPABILITY

The People and Capability Division includes Customer Experience, Sustainability and Workforce and Organisational Development. This Division looks after our front counter and contact centre, all areas of human resources and promotes sustainable practices in the organisation and the City as a whole.

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

OUR WORKFORCE

Council employs 1,251 staff in part time, full time, temporary and casual positions. We have a diverse workforce which includes engineers, planners, labourers, mechanics, child care workers, environmental officers, youth workers, enforcement officers, administrators, IT professionals, accountants, librarians, and HR professionals. Council is one of the largest local government providers of children's services in NSW, with around one third of our staff employed in this area.

Around one third of Council's workforce is involved in constructing and maintaining the City's assets and infrastructure such as roads, drains and parks. The remaining third carries out a range of professional and administrative duties. 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, 64% are women, which is above industry average and reflects a high proportion of women working in our child care centres. 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. Staff turnover within our permanent workforce is at an acceptable level of 11.14%. This year we had a total of 102 permanent employees leave Council, 22 of them into retirement.

WORKFORCE PROFILE 2013-17

	2013-14	2014-15	2015-16	2016-17
Total Staff	1,209	1,187	1,215	1,251
Female	55%	57%	64%	65%
Male	45%	43%	36%	35%
Turnover	7.62%	9.40%	10.02%	11.14%

EMPLOYMENT TYPE 2013-17

	2013-14	2014-15	2015-16	2016-17
Total staff	1,209	1,187	1,215	1,251
Permanent	77%	76%	76%	73%
Temporary	13%	15%	15%	14%
Casual	10%	9%	9%	13%

AGE PROFILE OF PERMANENT STAFF 2013-17

	2013-14	2014-15	2015-16	2016-17
15-24	74	62	68	67
25-34	208	209	207	199
35-44	196	195	202	212
45-54	229	218	223	211
55-64	200	192	186	189
65+	25	28	32	38

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, that we offer satisfying and rewarding opportunities for our staff, and that we support a healthy work/life balance, while fulfilling our obligations to our communities. In 2016-17, Council introduced an electronic performance management system called MyPlan. MyPlan is a platform designed to facilitate and encourage open two-way communication between supervisors and staff. 343 staff attended information sessions during the rollout of the program.

WORKPLACE HEALTH AND SAFETY

Providing a safe workplace is our most important duty as an employer. Council is committed to providing a safe and healthy workplace for our staff, volunteers and contractors, a workplace that respects the individual's views, and consults on matters relating to workplace health and safety. In 2016-17, Council registered 54 work injuries which resulted in 33 lost time claims. A total of 450 days were lost to workers compensation in the period (0.125% of days worked) with 5.87% of staff lodging claims. We will continue to take a proactive approach to Work Health and Safety, with a focus on education and prevention for all employees. As part of a refreshed commitment to WHS, Council has adopted a new workforce initiative called Council Safe, Home Safe – Towards Zero - a safety program that is led from the top of the organisation and extends to employees at every level. We will be reviewing our safety related key performance indicators, including how we collect and report this data, to ensure they can be used to proactively improve the overall WHS performance of the organisation.

WORKFORCE DIVERSITY ACROSS COUNCIL

EEO GROUP	PENRITH LGA COMMUNITY PROFILE (ABS CENSUS 2016)	COUNCIL 2013-14	COUNCIL 2014-15	COUNCIL 2015-16	COUNCIL 2016-17
Aboriginal and Torres Strait Islander	3.9%	1%	1% (2.03%)	1.2% (1.7%)	1.4%(1.7%)
Women	50.6%	56.01%	57.3% (61.9%)	57.3% (61.9%)	58.4% (65%)
Non English Speaking Background	16.9%	10.1%	9.7% (9.6%)	9.7% (9.6%)	9.6% (12.9%)
People with a Disability	not available	3.2%	3.3% (2.8%)	3.2% (2.8%)	2.3% (2.2%)

* Bracketed figure includes temporary and casual staff.

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 and is welcoming to all. We also look to support groups including women, Aboriginal and Torres Strait Islander people, people with a disability and people from culturally and linguistically diverse backgrounds.

Specific initiatives to support EEO and highlights from 2016-17 include:

- Targeted traineeship opportunities for people from an Aboriginal or Torres Strait Islander background.
- Targeted traineeship opportunities for people with a disability.
- 64 staff attended Prevention of Bullying and Harassment training.
- 75 staff attended Diversity training, as part of our ongoing program of diversity and refresher training that incorporates EEO, access and equity, disability awareness and diversity in the workplace.
- All new staff participated in Diversity training as part of Council's Orientation process with 90 new staff attending Orientation this year.
- 139 female staff accessed career development opportunities by relieving in a higher position, and 54 accessed Council's education assistance program.
- Council was successful in receiving funding to create a school-based traineeship for people from an Aboriginal or Torres Strait Islander background. This will be rolled out in the 2017-18 reporting period.

LEARNING AND DEVELOPMENT

Council understands the importance of keeping our staff appropriately skilled, trained and engaged in the work they do. Council provides a variety of learning and development opportunities to support our staff in building their skills and knowledge.

This year 139 female and 213 male 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 164 internal training sessions this year, and staff attended a further 88 external training sessions. Council also provides staff with financial assistance and study leave for approved tertiary courses. In 2016-17, 87 female and 38 male staff were supported through our Education Assistance Program to undertake approved tertiary education courses. Not only does this help us retain qualified staff, but it gives our staff the chance to improve their qualifications or take a new direction in their careers. In recent years, this has helped Council address identified areas of skill shortage in planning, early childhood teaching and engineering, with staff gaining qualifications to fill new roles within the organisation.

Council's 12-month traineeship and undergraduate traineeship programs again gave applicants of all ages the chance to see what working in local government is like. In 2016-17, 37 trainees graduated and another 55 started at Council. Our programs offer 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 trainees often are successful in securing further work with Council.

In 2016-17, 25 staff undertook a Certificate IV Competitive Systems and Practices. This course assists staff in identifying performance improvements through reviewing processes. Staff who completed this course have been selected to work on project teams to identify efficiencies across the organisation.

In order to assist in developing staff, a Mentor Program was delivered in 2016-17 with 22 staff, including mentors and mentees, participating in the program. Participants attended formal training and hold regular catch-ups to help facilitate the program. The program aims to support staff in their career development.

CASE STUDY: NSW ENVIRONMENTAL HEALTH STUDENT PROFESSIONAL OF THE YEAR, AMY SCHEMBRI



A Business Administration traineeship with Council in 2013 put Amy Schembri on track for success in her chosen field, Environmental Health.

Since then, Amy has sought and embraced opportunity after opportunity within our organisation. Her efforts, passion and talents saw her named NSW Environmental Health Student Professional of the Year at the prestigious 2016 Environmental Health Excellence Awards presented by Environmental Health Australia (EHA), the premier environmental health professional organisation in Australia.

"After I finished my traineeship in January 2014, I was lucky enough to be asked to stay on in a part-time role, and in 2015 I successfully applied for a specialist Environmental Health traineeship with Council, which continues until I complete my Bachelor of Natural Science (Environmental Management) degree through Western Sydney University (Hawkesbury) in mid-2018" Amy said.

Amy is thankful for the support she has received from Council's Education Assistance Scheme and feels "really lucky" to be working in a great team doing work that she loves.

"In March 2016, I was given the opportunity to act in a higher position through a 12 month secondment to cover one of the Environmental Health Officers on maternity leave," she said. "I feel really lucky to have had the opportunity to gain experience in such a range of roles and activities."

During her time at Council, Amy has been involved in many areas ranging from food safety, monitoring skin penetration businesses (such as tattooists and beauticians), mosquito trapping, inspection of public swimming pools and spas, and recreational water quality testing.

"I love that I get the chance to get out and about around the City, helping people in the community, as well as working in an office. I've learnt so much from the people in my team here, everyone is very supportive." Amy said.

Council's Environmental Health Team was named NSW Environmental Health Team of the Year at the same awards ceremony, recognising Penrith's excellence and leadership in this area.

TRAINEESHIP PROGRAM

Council's annual traineeship program provides opportunities for young people, people wishing to re-enter the workforce, or people wishing to change career direction. The program enables the trainees to develop some great skills, gain a nationally recognised qualification, and earn a weekly pay. Our traineeship program has helped many people start, or reinvent, their careers.

In 2017, Council appointed, as part of their traineeship program:

- 21 Business Administration trainees
- 33 Child Care trainees
- 1 ICT Trainee

Of these traineeships, 2 were offered for persons with a disability, and 5 were offered for persons with Aboriginal or Torres Strait Islander background.

GENDER EQUITY

Council continued to progress Gender Equity initiatives across the organisation, including strong support for a Gender Equity Steering Committee and Gender Equity Project Team. Council has received Silver accreditation under the 50:50 Vision Councils for Gender Equity program. As part of this process, staff were asked to complete an anonymous survey overseen by the program coordinators.

Highlights for 2016-17 include:

- 2 Parental Leave Morning Teas were held to help support women to 'keep in touch' whilst on parental leave. This has been an ongoing initiative of the project team.
- 2 staff members participated in the Great Leaders are Made (GLAM) Leadership Development Program for Women.
- Staff participated in the What's Gender Got to Do with It? outdoor workshop. This workshop was facilitated by Dr William DeJong.
- A mentor was sponsored for the Max Potential Program.
- 8 female staff attended the Springboard Mentoring Program and 4 male staff attended the Navigator Men's Development Program.
- Information sessions were held on the skills and knowledge process to encourage staff, particularly female staff, to apply for salary progression as it has been identified that females were not represented on the higher steps at the same level as their male colleagues.

EARLY CHILDHOOD TEACHER PROFESSIONAL DEVELOPMENT PROGRAM

This Children's Services initiative again offered our Early Childhood Teachers valuable mentoring and training opportunities. In March, 42 educators attended an information session, resulting in 26 educators becoming members of the project. Participants had mentoring visits in April and May, attended monthly 'Circles of Practice' reflective sessions encouraging collaborative discussion about practices, and attended communication styles and leadership skills training.

EMPLOYEE SATISFACTION

We continued to act on issues raised in past employee engagement surveys and staff forums held by the General Manager. In June 2017, staff were provided an opportunity to participate in the latest employee engagement survey. 904 staff participated, which is over 80%. The survey results are currently being compared against previous satisfaction surveys and staff will receive the results at upcoming staff forums.

The Myidea website continues to provide an effective, direct communication channel for staff to suggest ways to improve our services and productivity.

HEALTH AND WELLBEING

Council encourages our staff to be healthy, involved and productive members of their communities as well as their work teams. We have various policies to support our staff in balancing work responsibilities with other demands such as being a parent, carer or student. Our Employee Assistance Program gives staff and their immediate families 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 year included:

- health checks for staff.
- a workplace quit smoking program.
- Council supported teams in the Global Corporate Challenge, a worldwide workplace health program that improves staff health and wellbeing and promotes teamwork through daily walking goals.
- continued support of the Fitness Passport, which offers staff access to a wide range of their local health and fitness suppliers at a discounted rate.
- staff health programs such as Weight Watchers at Work and lunchtime Pilates classes.
- development of a Health and Wellbeing Staff website which will be rolled out in 2017-18.
- support for events such as dragon boat racing and corporate triathlon.

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. Some of the many initiatives included:

- Council staff raised funds for initiatives such as The Biggest Morning Tea and Jeans for Genes Day.
- Council staff supported initiatives such as White Ribbon Day and R U OK? Day.
- Council continues to be a long term supporter of the Australian Red Cross Blood Service and organises regular 'donation buses' to encourage staff to support this important cause.



APPENDICES

- Appendix 1** - Councillors and Council
- Appendix 2** - Governance and Advocacy
- Appendix 3** - Diversity, access and equity
- Appendix 4** - Children
- Appendix 5** - Special Rate Variation
- Appendix 6** - Financial summary
- Appendix 7** - Companion Animals
- Appendix 8** - Sustainability
- Appendix 9** - 2013-17 Delivery Program

APPENDIX 1 – COUNCILLOR AND COUNCIL INFORMATION

COUNCIL MEETINGS

Council is committed to ensuring all 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 Meeting and one Policy Review Committee Meeting each month, usually on a Monday night, at the Penrith Civic Centre. These meetings are held in an open environment, with our Code of Meeting Practice guiding how meetings are conducted. Our website clearly outlines what is required of members of the public who wish to address a meeting.

Policy Review Committee Meetings allow Councillors to discuss and review policy issues and ask questions of

Council officers in a more informal environment, and all recommendations made are then presented to the next Ordinary Meeting for formal adoption.

At times, Council needs to deal with highly sensitive issues and may decide to work in confidence, which means that members of the community are excluded for the discussion and decision making. Every effort is made to minimise the number of confidential reports brought before Council.

In 2016-17 Council held 14 Ordinary Meetings and nine Policy Review Committee Meetings, with 25 members of the public addressing Council on various issues and items of business.

Councillor attendance at meetings: 2016-17

COUNCILLORS	ORDINARY MEETINGS		POLICY REVIEW COMMITTEE MEETINGS	
	Number	Attended	Number	Attended
Cr Jim Aitken OAM	14	12 ♦♦	9	7 ♦♦
Cr Bernard Bratusa	14	13 ♦	9	8 ♦
Cr Marcus Cornish	14	14	9	8 ♦
Cr Kevin Crameri OAM	14	14	9	8 ■
Cr Greg Davies	14	13 ♦	9	8 ■
Cr Mark Davies	14	12 ■■	9	8 ♦
Cr Ross Fowler OAM	14	14	9	9
Cr Tricia Hitchen	14	13 ■	9	8 ♦
Cr Karen McKeown	14	14	9	8 ♦
Cr John Thain	14	14	9	9
COUNCILLORS RETIRED 9 SEPTEMBER 2016				
Cr Prue Car MP	3	3	3	2 ♦
Cr Maurice Giroto	3	3	3	2 ♦
Cr Ben Goldfinch	3	2 ♦	3	2 ♦
Cr Jackie Greenow OAM	3	2 ♦	3	3
Cr Michelle Tormey	3	3	3	3
COUNCILLORS ELECTED 9 SEPTEMBER 2016				
Cr Todd Carney	11	11	6	6
Cr Aaron Duke	11	11	6	6
Cr Joshua Hoole	11	10 ♦	6	5 ♦
Cr Kath Presdee	11	11	6	6
Cr Ben Price	11	10 ■	6	6

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

MAYORAL AND COUNCILLOR FEES AND EXPENSES

EXPENSE	COST (\$)
Mayor	96,721
Deputy Mayor	43,433
Councillors	358,066
Overseas visits	0
Expenses and facilities	19,786
Office Equipment	13,826
Usage charges	0
Mobile phone calls and data usage	20,970
Reimbursement to Councillors for mobile phones (not Council owned)	4,116
Reimbursement to Councillors for internet services (not provided by Council)	1,251
Conferences and seminars	26,165
Training and skill development	1,745
Interstate visits	23,237
Expenses for spouse or partner	0
Child care expenses	0
Other Councillor costs	45,470
TOTAL	635,000

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
- Greater Sydney Local Land Services Local Government Advisory Group
- Local Traffic Committee
- Penrith Valley Sports Foundation
- Regional Strategic Alliance with Blue Mountains and Hawkesbury City Councils

Internal committees with Councillor representation include:

- Access Committee
- Audit Committee
- Floodplain Risk Management Committee
- Heritage Advisory Committee
- Penrith Community Safety Partnership
- Penrith International Friendship Committee
- Resilience Committee
- Sustainability Champion

During 2016-17 Council also had delegates or directors elected/appointed to the Boards and/or the Committees of the following organisations:

- Australian Local Government Women's Association (ALGWA)
- Council Ambassador to Lachlan Shire Council
- Floodplain Management Australia
- Hawkesbury River County Council
- Joint Regional Planning Panel
- Museum of Fire Board
- National Growth Areas Alliance
- Penrith Aquatic and Leisure Limited
- Penrith CBD Corporation Limited
- Penrith City and District Business Advisory Centre Limited – Business Enterprise Centre
- Penrith Performing and Visual Arts Limited
- Penrith Valley Regional Sports Centre Ltd
- Penrith Whitewater Stadium Ltd
- St Marys Town Centre Ltd
- 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

Council also had representation on the following incorporated associations:

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

PATRONAGES AND MEMBERSHIPS

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

EXTERNAL BODIES EXERCISING COUNCIL FUNCTIONS

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

COUNCIL COMMITTEES AND ENTITIES

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

COMMITTEE NAME	TYPE	STATUS
Emu Plains Tennis Courts Management Committee	Section 355 Committee	Functional
Jamison Park Netball Complex Management Committee	Section 355 Committee	Functional
Penrith Schools Boatshed Management Committee	Section 355 Committee	Functional
Ray Morphet Pavilion Management Committee	Section 355 Committee	Functional
Penrith Valley Senior Citizens' Centre Management Committee	Section 355 Committee	Functional
Andromeda Neighbourhood Centre Management Committee	Section 355 Committee	Functional
North Penrith Community Centre Management Committee	Section 355 Committee	Functional
Regentville Hall Management Committee	Section 355 Committee	Functional
Nepean Community and Neighbourhood Services (under licence agreement)	Community Development Organisation	Functional
Community Junction Incorporated (under licence agreement)	Community Development Organisation	Functional
Arms Australia Inn Management Committee	Section 355 Committee	Functional
Penrith International Friendship Committee	Section 355 Committee	Functional
Western Sydney Regional Committee for Illegal Dumping	Section 355 Committee	Functional
Access Committee (Advisory)	Section 355 Committee	Functional
Heritage Advisory Committee (Advisory)	Section 355 Committee	Functional
Senior Staff Recruitment / Review Committee	Section 355 Committee	Functional
Policy Review Committee	Standing Council Committee	Functional
Audit Committee (This committee has no authority granted to it)	Advisory	Functional
Penrith Community Safety Partnership (This committee has no authority granted to it)	Advisory	Functional
Resilience Committee (This committee has no authority granted to it)	Advisory	Functional
Regional Strategic Alliance with Blue Mountains City Council and Hawkesbury City Council	Section 355 Committee	Functional
Floodplain Risk Management Committee	Section 355 Committee	Functional
Property Development Advisory Panel	Section 355 Committee	Functional

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

COMPANIES IN WHICH COUNCIL HELD A CONTROLLING INTEREST

Companies in which Council held a controlling interest during 2016-17 were:

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

PARTNERSHIPS, COOPERATIVES AND JOINT VENTURES INVOLVING COUNCIL

Council is a member of Westpool, which is a joint initiative, established by councils in Western Sydney to give cost effective civil liability protection insurance.

Council also contributes towards a Regional Illegal Dumping (RID) Squad initiative along with several other Western Sydney councils.

CONDUCT OF THE 2016 ELECTION

Background

The election was managed by Council and complied with legislative requirements under the Local Government Act and Regulations. Following a competitive process Council engaged the Australian Election Company to undertake most of the functions related to the election, though Council staff were also involved. This partnership allowed for the election to be managed more closely and an increased capacity to respond to local issues and needs.

The total estimated cost of the election was \$667,000. Council is confident that significant savings were achieved through the competitive process that was undertaken rather than engaging the NSW Electoral Commission.

In the 2016 Council election there was a total increase in pre poll votes cast before election day to be up approximately 50% compared to 2012. The total number of electors was 133,892 with a voter turnout of 107,189, down fractionally compared to 2012. The total number of postal votes received was 2,384.

Council's contractor conducted a scan, audit and count of all ballot papers at a scanning centre in Lake Macquarie, NSW. The Returning Officer declared the Poll for the election on Monday 19 September 2016, one day quicker than in 2012.

Penrith City Council report to Minister for Local Government

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

Response to Clause 393A Requirements

TIME SPENT ON THE ELECTION BY THE GENERAL MANAGER AS A PROPORTION OF THE GENERAL MANAGER'S REMUNERATION

The General Manager as in previous elections provided oversight for the entire election process. The General Manager met on a number of occasions with staff from the Governance Department and with the head of our election contractor once. It is estimated that the time spent on the election would have been approximately \$2,700. It should be noted that the time spent on the election would have been the same had the NSWEC been engaged.

TIME SPENT ON THE ELECTION BY COUNCIL STAFF AS A PROPORTION OF COUNCIL STAFF REMUNERATION

Staff as in previous elections provided support services to Council's contractor the Australian Election Company. This support was primarily provided by the Governance Coordinator, in addition to the Governance Manager and Chief Governance Officer. Some incidental administrative tasks were undertaken by Council's administration staff. The majority of this work is considered to be consistent with support that has been provided to the NSW Electoral Commission in the past. It is noted however that the Governance Coordinator worked very directly in the lead up to the election with the Returning Officer, as a part of the partially outsourced model which was considered integral in achieving cost savings and a timely result. The estimated cost of the time staff spent on the election is \$21,500.

TOTAL REMUNERATION OF COUNCIL STAFF EMPLOYED FOR THE PURPOSE OF THE ELECTION

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

TOTAL REMUNERATION, RECRUITMENT AND TRAINING COSTS OF ELECTION OFFICIALS

Council's contractor employed the majority of election officials, including polling officials, temporary assistance and the Returning Officer. The total contract cost paid by Council to the contractor was \$615,279.

In addition to this Council had 3 staff working on election day as liaison officers. The total cost of their time spent is estimated at \$2800. These costs were included in the figure provided earlier regarding time spent on election by Council staff.

THE COST OF RUNNING ANY CANDIDATE INFORMATION SEMINARS

The Council's Contractor through the Returning Officer provided a candidate information seminar prior to the election. It is estimated that the catering, printing and staff time to run this seminar would have been \$250.

THE COST OF HIRING VENUES AND EQUIPMENT FOR THE ELECTION, INCLUDING COUNCIL VENUES AND EQUIPMENT AND ANY ASSOCIATED COSTS

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

ACTIVITY	COST (\$)
Printer, Printing, phones and Internet	3,090
Additional Advertising Signage	4,185
Council owned polling places and returning office	3,941

THE COSTS OF ANY TECHNOLOGICAL SUPPORT, INCLUDING THE DEVELOPMENT OF ANY COUNTING SOFTWARE

Nearly all technological support including the count and scanning software and the count website for candidate and members of the public was provide by the Council's contractor. The technological support provided by council was in relation to the provision of internet, printers and mobile phones which was provided above at a cost of \$3,090.

THE COST OF PREPARING A WRITTEN REPORT UNDER THIS CLAUSE

The report was prepared by the Governance Coordinator and overseen by the Governance Manager, the estimated cost of preparing this report is \$400.00.

ANY ELECTORAL SERVICES PROVIDED TO ELECTORS

Council had a comprehensive page of information on its website which provided all relevant details of the Council election. This included details of the accessible buildings which were provided for elections, the pre poll locations, candidate information, a location based map integrated with maps to show your closest polling place amongst other general information. In addition to this and working with the Council's contractor Council put on two additional polling places to deal with population increases at Jordan Springs and Caddens.

Council also arranged for 3 staff to be available (1 for each ward) on election day as Liaison Officers to ensure the smooth operation of all polling places and also to ensure that any voting material was available should the need arise.

Council also kept open its returning officers for longer hours than required including late on 2 Thursday evenings prior to the election to coincide with Thursday night shopping.

ANY ELECTORAL SERVICES PROVIDED TO CANDIDATES

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

OPERATIONAL DETAILS OF THE ELECTION AND AN OVERALL EVALUATION OF THE CONDUCT OF THE ELECTION, INCLUDING FEEDBACK FROM STAKEHOLDERS

Council staff believe the election was run efficiently, professionally and to an extremely high standard, Council is also confident that a significant cost saving in the region of \$150,000 was able to be achieved.

The election count was completed by the Friday following the election and declared the following Monday, which was 1 day less than in 2012. Council staff observed that the communication and cooperation with the NSWEC was at a high level although believe there is still room for improvement in enabling the efficient transfer of information with respect to rolls and access to information in the format required.

As a general comment for all elections, Council again as it has done in previous years received significant feedback relating to the lack of awareness about the election, which appears to be an ongoing challenge. This is despite the fact that council employed additional advertising of the election including the use of VMS signs, billboards around the city and significant subscriber and social media campaigns.

Below are details surrounding a number of operational elements of the election:

Scanning and Counting Centre used by the AEC

The AEC conducted the scanning, audit and counting of ballot papers at an office that they rented at Warners Bay, Lake Macquarie. Between Monday 12 and Wednesday 14 September 2016 the majority of the Council's ballot papers were delivered to the Count Centre securely by Council officers. The remaining ballot papers (postal ballot papers, and declared institution ballot papers etc.) were delivered over the following days. The Council's Governance Coordinator remained at Warners Bay for the week to oversee the processing of the Council's ballot papers. This oversight allowed the General Manager and the Returning Officer to have a direct line of communication to the Count Centre which played an

integral part in the timely processing of the Council's votes.

The results for the Council were finalised on Friday night, 16 September 2016. The Returning Officer subsequently declared the Poll for the Council's election on Monday 19 September 2016, which was 9 days after the election was held (one day quicker than in 2012).

In the 2016 Election, above the line votes were not scanned as these were counted manually. This meant that a significant less number of ballot papers required scanning than did in 2012.

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

Awareness of the Election

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

It would appear that this year, it was again a significant issue for local residents. This may have been impacted by the proximity of the local government elections to the Federal Election and the confusion coinciding with not all council's conducting an election due to proposed amalgamations.

A number of additional measures were organised by Council staff to communicate the elections in addition to the radio and print advertisements arranged by the NSWEC. These included VMS signs, making use of large billboards the Council owns in the Local Government Area, sending text/email messages to existing council subscriber groups, the council website, social media and information provided in email signatures. Despite all this it is acknowledged that Council staff and councillors, both prior, on the day and after the election still received considerable feedback about a lack of awareness of the election.

Council at the most recent Local Government Conference put forward a motion for the State Government to consider a television campaign for local government elections to generate more awareness more broadly across the State.

POLLING PLACES

Council Officers in conjunction with the Returning Officer kept in place most of the existing polling places that had been successful in the 2012 Election. Council when considering polling places attempts to make available as many accessible polling places or partly accessible polling places as possible. In 2016 Council Officers had regard to emerging suburbs and areas which have experienced

population increases since 2012. This resulted in two additional polling places, 1 at Jordan Springs and 1 at Caddens. The polling place at Jordan Springs was an overwhelming success and contributed significantly to the management of the election by reducing pressure on polling places in nearby suburbs.

PRE POLL VOTING

For the 2012 Council election, Pre Poll voting was available at Penrith and St Marys at the following locations:

- Penrith City Council Returning Officer's Office, 114-116 Henry Street, Penrith; and
- St Mary Memorial Hall, Mamre Road, St Marys

For the 2016 Council election, Pre Poll voting was available at Penrith and St Marys at the following locations:

- Penrith City Council Returning Officer's Office, 205 High Street, Penrith; and
- St Mary Memorial Hall, Mamre Road, St Marys

The following table compares the Pre Poll votes taken in 2012 compared to 2016:

AREA	2012 ELECTION	2016 ELECTION
Penrith	8,749	12,607
St Marys	3,101	5,274
Total	11,850	17,881

As can be seen from the above Table, there was a significant increase in the amount of Pre-Poll votes taken at both the Penrith (3858; 44.10% increase) and St Marys (2173; 70.10%), Pre Poll locations, with an overall increase of 6,031 or a 50.09% increase. The spike in the turnout of electors occurred in the last few days of the Pre-Poll availability and follows similar increases that were experienced in 2012. These statistics indicate an increasing preference from electors to vote prior to election and it will be important that Council continues to be prepared for high pre-poll and postal voter turn outs in the future.

THE NUMBER OF ELECTORS ENTITLED TO VOTE AT THE ELECTION AND THE NUMBER OF ELECTORS WHO VOTED, SPECIFYING THE NUMBER OF ELECTORS WHO VOTED PERSONALLY OR BY POST

East Ward

DETAILS	2008 ELECTION	2012 ELECTION	2016 ELECTION
Number on Roll	39,115	41,530	45,076*
Number who voted	33,829	34,745	34,902
% of Voter Turnout	86.48%	83.66%	77.43%
Number of Formal Votes	31,237	30,334	32,597
Informal	2,502	4,411	2,305
% of Informal Votes	7.39%	12.69%	6.60%
Quota	5,222	5,056	5,437

South Ward

DETAILS	2008 ELECTION	2012 ELECTION	2016 ELECTION
Number on Roll	38,936	40,954	44,821*
Number who voted	33,892	35,167	36,408
% of Voter Turnout	87.04%	85.87%	81.23%
Number of Formal Votes	31,545	31,602	34,190
Informal	2,347	3,565	2,218
% of Informal Votes	6.92%	10.14%	6.09%
Quota	5,258	5,268	5,679

North Ward

DETAILS	2008 ELECTION	2012 ELECTION	2016 ELECTION
Number on Roll	36,768	38,731	43,995*
Number who voted	32,081	32,808	35,879
% of Voter Turnout	87.25%	84.71%	81.55%
Number of Formal Votes	29,527	29,075	33,461
Informal	2,554	3,733	2,418
% of Informal Votes	7.96%	11.38%	6.74%
Quota	4,922	4,846	5,579

*These numbers taken from the OLG elector numbers website from June 2016.

The number of electors in the Council's area increased between 2012 and 2016 by 12,677 (10.46%). The total being 133,892. The total number of votes taken was 107,189. Voter turnout was down over all three wards anywhere from 3-6%, this was possibly due to a number of factors surrounding awareness of the election, anecdotal evidence suggests this may have been related to the proximity of the elections to the Federal Election and some confusion surrounding the status of Council's and the amalgamation proposals. The reduction in voter turnout appears to have affected most of the council elections held in 2016.

The total number of postal votes taken was 2,384 in comparison to votes taken in person which totalled 104,805.

APPENDIX 2: CORPORATE GOVERNANCE AND ADVOCACY

RISK MANAGEMENT

Council has an Enterprise Risk Management (ERM) Policy in place which highlights its commitment to ensuring that every member and employee of the Council has regard for the management of risks in the decision making process and everyday work situations.

The policy is one important component of a wider ERM Framework, which sets out Council's approach to fostering a risk aware culture, roles and responsibilities, and procedures for identifying and managing risks. The ERM Framework was designed to be consistent with International and Australian Standards (ISO31000 and AS/NZ 4360).

Council's Risk Management and Internal Audit function is positioned within the Office of the General Manager, alongside Governance and Legal Services. A recent restructure within the Office of the General Manager has resulted in consolidation of the Risk Management and Internal Audit functions, with additional operational resources allocated as necessary. A key element of this restructure was the creation of the Risk & Audit Coordinator role, which was filled by an external candidate in October 2016.

The restructure provided a good opportunity to review Council's risk management practices, and a project was initiated in January 2017 to review and update our ERM Framework and risk registers. A risk management consultant was engaged to assist the Risk & Audit Coordinator in facilitating risk workshops with the Corporate Leadership Team and managers, as well as the provision of risk refresher training. The project has progressed well and is nearing completion, with the key achievements being adoption of Council's strategic risks, streamlining and simplification of the risk management process, and significant improvement in the documentation of risks in operational risk registers.

Council continues to be an active member of the CivicRisk Mutual (formally Westpool & United Independent Pools/UIP) local government self-insurance scheme, and our ongoing commitment to risk management enables proactive claims prevention and management activities. Council's commitment in this area was recognised with the 2016 Westpool Risk Excellence Award for the driver safety eLearning package to help reduce motor vehicle damage claims. In addition, Council received an equity distribution of \$204,000 from CivicRisk Mutual in December 2016, which is offset against our annual insurance costs.

INTERNAL AUDIT

The Internal Audit function provides an independent and objective advisory service to Council. It is expected that the Internal Audit function will add value by providing information to all levels of management, the Audit Committee and Council on the quality of the organisation's operations, with particular emphasis on risk management, governance, regulatory compliance and systems of control.

Internal Audit is overseen by an independent Audit Committee, which is an advisory committee to help the elected Council fulfil its oversight responsibilities in line with an adopted charter. At its meeting of 14 December 2016, the Audit Committee considered a revised Audit, Risk and Improvement Committee Charter. The revised Charter is intended to take into account the new legislative requirements resulting from the *Local Government Amendment (Governance and Planning) Bill 2016*. The Committee subsequently finalised the revised Charter in February 2017 and referred it to Council for consideration and adoption. The revised Charter was adopted by Council at its Ordinary Meeting on 2 May 2017.

As a result of the revised Charter, from September 2017 the name of the Audit Committee will change to become the Audit, Risk and Improvement Committee and the number of external independent members will increase from three to four. This is due to the expanded scope of the Audit, Risk and Improvement Committee functions and follows expert advice that a majority of independent members is preferable. The number of Councillor representatives on the Committee will remain unchanged at three.

As well as providing a good opportunity to review Council's risk management practices, the restructure and appointment of the Risk & Audit Coordinator also prompted the development of a new Strategic Internal Audit Plan (SIAP), covering a period of four years. The process was initiated by the Audit Committee in June 2016, where it was decided to seek the assistance of an external consultant while recruitment for the newly created internal audit role was ongoing.

The consultant was appointed in November 2016 and proceeded to work closely with the newly appointed Risk & Audit Coordinator to develop the risk-based SIAP. Following a series of workshops with the executive managers, the draft plan was prepared and presented to the Audit Committee for feedback at its meeting on 14 December 2016. The Committee's feedback was incorporated into the final SIAP adopted at the next

Committee meeting on 22 February 2017. The SIAP will commence in July 2017, with nine internal audits scheduled for completion during the 2017-18 financial year. The plan will be resourced by the Risk & Audit Coordinator, the Internal Audit & Policy Officer, and certain specialised outsourced engagements.

LEGAL PROCEEDINGS (SECTION 428(2)(E))

As well as using external legal firms, Council's internal Legal Services Group (made up of a Legal Services Manager, Secretary and professional trainee) provided a range of legal services in 2016-17. The Group dealt with Council's property transactions, providing legal advice, litigation and subpoenas, and other specific issues for the organisation.

Council paid its external legal firms/consultants/court/process servers/barristers \$691,392 in 2016-17. This is compared to \$559,394 in 2015-16 and \$730,294 in 2014-15. This expenditure was for general advice, preparing for court hearings, defending appeals, barrister costs, consultant expert costs and acting for Council in court actions.

Council spent an estimated \$624,446 on the provision of legal services in-house during the financial year. This expenditure included an allocation for staffing costs, rent, maintaining a legal library and the provision of equipment. The Legal and Governance Department also derives income from cost orders in favour of Council. Council obtained costs orders in its favour in excess of \$450,931 by undertaking its own in-house legal services with respect to conveyancing and litigation.

Fines in the amount of \$3,000 have been recovered through prosecutions in the Local Court.

Matters ongoing from previous years in the Land and Environment Court

MATTERS	STATE OR PROGRESS	COSTS INCURRED IN REPORTING PERIOD
41-47 Jolly Street, Castlereagh	<p>This matter involved two Class 1 appeals. The applicant was granted two separate development approvals but appealed against a number of conditions imposed on each consent. In a separate appeal the applicant sought a review of Council's refusal to grant a Building Certificate to a colourbond fence.</p> <p>The Applicant accepted Council's conditions of consent in the first appeal and a s34 agreement was entered. The Building Certificate appeal went to hearing and the Court ordered Council to grant the Building Certificate.</p>	\$4,599
1521 Elizabeth Drive, Kemps Creek	<p>Council instigated Class 4 proceedings against the landowners as a result of unauthorised use of the property. Court Orders were made to require the owners to remove waste material unlawfully deposited on the property, as well as orders requiring the owners to test the soil for contaminants and if required remediate certain areas of the property. The respondents were also ordered to pay legal costs of \$27,250.</p>	\$2,285
81 Clifton Avenue, Kemps Creek and 1247 Mamre Road, Kemps Creek	<p>There are two separate appeals. The applicant in both appeals sought a declaration that the development consent granted by Council for places of public worship were invalid, and further that the applicants to the development consents be restrained from carrying out development in accordance with the consents.</p> <p>The Judge in the first appeal made orders that the appeal be discontinued by consent. The Judge dismissed the proceedings in the second appeal. The Court ordered that the applicant to both appeals pay Council's legal costs. Council's legal costs were disputed and proceedings continued to have the costs assessed. The costs assessor allowed Council \$91,673.71 in costs for both appeals.</p>	\$21,832

MATTERS	STATE OR PROGRESS	COSTS INCURRED IN REPORTING PERIOD
119 Glengarry Drive, Glenmore Park	This matter relates to a Class 1 appeal by the applicant against Council's refusal of a residential flat building and townhouses. The Court upheld consent orders following substantial amendments to the design as a result of Council's urban design expert's evidence.	\$2,226
25 Rance Road, Werrington	This matter relates to a Class 1 appeal by the applicant against Council's refusal of a subdivision application to create approximately 160 residential lots. The applicant amended its application seeking consent for 99 lots with residue larger lots for future development. The Court ultimately granted consent to an amended application.	\$84,705
8 Farm Road, Mulgoa	This matter relates to Class 4 proceedings. Council is seeking Orders to restrain the property owner from using the premises as a Junk Yard, Waste or Resource Management Facility or Storage Premises. Council was successful with the Court also ordering the respondent to pay Council's legal costs.	\$200,741
19-27 Rodgers Street, Kingswood	This matter relates to a Class 1 appeal by the applicant against Council's refusal of a residential flat building. The applicant amended its plans as a result of Council's urban design expert's evidence. Those plans were renotified and a s34 agreement was entered granting consent to an amended application.	\$22,653
65 Jones Street, Penrith	This matter relates to a Class 1 appeal by the applicant against Council's refusal of a 7x3 bedroom townhouse development. The main issue relates to the dedication of part of the site to create a road. A s34 agreement was entered granting consent to an amended application.	\$5,750
89A & 89B O'Connell Street, Caddens	This matter relates to a Class 1 appeal by the applicant against Council's deemed refusal of an integrated housing subdivision. A s34 agreement was entered granting consent to an amended application.	\$11,662
42-44 Lethbridge Street, Penrith	This matter relates to a Class 1 appeal by the applicant against Council's refusal of a residential flat building development. A s34 agreement was entered granting consent to an amended application.	\$26,070
67 Jones Street, Kingswood	This matter relates to a Class 1 appeal by the applicant against Council's refusal of a modification application to remove two conditions of consent that require dedication of part of the land for road. The applicant discontinued the proceedings.	No costs incurred. Internal solicitor.

New matters in the Land and Environment Court

MATTER	STATE OR PROGRESS	COSTS INCURRED IN REPORTING PERIOD
Shop 8-11 Lakeside Drive, Jordan Springs	This matter relates to a Class 1 appeal against a direction to take preventative action issued pursuant to the Protection of the <i>Environment Operations Act 1997</i> . The direction was issued to reduce noise and vibration from activities related to a gym as it was affecting residents living above the premises. The Court upheld Council's direction.	\$31,500
15 O'Connell Street, Caddens	This matter relates to a Class 1 appeal by the applicant against Council's refusal of a dual occupancy dwelling. Council refused the application due to the scale of the proposal and its effect on site boundaries, residential amenity and privacy. The Court upheld Council's decision to refuse the applicant.	\$16,603
41-43 Barber Avenue Penrith	This matter relates to a Class 1 appeal by the applicant against Council's refusal of a residential flat building development. Council refused the application due to urban design, building height and waste management issues. The appeal was withdrawn by the applicant.	\$13,029
144 Henry Lawson Drive, Werrington	This matter relates to a Class 1 appeal by the applicant against Council's deemed refusal of a mixed use development comprised of 50 residential units and a medical centre. The matter is ongoing.	\$6,475
1101-1105 Mamre Road Kemp's Creek	This matter relates to a Class 1 appeal against two orders issued to the owner of the premises pursuant to the <i>Environmental Planning and Assessment Act 1979</i> . The orders required that the premises cease to be used for the purposes of a truck depot and that imported recycled glass fill be removed. The matter is ongoing.	\$14,841
16 Chapman Street, Werrington DA16/0789	This matter relates to a Class 1 appeal by the applicant against Council's deemed refusal of a 138 apartment residential flat building. The matter is ongoing.	\$11,971
16 Chapman Street, Werrington DA16/1148	This matter relates to a Class 1 appeal by the applicant against Council's deemed refusal of a 94 residential allotment and 11 industrial allotment subdivision. The matter is ongoing.	\$3,396
16 Chapman Street, Werrington DA14/0627.02	This matter relates to a Class 1 appeal by the applicant against Council's deemed refusal of an application to modify a condition of consent relating to drainage and landscaping work. The matter is ongoing.	\$0
16 Chapman Street, Werrington	This matter relates to a Class 2 appeal by the applicant against Council's deemed refusal of a s68 application for stormwater drainage work. The matter is ongoing.	\$0

New matters in the NSW Civil and Administrative Tribunal

MATTER	STATE OR PROGRESS	COSTS INCURRED IN REPORTING PERIOD
Sue Warwick	Review of decision to impound four horses made under <i>Impounding Act 1993</i> . The horses were released before the matter continued to hearing.	\$1,150

Matters before the Independent Commission Against Corruption

MATTER	STATE OR PROGRESS	COSTS INCURRED IN REPORTING PERIOD
Operation Scania - Craig Izzard	ICAC investigated allegations that former Regional Illegal Dumping Squad officer, Craig Izzard, acted corruptly by receiving incentives to ignore illegal dumping in areas under his supervision. ICAC made findings that Mr Izzard and two private persons engaged in corrupt conduct. It also made recommendations for reducing potential for corrupt conduct in future.	\$53,780

Matters in the Supreme Court

MATTER	STATE OR PROGRESS	COSTS INCURRED IN REPORTING PERIOD
Penrith Business Alliance	Council commenced proceedings for preliminary discovery of certain Penrith Business Alliance records. The Court granted orders by consent.	\$22,435

Matters in the Federal Court

MATTER	STATE OR PROGRESS	COSTS INCURRED IN REPORTING PERIOD
McGraw Hill Financial & Anor	This matter is ongoing. Council is a member of a class action which seeks to recover losses from failed financial investments whereby Council relied upon the rating of the product by the respondent to the appeal.	\$0
Vodafone	Council instigated proceedings to recover fees relating to installation of telecommunication towers on Council land. The matter was settled.	\$45,440

Matters in the District Court

MATTER	STATE OR PROGRESS	COSTS INCURRED IN REPORTING PERIOD
Leonidas Proestos	The defendant appealed against a conviction in the Local Court for an offence against the <i>Protection of the Environment Operations Act 1998</i> . The District Court ordered the defendant to file an appearance in the Land and Environment Court.	\$3,160

Matters in the Local Court

MATTER	STATE OR PROGRESS	COST
Colin Pitstock	The matter related to an appeal against two penalty infringement notices issued for depositing litter in a public place and failure to comply with a notice to provide information contrary to the <i>Protection of the Environment Operations Act 1997</i> . The matter was withdrawn.	\$2,110
Memphis BBQ Pty Ltd	The matter related to an annulment application made pursuant to the <i>Crime (Appeal and Review) Act 2001</i> in relation to a conviction for failure to pay an improvement notice issued under the <i>Food Act 2003</i> . The application was dismissed and the appellant ordered to pay legal costs of \$400.	\$1,258
Leonidas Proestos	The matter related to an appeal against a penalty infringement issued for depositing litter in a public place contrary to the <i>Protection of the Environment Operations Act 1997</i> . The defendant was convicted, fined \$200 and ordered to pay legal costs of \$2000.	\$2,000
Alex Cushieri	The matter related to an appeal against two penalty infringement issued for failure to comply with dangerous dog requirements under the <i>Companion Animals Act 1998</i> . The defendant was convicted, fined \$800 and ordered to pay legal costs of \$400.	\$2,000
Skyton Developments Pty Ltd	The matter related to an appeal against a penalty infringement notice for development not in accordance with consent contrary to the <i>Environmental Planning and Assessment Act 1979</i> . The defendant was convicted and fined \$2000.	No costs incurred. Internal solicitor.
Pyokris Pty Ltd	The matter related to an appeal against four penalty infringement notices for failure to submit a fire safety statement contrary to the <i>Environmental Planning and Assessment Act 1979</i> . An order was made pursuant to Section 10(1)(a) of the <i>Crimes (Sentencing Procedure) Act 1999</i> , dismissing the charge.	No costs incurred. Internal solicitor.
James Docherty	The matter related to an appeal against a penalty infringement issued for failure to register a swimming pool contrary to the <i>Swimming Pools Act 1992</i> . An order was made pursuant to s10(1)(a) of the <i>Crimes (Sentencing Procedure) Act 1999</i> , dismissing the charge.	No costs incurred. Internal solicitor.
Daniel John Williams	The matter related to an appeal against a penalty infringement issued for standing a vehicle in an area longer than permitted contrary to the <i>Local Government Act 1993</i> . The matter was withdrawn.	No costs incurred. Internal solicitor.
Ryan Kelly	The matter related to an appeal against a penalty infringement issued for carrying out development without consent contrary to the <i>Environmental Planning and Assessment Act 1979</i> . The matter was withdrawn.	No costs incurred. Internal solicitor.

MATTER	STATE OR PROGRESS	COST
Glenn Russell	The matter related to an appeal against a penalty infringement issued for failure to comply with a notice to register a companion animal contrary to the <i>Companion Animals Act 1998</i> . The matter was withdrawn.	No costs incurred. Internal solicitor.
Mary Michelle Morgan-Fitch	The matter related to an appeal against a penalty infringement issued disobeying a no parking sign contrary to the <i>Road Rules 2014</i> . The matter was withdrawn.	No costs incurred. Internal solicitor.
Liena Feldmane	The matter related to an appeal against a penalty infringement issued for stopping in a bus zone contrary to the <i>Road Rules 2014</i> . The matter was withdrawn.	No costs incurred. Internal solicitor.

This report includes "on the spot" fine matters that have resulted in hearings or contemplated hearings.

The following table provides an overview of the court matters dealt with by Council during 2016-17. These figures relate to actions taken by Council against other individuals or organisations. There were no fines or sanctions imposed on Council in 2016-17. Further summaries of progress or outcome of each legal proceeding can be viewed in our supplementary statutory information, along with details of internal legal expenses.

COURT MATTERS	NUMBER	COST
Matters ongoing from previous years in the Land and Environment Court	11	\$382,523
New matters in the Land and Environment Court	9	\$97,815
New matters in the NSW Civil and Administrative Tribunal	1	\$1,150
Matters before the Independent Commission Against Corruption	1	\$53,780
Matters in the Supreme Court	1	\$22,435
Matters ongoing in the Federal Court	2	\$45,440
Matters in the District Court	1	\$3,160
Matters in the Local Court	12	\$7,368

Costs quoted are the costs incurred on those matters within 2016-17 only.

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

Legal expenses summary

EXPENSES/RECOVERED MONIES	VALUE
External Legal Expenses	\$691,392
Internal Legal Expenses	\$624,446
Costs Orders	\$450,931
Recovered Fines	\$3,000

ADVOCACY

National Growth Areas Alliance

Since its establishment in 2007, the National Growth Areas Alliance (NGAA) has evolved as the pre-eminent body representing many of Australia's fastest-growing councils and the five million residents they represent. NGAA continues to advocate on behalf of its members, building on the success of the 2016 Fund our Future campaign which created an unprecedented level of awareness of the issues faced by growth regions at a Government and community level.

Council, as a Growth area Council and member of the NGAA, has been the subject of significant advocacy to the Federal Government during 2016-17, supported by continued research and investigation commissioned by NGAA. Council and the NGAA have also made submissions to the Federal budget and other processes reflecting Penrith's position and circumstances relating to growth in line with this research.

These submissions include a response to the Australian Government's Draft National Cities Performance Framework and a submission to the Standing Committee on Infrastructure, Transport and Cities' Parliamentary Inquiry into the Australian Government's role in the development of cities which was announced in May 2017.

As a Regional City in an area of significant and sustained population growth, Council made a submission, drawing from recent NGAA research and Penrith's own understanding of growth area issues and how these can be influenced by Government intervention, including the City Deal for Western Sydney. The City Deal model has been a central element of NGAA's advocacy over many years, with Penrith now playing a leading role in the Deal's negotiation based on the solid understanding of the opportunities such a Deal presents through exposure to NGAA's investigations.

Research, commissioned into the State of Australia's Growing Outer Suburbs, was also made available to all member Councils in mid-2017 and will continue to support Penrith and the NGAA's advocacy. It was presented by the NGAA to several politicians, advisors and officers in Canberra in June 2017.

Penrith's support and involvement in the National Growth Areas Alliance continues to provide access to research, intelligence and audiences with key decision makers. Independently and as part of the Western Sydney region, Council continues to participate in proactive and reactive advocacy activities to ensure Penrith's circumstances and that of the region, are regularly raised with Government through the most effective channels.

OVERSEAS VISITS

There were no overseas visits on Council business in 2016-17.

REMUNERATION OF GENERAL MANAGER AND SENIOR STAFF

POSITION	TOTAL REMUNERATION
General Manager	\$384,000
Assistant General Manager	\$274,720

ACCESS TO INFORMATION: GIPA ACT 2009

Under section 7 of the *Government Information (Public Access) Act*, Council must review its programs for the release of government information at least once every 12 months to identify the kinds of information that can be made publicly available.

Council's program for the proactive release of information involves providing as much information as possible on Council's website and where practicable making other information available free of charge in accordance with Council's *Information Guide*.

In 2016-17 we updated Council's policy register to include any new or revised policy documents and made them available on Council's website. Council's Information Guide was updated to include references 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 Community Strategic Plan, Delivery Program, Operational Plan, Resource Strategy, Community Engagement Strategy, Annual Report), and
- Information about Development Applications.

During the reporting period, Council received a total of 54 formal access applications (including withdrawn applications but not invalid applications). Council refused a total of 13 formal access applications because the information requested was information referred to in Schedule 1 of the *GIPA Act*. Of those applications, two were refused in full and 11 were refused in part.

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

TYPE	ACCESS GRANTED IN FULL	ACCESS GRANTED IN PART	ACCESS REFUSED IN FULL	INFORMATION NOT HELD	INFORMATION ALREADY AVAILABLE	REFUSE TO DEAL WITH APPLICATION	REFUSE TO CONFIRM/DENY WHETHER INFORMATION IS HELD	APPLICATION WITHDRAWN	TOTAL	% OF TOTAL
Media	-	1	-	-	-	-	-	-	1	2%
Members of Parliament	-	-	-	-	-	-	-	-	-	-
Private sector business	21	1	1	-	-	-	-	1	24	44%
Not for Profit organisations or community groups	-	-	-	-	-	-	-	-	-	-
Members of the public (by legal representative)	-	-	-	-	-	-	-	-	-	-
Members of the public (other)	9	9	1	-	-	-	-	10	29	54%
Total	30	11	2	-	-	-	-	11	54	-
% of Total	56%	20%	4%	-	-	-	-	20%	-	-

*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	ACCESS GRANTED IN FULL	ACCESS GRANTED IN PART	ACCESS REFUSED IN FULL	INFORMATION NOT HELD	INFORMATION ALREADY AVAILABLE	REFUSE TO DEAL WITH APPLICATION	REFUSE TO CONFIRM/DENY WHETHER INFORMATION IS HELD	APPLICATION WITHDRAWN	TOTAL	% OF TOTAL
Personal information applications*	9	9	1	-	-	-	-	10	29	54%
Access applications (other than personal information applications)	21	2	1	-	-	-	-	1	25	46%
Access applications that are partly personal information applications and partly other	-	-	-	-	-	-	-	-	-	-
Total	30	11	2	-	-	-	-	11	54	-
% of Total	56%	20%	4%	-	-	-	-	20%	-	-

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

Table C: Invalid applications

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

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

	NO. OF TIMES CONSIDERATION USED*	% OF TOTAL
Overriding secrecy laws	-	-
Cabinet information	-	-
Executive Council Information	-	-
Contempt	-	-
Legal professional privilege	-	-
Excluded information	-	-
Documents affecting law enforcement and public safety	-	-
Transport safety	-	-
Adoption	-	-
Care and protection of children	-	-
Ministerial code of conduct	-	-
Aboriginal and environmental heritage	-	-
Total	-	-

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

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

	NO. OF TIMES CONSIDERATION USED*	% OF TOTAL
Responsible and effective government	-	-
Law enforcement and security	1	7%
Individual rights, judicial processes and natural justice	12	86%
Business interests of agencies and other persons	-	-
Environment, culture, economy and general matters	-	-
Secrecy provisions	-	-
Exempt documents under interstate Freedom of Information Legislation	1	7%
Total	14	-

Table F: Timeliness

	NO. OF APPLICATIONS*	% OF TOTAL
Decided within the statutory timeframe (20 days plus any extensions)	36	84%
Decided after 35 days (by agreement with applicant)	7	16%
Not decided within time (deemed refusal)	-	-
Total	43	-

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

	DECISION VARIED	DECISION UPHELD	TOTAL	% OF TOTAL
Internal review	-	2	2	67%
Review by Information Commissioner*	1	-	1	33%
Internal review following recommendation under section 93 of Act	-	-	-	-
Review by NCAT	-	-	-	-
Total	1	2	3	-
% of Total	33%	67%	-	-

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

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

	NO. OF APPLICATIONS FOR REVIEW	% OF TOTAL
Applications by access applicants	-	-
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	2	100%
Total	2	-

Table I: Applications transferred to other agencies

	NO. OF APPLICATIONS TRANSFERRED	% OF TOTAL
Agency – Initiated Transfers	-	-
Applicant – Initiated Transfers	-	-
Total	-	-

PUBLIC INTEREST DISCLOSURES

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	2
Number of public interest disclosures that have been finalised	2



APPENDIX 3: SERVICES AND PROGRAMS FOR PEOPLE WITH DIVERSE CULTURAL AND LINGUISTIC BACKGROUNDS, AND ACCESS AND EQUITY ACTIVITIES

In 2016-17 Council led and supported a wide variety of initiatives to promote community and cultural development and enhance access to services for all people. This includes initiatives celebrating Aboriginal culture, cultural development and cultural diversity, as well as projects involving people with disability, seniors, young people, women, and the broader community. A number of projects were also undertaken promoting health and wellbeing in our communities.

Some of the highlights are summarised below.



CELEBRATING ABORIGINAL CULTURE

The 2016 NAIDOC Week Family Gathering in Jamison Park in July, facilitated by Council in partnership with community organisations, was a great success. The event is held to recognise the contribution that Aboriginal and Torres Strait Islander people make to Penrith and to celebrate Aboriginal and Torres Strait Islander cultural heritage.

The day attracted approximately 2,500 people who enjoyed musical performances, playing various sports, information displays about services for the community, health checks, children's face painting, children's rides, karaoke and the senior's tent for people to sit down and enjoy a cup of tea and a chat.

In September 2016, Council launched the Aboriginal Men's Bench at Tench Reserve in partnership with the

Western Sydney Aboriginal Men's Group. The bench provides a place of significance for the Men's Group to meet, chat and support each other surrounded by the Nepean River landscape. The launch was followed by a delicious traditional morning tea attended by the Mayor, members of the Aboriginal Men's Group, members of the Deerubbin Local Aboriginal Land Council and local Aboriginal women.

In February 2017, Council held an event to mark the 9th Anniversary of the Apology to Australia's Aboriginal and Torres Strait Islander people in the House of Representatives by former Prime Minister, Kevin Rudd. At the event local Aboriginal people spoke about their experiences in relation to past laws, policies and practices and the impact these had on their lives.

CULTURAL DEVELOPMENT

St Marys Queen Street Riches and Textures 2016: Surfaces, Angles and Corners involved the participation of 13 local writers and four art students in developing a collection of writings and visual and digitally linked material in a published book. The book was launched in St Marys at an event with local musicians and a special one hour radio broadcast with on-air reading by the writers. The pieces were all inspired by Queen Street's history, places of interest and future.

In July 2016 Mashrabiya, a project led by Council and exhibited in Penrith Library, celebrated works by young people that creatively explored sacred spaces across Penrith City, and how we can design such spaces more inclusively. The project, which involved all three tiers of government, artists, academics, architects, students from the TAFE Nepean Art and Design Centre and the Muhammadi Welfare Association, won a ZEST award in the Exceptional Community Partnership Project Across a Region category. ZEST awards recognise excellence in initiatives and projects that engage with residents and respond to challenges in local communities.

CELEBRATING CULTURAL DIVERSITY

Council actively supports culturally and linguistically diverse communities and also works to encourage social connections and inclusion between communities.

In August 2016 Council convened a Multi-faith Roundtable with a number of faith leaders in the City to help build understanding and connection between different faiths. The leaders have signed a Multi-faith Statement which emphasises common values and mutual respect.

Harmony Day in March was celebrated with a walk through the Penrith City Centre by Council staff, the Mayor and a broad range of community organisations and residents to raise awareness of the importance of community harmony. Activities after the walk in the newly refurbished Mondo space near Council included information stalls, food and entertainment from an African drummer who also encouraged audience participation.



In April 2017 Council coordinated and delivered another successful Spicy Penrith, this year at the Joan Sutherland Performing Arts Centre. Approximately 600 people attended, to see 170 performers, purchase food from a range of stalls and view a Pink Sari photographic exhibition raising awareness of breast cancer in the Indian and Sri Lankan communities. This year outside activities including Indian drumming were held before the performances in the Joan commenced and proved to be a huge success and a great drawcard for the passing Saturday shoppers.



In June Council celebrated Refugee Week and the contribution of refugees to our city with a forum at St Marys Community Centre. The Mayor Councillor John Thain welcomed over 150 guests to the Forum. The event was organised by the Penrith Multicultural Interagency and sponsored by Penrith City Council, Nepean Multicultural Access, St Marys Area Community Development Project Inc. SydWest Multicultural Services, Penrith Women's Health Centre, LEEP, Nepean Blue Mountains Local Health District Multicultural Health, Settlement Services International (SSI), TAFE Kingswood and STARTTS.

The event featured guest speakers Dr Samer Sirri, a recent refugee arrival and Penrith resident and Charles Rich, Program Manager Settlement Services International Housing. There were performances by Southern Sudanese and Bhutanese folk dance groups, a belly dancer and a magician who arrived in Australia as a refugee. Participants were asked to support the Green Olive Ribbon Pledge to promote diversity and inclusion in Western Sydney. A fabulous feast of tasty dishes was provided at the end of the morning program of activities.



PEOPLE WITH DISABILITY

The biennial Nepean Disability Expo was held over two days on 16 and 17 September at the Penrith Panthers Exhibition Pavilion. The Mayor welcomed visitors to the Expo which was officially opened by the Hon Jane Prentice MP, Federal Assistant Minister for Social Services and Disability Services. The Expo continues to expand with over 120 stallholders in 2016 requiring some stalls to be located outside the pavilion. Approximately 2,500 people attended the event over the two days and more than 90% of visitors rated their overall experience as good or excellent in the evaluation survey.

In December 2016 Council led two events to celebrate International Day of People with Disability to much acclaim and enjoyment of attendees. The No Boundaries art group held a free art exhibition, art workshop and lunch, and the Joan Sutherland Performing Arts Centre hosted a drumming workshop and an event to launch a Club Weld CD. More than 100 people with disability, family members, carers and disability representatives attended the event which featured live music by Club Weld.

After extensive consultation with community members, community organisations and disability advocates, Council completed Disability Inclusion Action Planning



and identified key priorities for 2017-21. The priorities identified in the plan have been integrated into our Delivery Program to improve accessibility and inclusion for people with disability in Penrith City.

SENIORS

The Seniors Festival in March celebrated “Re-Imagine Ageing” with more than 60 events over the 10 days in March 2017, including a free bike workshop, exercise classes, art workshops, gardening groups, technology classes and ‘come and try’ days at the Nepean Men’s Shed. The Festival’s launch attracted over 600 people with an event in the newly refurbished Mondo greenspace and the annual Seniors Concert in the Joan Sutherland Performing Arts Centre which showcased our local talented seniors and school students, and was attended by 300 people. Outside in the Mondo, entertainment, stalls, food, games and activities filled the space with energy and excitement.



YOUNG PEOPLE

The official reopening of the Mondo was held in August 2016 with a range of activities for young people and the community. Approximately 300 people attended throughout the evening to see the entertainment, enjoy the food and talk to local youth services. The Mondo space has since been used to hold a Youth Talent Show in September 2016 with 280 attendees and a Mental Health Week event in October 2016 with over 400 attendees. The Talent Show was a collaborative project with Penrith City Council, Fusion, Nepean Blue Mountains Local Health District and Headspace. Council led the Mental Health Week event in partnership with the Nepean Blue Mountains Primary Health Network, Headspace, Likemind and other mental health services.

National Youth Week is an opportunity for Council to by organising activities and events for young people. In April 2017 Penrith Council supported four events – a Youth Week Launch event in the Mondo, a ‘Movie Arvo’ at Headspace in the City Centre, a Young Parents Family Fun Day at Cranebrook, and ‘Skate Clair’ for young people to compete in skateboarding, scooting, and biking at St Clair skate park.

WOMEN

In March 2017 Council held another successful International Women’s Day celebration in St Marys Memorial Hall together with Penrith Women’s Health Centre and a number of local community organisations and service providers. The event attracted another record crowd with more than 180 local women from diverse backgrounds and different ages who celebrated this year’s theme ‘Be Bold and Change’ by participating in an entertaining and educational morning of activities. The Deputy Mayor, Cr Tricia Hitchen welcomed participants and Emma Husar MP, Federal Member for Lindsay delivered the keynote speech, followed by several other guest speakers and performances. The celebration also featured information stalls from local service providers including the Australian Breastfeeding Association.

HEALTH

Council focuses on achieving health outcomes for the community through partnerships, urban planning, education, building social connections and providing opportunities for healthy eating, physical activity and smoke free living.

In May 2017 Council signed the Penrith Health Action Plan with the Nepean Blue Mountains Local Health District and the Nepean Blue Mountains Primary Health Network. This unique strategic collaboration between all three levels of government will strengthen the work already being done to promote health, and focus on prevention and early intervention to respond to the health challenges experienced by many people in Penrith City.

One of the projects initiated under the Health Action Plan is the Village Café, a collaborative project between a range of government and non-government organisations. This fortnightly popup café encourages residents of North St Marys who are over 50 to come along for a free coffee and a bag of fresh fruit and vegetables. The café launched in June 2017 with a range of health services and activities.

In partnership with the Local Health District, Council installed signs and stencils at a variety of locations including Jamison Park, Tench Reserve, Regatta Park and Colyton to encourage people to 'Make Healthy Normal' and be more physically active.

To promote healthy eating for children, Council promoted healthy eating at Children's Week events with activities and 'Bazza the Banana', and facilitated a number of sessions of 'A Healthy Lunchbox' at school kindergarten orientations. To promote healthy eating among seniors, a cooking workshop was organised for the launch of the Seniors Festival, including tastings, tips for shopping and cooking, advice on the health benefits of certain foods and how to read and interpret food labels.

FINANCIAL ASSISTANCE

In 2016–17 Council provided financial assistance to community organisations and community groups to plan, develop and implement projects and activities that benefit the people of Penrith City and strengthen the community. This year the Community Assistance Program funded 32 projects at a cost of \$33,962.

To encourage the delivery of cultural programs and activities, Council allocated a total of \$21,238 in 2016–17 to nine different performance and music groups in Penrith City. We also provided 20 travel assistance donations totalling \$10,868 during this period to athletes and performers representing NSW or Australia.

Through Youth Week, Council was able to provide grants to the value of \$6,150 for three projects focused on young people.



APPENDIX 4: SERVICES AND PROGRAMS THAT PROVIDE FOR THE NEEDS OF CHILDREN

LIBRARY SERVICES

Penrith City Library provides access to a range of quality children's resources at our three branches as well as digitally. These resources include board books, picture books, educational toys, graded readers, junior fiction and non-fiction, an online homework help service *Yourtutor*, DVDs, CDs, parenting magazines and books, as well as an evolving digital collection of eBooks and downloadable audio items. Our children's digital collection offers a huge range of titles that are on the Premiers' Reading Challenge (PRC) list.

Free library membership is available to all children living or going to school in the Penrith LGA. We have a dedicated Children's Librarian to develop and deliver a range of activities for children and young people from 0 to 17. These include:

- free weekly Baby Time sessions for children from 0 to 18 months old.
- free weekly Story Time sessions in all branches for 2 to 6 year olds (three sessions per week during school terms).
- a Community Toy Library catering for children 0 to 8 years old, with a large lending collection of educational toys for indoor and outdoor play. The toy library has five sessions per week across all library branches. The Children's Inclusion Officer also facilitates library and home visits for children with special needs.
- weekly after school activities for primary and high school students during school terms at Penrith Library. Each term has a different activity like chess, art, science, writing and illustrating workshops.
- a variety of school holiday activities including magic shows, puppet shows, wildlife shows, cartooning and writing workshops and Science, Technology, Engineering and Mathematics (STEM) activities.
- a Children's Newsletter distributed each term to provide information on relevant activities and events.
- special events and activities including National Simultaneous Storytime, Children's Week and Book Week activities, Sydney Writers Festival, HighLit, and library tours and story time sessions for playgroups, childcare centres and school groups.
- lectures to help HSC students in areas such as English, Business Studies and Maths.

CHILDREN'S SERVICES

Council delivered a range of programs and services to provide for the needs of children within Penrith City, through our Children's Services, library and other services.

Council achieved its objective of providing diverse and extensive quality education and care services to meet the needs of local families in 2016-17 through the following services managed by a Cooperative Board:

- 18 long day care centres
- 11 before and after school care centres
- 7 vacation care services
- 1 occasional care service, and
- 5 preschools.

There are also children's services and projects directly managed by Council:

- Mobile Playvan service
- Children and Parenting project
- Indigenous Advancement Strategy and Supporting Aboriginal Access to Children's Services (SAACS) and
- Additional Needs programs.

Our diverse services for children met a range of family and community 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
- involving parents in the development of educational programs, including preschool, for children up to six years and in recreation programs for children from five to 12 years
- providing care and education programs for children from birth to six years in sessional occasional care for parents generally not working outside the home
- providing a Mobile Playvan service that supports social networking for families in residential areas that do not have established services, and by extending the service to some older areas
- implementing a Children and Parenting Project with a focus on supporting children and families living in vulnerable circumstances
- focusing on strategies to prepare children for school and high school



- making submissions and being a voice for Penrith children at a state and federal level
- participating in local forums and networks to collaborate and share information with other service providers and distribute information to services and families, and
- maintaining a partnership with NSW Health to implement the Munch & Move initiative across all services through ongoing staff training and mentoring.

Council also supported families by providing projects to build staff capacity to enhance the inclusion of children:

- with additional needs and disabilities
- with diverse family backgrounds including Aboriginal and Torres Strait Islander families
- whose home language is other than English, and
- from vulnerable families.

This was achieved through the most contemporary curriculum implementation in all service types and offering support projects including:

- facilitating the Indigenous Advancement Strategy and Supporting Aboriginal Access to Children's Services (SAACS) project to encourage these families to use Council's services and to offer practical guidance to build the capacity of staff around cultural awareness and responsiveness
- Children's Services staff participating in local Children's Week and NAIDOC Week celebrations,

disability expos and information sessions including for the National Disability Insurance Scheme (NDIS)

- the children's services music program in collaboration with Nordoff Robbins
- the 'intergen' project with the local Men's Shed
- providing Children's Services staff with access to a broad range of professional learning and development
- providing support to access Inclusion Support, Flexible Support, specialist equipment, bicultural support and Indigenous professional support to include children with high ongoing support needs and children with additional needs
- providing ongoing coaching and mentoring, tailored to individual children's centres, to ensure the implementation of the Early Years Learning and the My Time: Our Place curriculum frameworks, and
- Paint the Town REaD and Imagination Library literacy projects across the City.

In 2016-17 Council continued to review its Children's Services and:

- achieved Meeting and Exceeding the National Quality Standard ratings for all services entering the process in 2016-17
- continued to upgrade facilities with improvements to centre playgrounds and buildings to ensure compliance with legislation and regulations

- improved customer service and communication including strengthening the Children's Services Facebook page and web presence
- attended career expos and university open days to promote services and childcare as a career of choice
- provided a trainee program to encourage childcare as a career of choice for local residents and help maintain a skilled workforce
- provided practicum placement for TAFE and university early childhood students
- implemented a business plan identifying the key areas of leadership, resources, people, quality and governance
- developed and implemented a marketing plan with strategies to raise the profile of children's services within the community and highlight the range of services available, and
- lobbied extensively at state and federal government levels for standards of early childhood education and care across the City.

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

- delegating management of 42 services to the Penrith City Children's Services Cooperative Ltd which has been successfully operating since 2001
- establishing parent advisory committees at childcare centres
- conducting parent meetings and annual surveys for evaluation of the services directly managed by Council
- holding open days, festivals and functions across our services to provide opportunities for the community to participate in children's activities, view the centres and learn about available services, and
- promoting the services available to the community through media advertising, social media, brochures, flyers, open days and Children's Week.





APPENDIX 5: SPECIAL RATE VARIATION (SRV) INITIATIVES

On 1 July 2016 the 'Planning our Future' Special Rate Variation commenced. The 2016 -17 Special Rate Variation (SRV) will be phased in from 2016-17 to 2019-20 and includes renewal of the Asset Renewal and Established Areas Strategy (AREAS) SRV, which funded part of our road asset renewal and building asset renewal programs from 2006-16, as well as essential funding for public domain maintenance, and investment in public spaces and social programs in established suburbs. Over 2016-17 this SRV generated an additional \$6,915 million over the base rate, or \$2.9 million over 2015-16 rate income (which included the AREAS SRV).

Under the 'Planning our Future' SRV funding for projects and initiatives previously funded under the AREAS SRV continued – providing extra capacity in our road asset renewal, building asset renewal, public domain maintenance, neighbourhood renewal and urban design programs. Additional funds were used to subsidise building rental for community groups, fund loan repayments for the City Park, establish the Parking Reserve to address parking issues particularly in the Penrith Town Centre, increased investment in ICT to continue productivity improvements that will generate additional capacity in future years, and design and implementation costs for major projects.

ROAD ASSET RENEWAL

Council is responsible for managing 1,076 km of local and regional roads, a figure that has grown over the past 10 years. Council has a \$5 million road maintenance and renewal program, of which just over \$1.7 million is funded through the SRV. This program allows Council to improve the quality of roads for the community and boost our maintenance work, as well as funding other works in the road corridor such as kerb and gutter repairs.

PUBLIC DOMAIN MAINTENANCE

Council carries out various services to make sure our public spaces are clean and in good condition. SRV funding has been allocated to:

- car park cleaning, including sweeping, litter control and minor landscaping maintenance.
- maintenance of local shopping centres including litter removal, grass cutting, graffiti removal and cleaning of street furniture.
- street furniture cleaning including seats, rubbish bins and signs.
- additional street sweeping (night).

- bus shelter cleaning, including seats and bins.
- cleaning in Penrith and St Marys Centres, including footpath sweeping and cleaning, street furniture cleaning and minor landscaping maintenance, and
- graffiti management and removal.

NEIGHBOURHOOD RENEWAL PROGRAM

The Neighbourhood Renewal Program revitalises older suburbs through improved coordination and service delivery, working directly with local residents. It works with residents to identify the strengths of the social, economic, cultural and physical environment within each unique place. Council's team develops and delivers Neighbourhood Action Plans and projects which engage residents in creative place-making, community celebrations, and public art, education and employment initiatives. The program also specialises in innovative design processes for enhancements to local public spaces such as playgrounds.

The Neighbourhood Renewal Program has played a key role in advocating for improved services, from within Council, from other Government agencies, local non-government community services and the business sector, to drive innovative responses to localised disadvantage. For more information, see Outcome 6 in 'Our Performance'.

URBAN DESIGN IN ESTABLISHED AREAS

Urban design is a critical part of delivering quality design outcomes in developments and place making projects across the City. It helps guide decisions to manage the growth and redevelopment of our communities. Urban design will be particularly important over the next few years to help manage growth within our town centres.

BUILDING ASSET RENEWAL

Council's building assets include 287 buildings valued at more than \$387 million - including community centres, halls, public amenities and child care centres, as well as the main Council offices in Penrith and St Marys and the Joan Sutherland Performing Arts Centre. These buildings play a key role in the life of our City and local neighbourhoods.

Regular maintenance is covered by operational budgets, however the SRV will continue to provide additional funding to cover major works such as

replacing air conditioning systems, upgrading kitchens or other projects to ensure our buildings meet current standards and community expectations.

INFORMATION AND COMMUNICATION TECHNOLOGY

The Special Rate Variation contributed \$200,000, along with \$750,000 from budget reforms through the Financial Capacity Review to increase the total ICT spend to just over \$3.5million this year. This significant level of investment has been needed to support a range of new initiatives including mobility, migration to the cloud to improve reliability and flexibility, new hardware and new software. There are already noticeable improvements in customer service and productivity. As these initiatives bed down this level of spending will taper off.

MAJOR PROJECTS

Council is committed to delivering city shaping projects that will provide benefits for visitors and residents, and make Penrith a better place to live, work and visit. Projects of this scale must be supported by detailed design, to ensure they are 'shovel ready' if opportunities to access funding through grants or joint ventures arise. The SRV allows up to \$200,000 per year for design costs, in 2016-17 \$106,000 of this was spent on designing the changes needed to River Road to facilitate the development of Regatta Park, with the remaining funds held over till 2017-18 to continue the design work.

OTHER CHANGES TO FINANCIAL STRATEGIES

In addition to the above, a number of changes were made to our existing financial strategies to improve long term financial sustainability. These include reducing reliance on loan funding; increased funds allocated to the parking reserve in anticipation of the construction of a multi-deck carpark; continuing to subsidise building rental for community groups and reducing the contribution from the Property Development Reserve to building maintenance. These initiatives will help secure long term, own source revenue in accordance with our Fit for the Future Improvement Plan and create a more resilient long term financial strategy.

ORGANISATIONAL INITIATIVES

In an organisation the size of Council there is an ongoing need for one off projects or short term staff to progress specific projects or respond to opportunities that arise during the year. To provide the capacity to accommodate these needs, without impacting on regular service delivery, the SRV provides funding of up to \$450,000 per year for 'one off' or limited time projects, and \$106,000 in 2017-18 for ongoing staff needs. This funding was not allocated in the 2016-17 budget, as the SRV was not confirmed until after the exhibition of the 2016-17 Operational Plan. Following confirmation of funds, a process to assess and prioritise projects from across the organisation and confirmation of the details of structural changes adopted in June 2016 have resulted in some funding being transferred to 2017-18. Over both years, these funds will be allocated to:

FUNDS ALLOCATED TO	AMOUNT (\$)	YEAR
LIMITED TIME PROJECTS		
Innovation Seminars	25,000	2016-17
Innovation Seminars	50,000	2017-18
Street tree pilot project	200,000	2017-18
REAL Festival contribution	300,000	2017-18
Development Compliance Officer (this funding provides for 2017-18; 2018-19 and 2019-20)	360,000	2017-18
Total	935,000	
ONGOING STAFF FUNDING		
Strategic Asset Management Coordinator (ongoing contribution will be indexed for Award)	105,000	2017-18
Total for 2016-17 and 2017-18	1,040,000	

The 2018-19 'one off' funding from the SRV will be reduced by \$35,000 to allow for the overrun in 2017-18. The 2017-18 allocation for the Development Compliance Officer and Strategic Asset Management Coordinator will be adjusted to allow for recruitment timeframes. Any additional funds will be held over to ensure these positions remain funded for the full contract period.

APPENDIX 6: FINANCIAL INFORMATION

CAPITAL PROJECTS

Council undertook a range of capital projects during 2016-17. Information on these is provided in the Our Performance and Financials sections of this report.

STORMWATER MANAGEMENT SERVICE CHARGE

A Stormwater Management Service Charge (SMSC) was introduced in 2012-13 as a funding mechanism for stormwater management services. This charge only applies to urban residential and business properties, with eligible pensioners receiving a full discount. The introduction of the SMSC ensures we can deliver a wide range of stormwater management initiatives essential to the health of our waterways and respond to community expectations.

The SMSC was projected to generate more than \$1,889,792 in income in 2016-17, with an opening balance of \$1,105,682. Almost \$2 million was spent on environmental and drainage programs this year.

Audit Industrial, Commercial and Agricultural Activities: funding of \$127,374 was allocated with \$128,775 expended during the year. This project

responds to complaints on industrial, commercial and agricultural premises.

Maintenance of Gross Pollutant Traps (GPT): \$338,127 was allocated, \$265,576 spent during the year. All GPTs were maintained as per program with 593 tonnes of waste removed from the stormwater drainage system in 2016-17.

Floodplain Management Resourcing: \$120,260 was allocated and \$117,954 spent.

Integrated Catchment Management: \$142,818 was allocated and \$131,565 spent.

Waterways Health Monitoring Program: \$35,000 allocated and \$30,784 spent.

Cranebrook Wetlands & Cumberland Plains project: \$25,000 allocated and spent.

Penrith CBD Drainage Upgrade Program: \$1,041,793 allocated and \$244,407 spent. The contractor (Josa Construction Pty Ltd) has entered voluntary administration. Administrators have committed to completing the project and progress is being carefully monitored.



PRIMARY FINANCIAL REPORTS

For detailed information on Council's financial performance for 2016-17, please refer to the 2016-17 Financial Statements available on Council's website.

INCOME STATEMENT

FOR THE YEAR ENDED 30 JUNE 2017

BUDGET ⁽¹⁾ 2017	\$ '000	ACTUAL 2017	ACTUAL 2016
Income from Continuing Operations			
Revenue:			
131,888	Rates & Annual Charges	134,188	125,319
37,579	User Charges & Fees	40,834	38,958
2,386	Interest & Investment Revenue	3,437	3,127
4,614	Other Revenues	7,615	10,878
28,042	Grants & Contributions provided for Operating Purposes	37,233	28,470
31,503	Grants & Contributions provided for Capital Purposes	35,032	55,129
Other Income:			
-	Net gains from the disposal of assets	-	7,211
50	Net Share of interests in Joint Ventures & Associates using the equity method	837	325
236,062	Total Income from Continuing Operations	259,176	269,417
Expenses from Continuing Operations			
93,024	Employee Benefits & On-Costs	89,267	89,378
2,768	Borrowing Costs	2,744	3,024
74,156	Materials & Contracts	64,299	61,650
23,175	Depreciation & Amortisation	26,198	24,244
15,391	Other Expenses	23,059	21,742
586	Net Losses from the Disposal of Assets	1,547	-
209,100	Total Expenses from Continuing Operations	207,114	200,038
26,962	Operating Result from Continuing Operations	52,062	69,379
26,962	Net Operating Result for the Year	52,062	69,379
(4,541)	Net Operating Result for the year before Grants and Contributions provided for Capital Purposes	17,030	(14,250)

STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 30 JUNE 2017

	ACTUAL 2017	ACTUAL 2016
Net Operating Result for the year (as per Income Statement)	52,062	69,379
Other Comprehensive Income:		
Amounts which will not be reclassified subsequently to the Operating Result Gain (loss) on revaluation of I,PP&E	(6,676)	55,533
Total Comprehensive Income for the Year	45,386	124,912



STATEMENT OF FINANCIAL POSITION

AS AT 30 JUNE 2017

\$ '000	ACTUAL 2017	ACTUAL 2016
ASSETSS		
Current Assets		
Cash & Cash Equivalents	18,643	18,903
Investments	93,091	71,861
Receivables	10,427	7,818
Inventories	700	874
Other	2,382	1,134
Total Current Assets	125,243	100,590
Non-Current Assets		
Investments	25,000	17,500
Receivables	867	950
Infrastructure, Property, Plant & Equipment	1,737,684	1,728,984
Investments accounted for using the equity method	6,907	6,070
Investment Property	19,874	19,243
Total Non-Current Assets	1,790,332	1,772,747
TOTAL ASSETS	1,915,575	1,873,337
LIABILITIES		
Current Liabilities		
Payables	19,936	16,775
Income received in advance	3,269	3,341
Borrowings	11,758	11,293
Provisions	28,843	29,090
Total Current Liabilities	63,806	60,499
Non-Current Liabilities		
Payables	3,896	-
Borrowings	42,630	53,101
Provisions	861	741
Total Non-Current Liabilities	47,387	53,842
TOTAL LIABILITIES	111,193	114,341
Net Assets	1,804,382	1,758,996
EQUITY		
Retained Earnings	1,130,037	1,077,975
Revaluation Reserves	674,345	681,021
Council Equity Interest	1,804,382	1,758,996
Total Equity	1,804,382	1,758,996

STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED 30 JUNE 2017

	RETAINED EARNINGS	RESERVES	COUNCIL INTEREST	NON-CONTROLLING INTEREST	TOTAL EQUITY
2017					
Opening Balance as per Last Year's Audited Accounts	1,077,975	681,021	1,758,996	-	1,758,996
Revised Opening Balance (as at 1/7/14)	1,077,975	681,021	1,758,996	-	1,758,996
Net Operating Result for the Year	52,062	-	52,062	-	52,062
Other Comprehensive Income – Revaluations: IPP&E Asset Revaluation Rsve	-	(6,676)	(6,676)	-	(6,676)
Total Comprehensive Income (c&d)	52,062	(6,676)	45,386	-	45,386
Equity – Balance at end of the reporting period	1,130,037	674,345	1,804,382	-	1,804,382

	RETAINED EARNINGS	RESERVES	COUNCIL INTEREST	NON-CONTROLLING INTEREST	TOTAL EQUITY
2016					
Opening Balance as per Last Year's Audited Accounts	2,004,516	872,481	2,876,997	-	2,876,997
Correction of period errors	(995,920)	(246,993)	(1,242,913)	-	(1,242,913)
Revised Opening Balance (as at 1/7/14)	1,008,596	625,488	1,634,084	-	1,634,084
Net Operating Result for the Year	69,379	-	69,379	-	69,379
Other Comprehensive Income – Revaluations: IPP&E Asset Revaluation Rsve	-	55,533	55,533	-	55,533
Total Comprehensive Income (c&d)	69,379	55,533	124,912	-	124,912
Equity – Balance at end of the reporting period	1,077,975	681,021	1,758,996	-	1,758,996

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 30 JUNE 2017

BUDGET 2017	\$ '000	ACTUAL 2017	ACTUAL 2016
Cash Flows from Operating Activities			
Receipts:			
129,255	Rates & Annual Charges	134,400	124,974
43,630	User Charges & Fees	42,672	40,886
1,845	Investment & Interest Revenue received	3,078	3,641
59,573	Grants & Contributions	42,974	44,690
-	Bonds, Deposits & Retention amounts received	3,896	3,353
1,847	Other	12,821	14,722
Payments:			
(95,074)	Employee Benefits & On-Costs	(89,398)	(88,127)
(75,231)	Materials & Contracts	(68,317)	(67,791)
(3,209)	Borrowing Costs	(2,744)	(2,894)
-	Bonds, Deposits & Retention amounts refunded	(1,967)	(1,777)
(17,880)	Other	(25,124)	(24,328)
44,756	Net Cash provided (or used in) Operating Activities	52,291	47,349
Cash Flows from Investing Activities			
Receipts:			
154,779	Sale of Investment Securities	254,069	212,199
-	Sale of Investment Property	857	-
1,502	Sale of Infrastructure, Property, Plant & Equipment	4,491	12,552
-	Deferred debtors receipt	214	-
Payments:			
(128,128)	Purchase of Investment Securities	(273,936)	(264,976)
-	Purchase of Investment Property	-	(2)
(70,400)	Purchase of Infrastructure, Property, Plant & Equipment	(19,240)	(34,680)
(42,247)	Net Cash provided (or used in) Investing Activities	(42,545)	(74,907)
Cash Flows from Financing Activities			
Receipts:			
3,972	Proceeds from Borrowings & Advances	1,625	7,925
5	Deferred Debtors Receipts	-	8
Payments:			
(5,817)	Repayment of Borrowings & Advances	(11,631)	(11,449)
-	Deferred Debtors & Advances Made	-	(141)
(1,840)	Net Cash Flow provided (used in) Financing Activities	(10,006)	(3,657)
669	Net Increase/(Decrease) in Cash & Cash Equivalents	(260)	(31,215)
18,903	plus: Cash & Cash Equivalents – beginning of year	18,903	50,118
19,572	Cash & Cash Equivalents – end of the year	18,643	18,903
Additional Information:			
	plus: Investments on hand – end of year	118,091	89,361
	Total Cash, Cash Equivalents & Investments	136,734	108,264

CONTRACT INFORMATION

Contracts awarded in 2016-17 for amounts greater than \$150,000:

CREDITOR NAME	PAYMENTS FOR 2016-17 (\$ (INCL GST))	DESCRIPTION OF GOODS/ SERVICES
All Season Designs and Landscapes	367,562.00	Playground upgrade, Emu Plains and various projects
Auscorp Constructions Pty Ltd	308,155.75	Building alteration Emu Plains Childcare Centre
BCP Precast	515,255.78	Payments made on behalf of contractor CBD drainage contract
Budget Demolition and Excavation Pty Ltd	544,542.00	Allen Place ramps demolition
CA & I PTY LTD	2,963,474.00	Triangle Park upgrade
Co-Ordinated Landscapes Pty Ltd	1,292,600.00	Erskine Business Park improvements project
Josa Constructions Pty Ltd	2,942,274.08	Construction of CBD drainage upgrade at Penrith
KBR Pty Ltd	494,300.00	Erskine Park Rd upgrade design
Talis Civil Pty Ltd	977,736.00	Caddens Bringelly roundabout construction
Talis Civil Pty Ltd	390,000.00	Construction of shared path along Tench Avenue, Jamisontown,
The Almar Group T/A API Commercial	185,832.46	Public amenities Triangle Park
Thinkspatial	184,159.00	Penrith drainage study
Total Earth Care	518,640.00	Supply and planting of trees in South Penrith
Tox Free Australia Pty Ltd	166,146.46	Chemical recycling centre

Contracts awarded in previous years with expenditure in 2016-17 greater than \$150,000:

CREDITOR NAME	PAYMENTS FOR 2016-17 (\$ (INCL GST))	DESCRIPTION OF GOODS/ SERVICES
Academy Service NSW Pty Ltd	387,213.59	Childcare cleaning
Alpall Pty Ltd	1,298,741.43	Construction of Glenmore Park Stage 2 - amenities
Arcs Building Group Pty Ltd	239,357.45	Construction of Cranebrook amenities and works under Trade services contract
Australian Election Company	664,441.04	Election services
Because We Care	837,651.02	Supply of compostable garbage bags
BG Enterprises NSW Pty Ltd	360,704.93	Trade services contract
Civil Constructions Pty Ltd	344,740.16	Wetland treatment system Cranebrook
Data 3 Limited	1,710,692.80	Managed computer services
Del Rocchio Concreting Pty Ltd	1,445,231.77	Concreting services
Dentons Australia Pty Ltd	240,915.17	Legal services contract
Devcon Civil Pty Ltd	229,291.54	Concreting services

CREDITOR NAME	PAYMENTS FOR 2016-17 (\$ (INCL GST))	DESCRIPTION OF GOODS/ SERVICES
Ecohort Pty Ltd	212,318.32	Cranebrook bush regeneration
First Mortgage Capital Pty Ltd	454,545.45	Payments to Josa Constructions CBD drainage project
Glascott Landscapes & Civil Pty Ltd	356,557.18	Upgrade of the Mondo
Hawkesbury City Council	233,091.96	Animal impounding services
Hawkesbury River County Council	169,000.00	Weed removal services
Hi Quality Recycling Services Pty Ltd	855,389.84	Concrete and construction waste and bulk material purchase
Hiretec Maintenance Pty Ltd	299,437.43	Mechanical building services
Hix Group Pty Ltd	1,613,562.71	Electrical Services and Sportsground Lighting
Klenall Industrial Suppliers Pty Ltd	182,823.03	Childcare Consumables
L J Follington Constructions	233,899.99	Grave Digging Services
Mack Civil Engineering Pty Ltd	998,825.57	Construction of new concrete paths
Metal Fencing Specialists	363,132.40	Fencing Services
Millenium Hi Tech Holdings Pty Ltd	321,684.26	CBD Cleaning
Pageup People Pty Ltd	235,645.31	Provision of a performance management system
PF Concrete NSW Pty Ltd	339,218.50	Premixed concrete
Piekar Comm Services Pty Ltd	363,278.53	Security alarms and detection services
Programmed Maintenance Services Ltd	254,244.30	Painting trade services contract
Remondis Pty Ltd	643,375.12	Waste services
Sparke Helmore Lawyers	256,956.44	Legal services
SPT Telecommunication Pty Ltd (Soul)	151,095.79	Provision of data services
Street Furniture Australia	215,615.50	Seating for Mondo
Suez Environmental	19,883,124.23	Waste Services
Technology One	572,140.13	Council's Corporate Business Systems
Telstra Corporation Limited	602,636.46	Data and communication services
Triple O Security Pty Ltd	380,676.91	Security services
Visy Recycling	2,421,105.37	Waste services contract
Westco Building Consultants Pty Ltd	1,068,455.76	Building maintenance services
WSN Environment Solutions Pty Ltd	177,236.97	Waste services contract

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

UMBRELLA CONTRACT PAYMENT	PAYMENTS FOR 2016-17 (\$ (INCL GST))	DESCRIPTION OF GOODS/ SERVICES
Bernipave Pty Ltd	405,020.19	Asphalting services
Bucher Municipal Pty Ltd	307,906.49	Supply of sweeper trucks
Caltex Australia	455,108.45	Supply of fuel for motor vehicles
Cardno NSW/ACT Pty Ltd	150,808.00	Design of the Northern Rd upgrade
Combined Traffic Management Pty Ltd	190,528.69	Traffic management services
Complete Linemarking Services Pty Ltd	267,511.86	Provision of line marking services
Complete Staff Solutions	186,899.68	Provision of temporary staff
Endeavour Energy	2,337,932.00	Street lighting maintenance charges
ERM Power Retail Pty Ltd T/A ERM Business Energy	477,632.55	Supply of street lighting electricity
Farm and Turf Equipment Pty Ltd	368,894.60	Supply of John Deere tractors and Accessories
Fuji Xerox Australia	267,022.46	Various leases for photocopiers
Fulton Hogan Industries	996,870.03	Asphalting services
GYC	331,871.44	Mowing equipment
Hays Specialist Recruitment(Aust) Pty Ltd	206,468.07	Provision of temporary staff
J & G Excavations & Asphalting (NSW) Pty Ltd	1,865,757.41	Asphalting services
J Blackwood & Son Pty Ltd	200,464.60	Hardware Supplies
Leonard Advertising	317,803.25	Advertising services
Moduplay Group Pty Ltd	223,348.00	Playground equipment
Origin Energy	795,574.41	Electricity for large and small sites new contract
Park Pty Ltd	228,278.92	Bulk fuel for Council Depot
Penrith City Automotive Pty Ltd	236,565.62	Motor vehicles
Penrith Subaru	1,177,041.59	Motor vehicles
Power Direct Pty Ltd	601,000.00	Small sites electricity
QBE Insurance (Australia) Ltd	298,352.07	Vehicle green slips
RMA Contracting Pty Ltd T/as Ross Mitchell & Associates	315,528.64	Hazardous waste services
Roadworx Surfacing Pty Ltd	239,630.37	Asphalt services
Site Group Pty Ltd	338,289.00	Traffic management services
Stabilised Pavements of Australia Pty Ltd	1,372,067.86	Asphalting services
State Asphalts Services Pty Ltd	6,882,727.63	Asphalting services

UMBRELLA CONTRACT PAYMENT	PAYMENTS FOR 2016-17 (\$ (INCL GST))	DESCRIPTION OF GOODS/ SERVICES
Treeserve Pty Ltd	178,561.35	Tree services
United Petroleum Wholesale	225,959.61	Bulk fuel for Council depot
Western Toyota City Hino	218,931.10	Motor vehicles
WorleyParsons Services Pty Ltd	150,689.00	Nepean River Flood Study

The following payments of more than \$150,000 including GST were made on engagements from sourcing quotations

UMBRELLA CONTRACT PAYMENT	PAYMENTS FOR 2016-17 (\$ (INCL GST))	DESCRIPTION OF GOODS/ SERVICES
Bernipave Pty Ltd	405,020.19	Asphalting services
Bucher Municipal Pty Ltd	307,906.49	Supply of sweeper trucks
Caltex Australia	455,108.45	Supply of fuel for motor vehicles
Cardno NSW/ACT Pty Ltd	150,808.00	Design of the Northern Rd upgrade
Combined Traffic Management Pty Ltd	190,528.69	Traffic management services
Complete Linemarking Services Pty Ltd	267,511.86	Provision of line marking services

RATES AND CHARGES WRITTEN OFF

The Local Government Act classifies various transactions as being write-offs of rates and charges. The reasons for write-offs include properties becoming exempt from rates, pensioner rebates, changes in rating category, rounding down of payments by 4 cents, postponed rates, domestic waste charges reversed because they were levied in error, and rates and charges reversed due to amended valuations.

The following tables summarise the rates and sundry debtor amounts written off during 2016-17 under delegated authority, or pursuant to Council resolutions.

RATES AND CHARGES WRITTEN OFF	\$
General Rates	55,037
Extra Charges	30,087
Domestic Waste	18,006
TOTAL	103,130

PENSIONER REBATE ABANDONMENTS	\$
General Rates - Statutory	1,845,589
Domestic Waste - Statutory	671,759
Stormwater – Voluntary	221,945
TOTAL	2,739,293

SUNDRY DEBTOR ABANDONMENTS	\$
Sundry Debtor	69,063
TOTAL	69,063

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.

VOLUNTARY PLANNING AGREEMENTS

Council has entered into 13 Voluntary Planning Agreements (VPAs) that apply to selected sites or precincts within our City:

- 73 Great Western Highway Emu Plains.
This VPA has been actioned and concluded.
- 731-769 Great Western Highway, Werrington:
Delivery of drainage, roadworks and associated infrastructure continued during 2016-17.
- Caddens Planning Agreement: No effect this period.
- Caddens Knoll Planning Agreement: Transfer of land and delivery of infrastructure have occurred in accordance with the delivery schedule in the agreement.
- Claremont Meadows Stage 2 South Western Precinct Planning Agreement: Transfer of land has occurred in accordance with the delivery schedule in the agreement.
- Glenmore Park Stage 2 Planning Agreement:
 - Affordable Housing Contribution of \$13,481 received in accordance with the agreement.
 - Employment Contribution of \$161,026 received in accordance with the agreement.
 - Transfer of E2 land and further contributions are to occur in accordance with the delivery schedule in the agreement.
- Second Glenmore Park Stage 2 Planning Agreement:
 - contributions of \$2,115,264 were received in accordance with the agreement.
 - infrastructure delivered eg pathways, parks in accordance with the agreement.
- Amended Second Glenmore Park Stage 2 Planning Agreement: Delivery of infrastructure has occurred in accordance with the delivery schedule in the agreement.
- Panthers Roadworks Voluntary Planning Agreement: No effect this period.
- Panthers Outlet Centre Voluntary Planning Agreement: No effect this period.
- South Werrington Urban Village Planning Agreement: Affordable Housing contributions owing under this agreement have been paid.
- St Marys Penrith Planning Agreement: Delivery of local open space and pathways infrastructure and financial contributions occurred in accordance with the delivery schedule in the agreement.
- Sydney Science Park Voluntary Planning Agreement: Council entered into this VPA in September 2016. VPA provisions relating to traffic and transport needs and cost apportionment were concluded and discussions on management/ responsibilities and ownership of public domain, recreation/open space lands within the Science Park were continuing as of June 2107.

WORKS CARRIED OUT ON PRIVATE LAND

In 2016-17 Council carried out a range of works on private land:

- Temporary car park at 66-76 Tench Avenue for the REAL Festival (Budget \$6,000)
- Removal of a tree and root system at 41 Maxwell Street that was impacting on construction of a shared use pathway (Budget \$6,050)
- Removal of shrubs and installation of signs and linemarking at 569-595 High Street, Penrith (Westfield complex) for a shared use pathway (Budget \$6,000).



APPENDIX 7: COMPANION ANIMALS

Council is required to report its activities in enforcement and ensuring compliance with the *Companion Animals Act 1998* and *Companion Animals Regulation 2008* annually.

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 Office of Local Government.

Dog attack data is submitted to the Office 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 2016–17 was \$590,000. Council received a further \$10,000 of grant funding from the Office of Local Government for the development of a Responsible Pet Ownership eLearning Program. This program will be app-based and interactive and is due for completion in September 2017.

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 two free microchipping and education days for pet owners, with 309 animals identified by microchips
- conducting education days throughout the City at community events and shopping centres
- advertising and organising editorial coverage about companion animal issues in the local media, and
- monitoring companion animal compliance within Council's parks and reserves, and issuing notices to residents who have yet to lifetime register their companion animals under section 10(b) of the *Companion Animals Act 1998*. Around 1,000 notices were issued in 2016–17.





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

- return animals to their owners: 211 animals were returned to their owners 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 who hold a section 16(d) exemption under the *Companion Animals Regulation 2008*, and
- maintain an animal holding facility agreement – Penrith Council uses 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 2016–17 to the Office of Local Government.

Council impounded 749 dogs and 685 cats at the Hawkesbury Animal Shelter. For this period, 97% of dogs and 80% of cats were returned to their owners, sold or given to relevant animal rescue organisations.

Council has seven 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
- Cullen Avenue Jordan Springs
- Signposted area off Victoria Street (near Shaw Street), Werrington

In accordance with section 85(1)(a) of the *Companion Animals Act 1998*, Council received \$45,513 from the Office of Local Government from the Companion Animals Fund in 2016 -17, and a further payment of \$39,471 from the previous year.

Council issued penalty infringements to the value of \$130,000 for various animal control offences.

A Companion Animals Officer participated on the Committee of the Australian Institute of Animal Management (AIAM) and attended the conference as a workshop facilitator. AIAM is recognised nationally as a facilitator of best practice in animal management.

Throughout the year Animal Services Officers, Companion Animal Officers and Rangers continued to assist NSW Police when requested.

APPENDIX 8: SUSTAINABILITY REPORT

Penrith City Council is committed to the principles of sustainability and the process of continuous improvement. We recognise that it is through our people and our practices that this commitment is delivered. Council takes a quadruple bottom line approach to sustainability, integrating environmental, social, governance and economic considerations into our policy, planning, decision-making and operational activities. Council also looks to balance short term priorities with longer term needs.

Sustainability is about respecting our people, looking after our places, and delivering services to improve the wellbeing and liveability of our City now and into the future.

Council has a strong history in the area of sustainability, and will use this strong foundation to guide our work into the future. This work will be focused around advancing the liveability of the City, providing sustainability leadership, encouraging business innovation and resource efficiency, and supporting sustainable practice within our community.

ENERGY & WATER MANAGEMENT

Council has invested considerable effort towards improving the energy and water efficiency of our assets and operations. In 2015 Council established three sustainability targets to continue to encourage energy and water efficiency within the organisation

and the transition to more sustainable sources of energy and water.

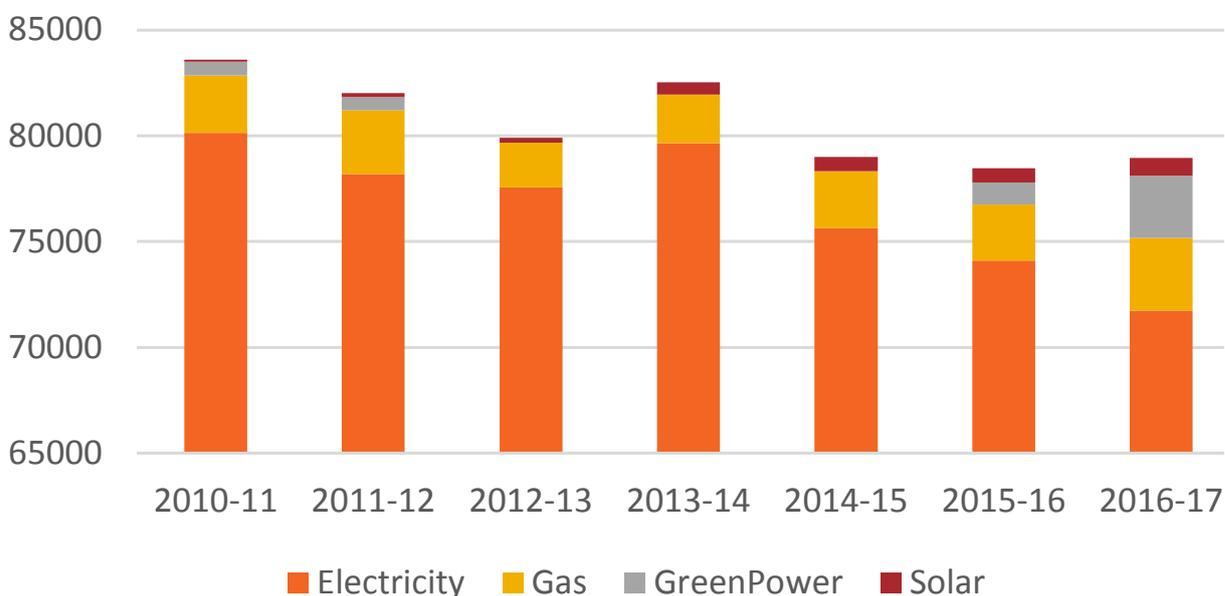
- ✓ 10% of Council's electricity supplied from low carbon sources by 2030
- ✓ 40% reduction in greenhouse gas emissions by 2030 based on 2010-11 levels
- ✓ Maximise opportunities for sustainable water sources

Since the baseline year (2010-11) combined energy consumption across all Council assets and facilities has been trending downwards from a high of 83,603GJ, with consumption over the last three years relatively stable despite an increase in the number of assets. This is a result of ongoing energy management and the upgrading and improvement of our facilities.

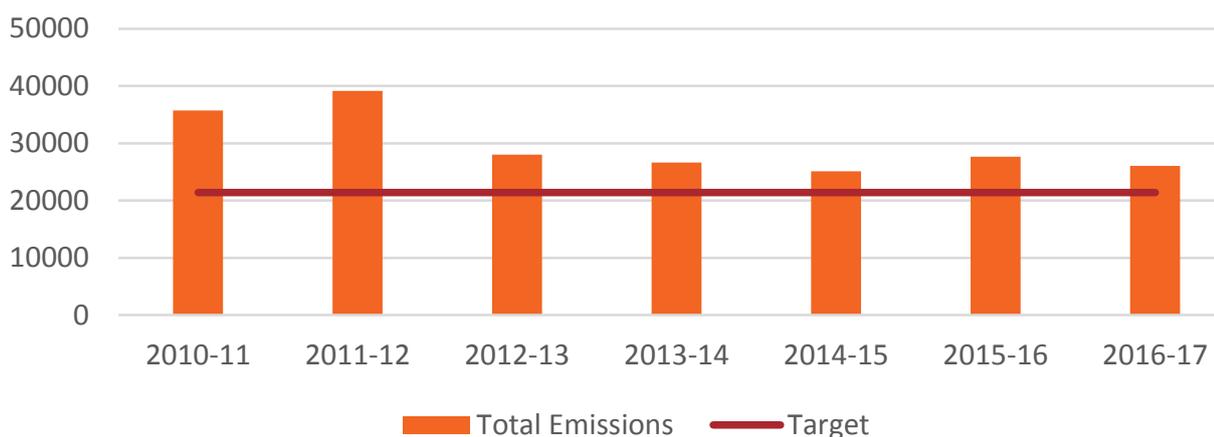
At the same time the mix of energy used to power our facilities has been changing, with more power being supplied from accredited GreenPower and rooftop solar, resulting in a lower consumption of grid supplied electricity. This is a positive trend and reflects a shift towards a less carbon intensive energy supply for Council, with less greenhouse gas emissions.

Street lighting is responsible for almost half of the energy consumed by Council and presents a significant opportunity for energy efficiency projects into the future. The recent Light Years Ahead project carried out in partnership with other Western Sydney councils and WSROC has demonstrated there is significant potential to reduce power needed for street lighting.

ENERGY CONSUMPTIONS - ALL COUNCIL ASSETS (GJ)



TOTAL EMISSIONS (TONNES CO₂e)



SOLAR INSTALLATIONS & GREENPOWER

In 2016-17 Council generated 825GJ of electricity from rooftop solar systems located on 24 sites. New installations during the financial year included systems at the Joan Sutherland Performing Arts Centre (49.85kW), the Works Depot (29.58kW) and Emu Plains Village Childcare Centre (5.22kW), however these systems were only operational for part of the year.

Council has also started purchasing 10% accredited Greenpower for our facilities, excluding street lights. In 2016-17 this accounted for 2,949GJ of energy coming from accredited low carbon sources.

Combined, the energy generated by Council's rooftop solar systems, and the accredited Greenpower purchased for our sites equates to 4.8% of our total energy consumption in 2016-17. This is a positive movement towards our renewable energy target of 10% by 2030, up from 2.3% in 2015-16.

Work is already underway to significantly increase our solar generation capacity with new solar systems planned for installation at an additional nine sites in 2017-18, with combined capacity of 74.93kW.

EMISSIONS

The following graph shows emissions associated with electricity and gas consumption, along with emissions generated from fuel consumption and the disposal of corporate wastes. Combined emissions for 2016-17 were 26,049.5 tonnes of CO₂ equivalent, which is a decrease of 5.8% compared with the previous year, and a reduction of 27.1% from the 2010-11 baseline year. Council's emissions target is shown as the blue line.

SUSTAINABILITY REVOLVING FUND

Penrith City Council's highly successful Sustainability Revolving Fund was established in 2003 and enables the savings made as a result of sustainability initiatives to be diverted into a designated fund to provide

financial support for future sustainability projects. Successful projects that result in financial savings are required to repay the initial project cost. In addition, projects must also return the identified savings from the project back into the Fund for a minimum of 3 years. This allows the Fund to continue to support more projects into the future.

Since its inception the Fund has supported 42 projects to the value of more than \$1.5 million. The first project involved lighting and air conditioning upgrades, however since then the Fund has also supported the installation of solar panels, heat reflective roof paint, solar hot water systems, backwash reuse at our swimming centre, and LED street lighting. Combined these projects result in savings of almost \$600,000 each year, along with abatement of more than 3,100 tonnes of CO₂e.

In 2016-17 the Fund directly supported 3 projects to install solar systems with combined capacity of 82.6kW, to the value of approximately \$106,000.

WATER USE

Council's potable water consumption across all assets in 2016-17 was 236,585kL, an increase of 16% compared with the previous year. Recycled water is used at four playing fields, and consumption has remained steady at 21,803kL in 2016-17.

The overall increase in water use is due to a 30% reduction in rainfall from the previous year, resulting in an increased need to irrigate Council's parks and playing fields, with irrigation a major component of Council's overall water consumption.

A water harvesting system has been installed at the new playing fields located in Mulgoa Rise, Glenmore Park to assist with watering. A feasibility study is also underway to investigate the viability of water harvesting at a number of high use playing fields.

Council also has rainwater tanks installed at 38 facilities. These tanks are mostly used for irrigation and act to offset the use of potable water.

APPENDIX 9: 2013-17 DELIVERY PROGRAM SUMMARY

This Annual Report is the last in a series of four which have reported on our progress against the 2013-2017 Delivery Program, which was adopted in June 2013 following consultation with our community and the newly elected Council to guide our activities for four years. The table below sets out the key actions that were adopted as part of the Operational Plan for each of the four years of the 2013-17 Delivery Program, and whether they are complete, incomplete or ongoing. More detailed information on these actions, and the ongoing service activities which also form part of the Operational Plans and 2013-17 Delivery Program can be found in the Annual Report for each year, as well as quarterly and six monthly reporting from September 2013 to June 2017. All of these reports are available on Council's website.

OUTCOME 1 WE CAN WORK CLOSE TO HOME

STRATEGY 1.1

Diversify the region's economy and attract investment, particularly targeting new and emerging employment sectors

	COMPLETE	INCOMPLETE	ONGOING
Lobby for the development of a State Government Infrastructure Plan for the Penrith Health and Education Precinct	✓		
Undertake the 'Penrith Progression' project to help guide and promote the development of the Penrith City Centre	✓		
Guide and promote the development of the City Centre, consistent with Penrith Progression			✓
Investigate Council owned sites in the Penrith City Centre and St Marys Town Centre for future development		✓	
Undertake a feasibility study to test the business case for a hotel	✓		
Implement the Penrith Progression Action Plan			✓
Finalise the Economic Development Strategy	✓		
Implement the Economic Development Strategy			✓
Facilitate investment opportunities in the city			✓

STRATEGY 1.2

Secure infrastructure that improves economic opportunities for existing and new business

	COMPLETE	INCOMPLETE	ONGOING
Undertake identified planning and advocacy actions to ensure that the outcomes achieved through the development of the Western Sydney Airport and the provision of the necessary supporting regional infrastructure provides the maximum benefits	✓		

STRATEGY 1.3

Support agriculture and local food production as a significant contributor to the region's economy

	COMPLETE	INCOMPLETE	ONGOING
-	-	-	-

STRATEGY 1.4

Provide access to education and training to improve residents' ability to take advantage of current and future employment opportunities

	COMPLETE	INCOMPLETE	ONGOING
Provide programs that assist to close the gap for Aboriginal and Torres Strait Islander families accessing Children's Services	✓		
Deliver a new Library Management System (LMS) and Radio Frequency ID (RFID) for tagging of collections	✓		
Coordinate the Tech Savvy Seniors Program			✓
Coordinate the Digital Hub Program	✓		
Finalise the Libraries Facilities Plan	✓		

OUTCOME 2 WE PLAN FOR OUR FUTURE GROWTH**STRATEGY 2.1**

Facilitate development that encourages a range of housing types

	COMPLETE	INCOMPLETE	ONGOING
Implement an electronic DA process	✓		
Establish a swimming pool inspection program including community consultation, educational material and the inspection of swimming pool barrier fencing			✓
Undertake a fire safety program for the inspection of residential flat buildings including community consultation and the commencement of fire safety			✓
Undertake a swimming pool inspection program for existing swimming pools in established residential areas			✓
Establish a fast track approvals program for minor development	✓		
Undertake an education program for swimming pool safety for existing pools in residential areas			✓
Conduct a forum with the development industry on ways to enhance the development application process	✓		
Make submissions to the State Government regarding reforms to the NSW planning system	✓		
Implement responses to changes in legislation			✓
Implement the development engineering service review to enhance service levels to our customers	✓		
Prepare and amended Development Control Plan and Voluntary Planning Agreement to reflect Panthers revised masterplan	✓		
Work with others to advance the planning of Penrith Lakes			✓
Progress a detailed review of housing demand and supply and typology needs to establish a contemporary strategy for housing in the City		✓	
Influence and contribute to the development of the District Plan for the West Sub Region of Sydney	✓		

STRATEGY 2.2**Protect the city's natural areas, heritage and character**

	COMPLETE	INCOMPLETE	ONGOING
Finalise Stage 2 of City-wide LEP	✓		
Progress Planning for the areas deferred from the city-wide Local Environmental Plan	✓		
Prepare a consolidated DCP to support the current Citywide LEP	✓		
Progress the Sydney Science Park Planning Proposal	✓		
Planning for Structure and precinct Planning for the Western Sydney Priority Growth Area		✓	
Review the current planning framework to facilitate new development and investment interest in the City's major centres			✓

STRATEGY 2.3**Ensure services, facilities and infrastructure to a level that meets the needs of a growing population**

	COMPLETE	INCOMPLETE	ONGOING
Continue to work with the National Growth Areas Alliance (NGAA) to advocate for infrastructure, services and facilities for the benefit on the City	✓		

OUTCOME 3 WE CAN WORK CLOSE TO HOME**STRATEGY 3.1****Secure an effective public transport network**

	COMPLETE	INCOMPLETE	ONGOING
-	-	-	-

STRATEGY 3.2**Provide a safe, efficient road network supported by parking**

	COMPLETE	INCOMPLETE	ONGOING
Undertake Roads to Recovery Program	✓		
Undertake the Roads Reconstruction Program	✓		
Undertake the Roads Resurfacing Program	✓		
Undertake the Kerb and Drainage Construction Program	✓		
Implement the Traffic Management Parking and Road Safety Program	✓		

STRATEGY 3.2**Provide a safe, efficient road network supported by parking**

	COMPLETE	INCOMPLETE	ONGOING
Expand the use of parking sensors in the Penrith City Centre together with additional wayfinding	✓		
Finalise the Penrith City Centre Transport Management Study, priorities recommendations and commence implementation	✓		
In consultation with the Chamber of Commerce and City Centre Association, develop an information /education package aimed at effectively managing parking within the Penrith City Centre		✓	
Confirm a location and funding options for additional decked parking in the City Centre	✓		

STRATEGY 3.3**Improve the city's footpaths and shared pathway network**

	COMPLETE	INCOMPLETE	ONGOING
Undertake the Footpath Delivery Program	✓		
Deliver the shared pathway between St Marys and Penrith	✓		

STRATEGY 3.4**Improve critical cross regional transport connections**

	COMPLETE	INCOMPLETE	ONGOING
-	-	-	-

STRATEGY 3.5**Secure an efficient, integrated and sustainable freight network**

	COMPLETE	INCOMPLETE	ONGOING
-	-	-	-

OUTCOME 4 WE HAVE SAFE, VIBRANT PLACES

STRATEGY 4.1 Improve public spaces and places			
	COMPLETE	INCOMPLETE	ONGOING
Investigate land capability including flood restrictions and current usage for a picnic area at the east of Russell Street	✓		
Implement recurrent annual Public Domain Maintenance programs	✓		
Undertake an annual education program for Responsible Pet Ownership for animal owners	✓		
Investigate grant funding for responsible pet ownership	✓		
Undertake the bus shelter program	✓		
Undertake work in the Building Asset Renewal Program	✓		
Provide additional internment options for all operational cemeteries	✓		
Establish and implement a priority of works to upgrade roads at Penrith Cemetery	✓		
Establish a priority of conservation works for significant heritage monuments in all Council managed cemeteries and seek funding opportunities for conservation projects	✓		
Co-ordinate meetings with non-council heritage graveyards to support awareness and understanding in conservation of heritage graveyards	✓		
Review the parks, sporting grounds and open space service specifications considering current industry standards and work practices	✓		
Delivery a range of asset replacement projects across the City including playgrounds, fencing, lighting, pathways and ground renovations	✓		
Develop a City-wide tree management policy to inform tree owners on the management of trees	✓		
STRATEGY 4.2 Grow and revitalise our centres and neighbourhoods			
	COMPLETE	INCOMPLETE	ONGOING
Implement key recommendations for Place Management from the Penrith Progression Action Plan	✓		
Complete the Infrastructure Delivery Plan for Dunheved Business Park	✓		
Complete the Public Domain Technical Design Manual for Kingswood	✓		
Engage the community of Cranebrook and Cambridge Park in decision making processes about their neighbourhood	✓		
Engage with residents on projects that have been identified in Neighbourhood Action Plans	✓		
Engage the Community of Colyton in a process to create sustainable change in their community	✓		
Support the delivery of park enhancements at Werrington Lakes	✓		
Support the delivery of park enhancements through the Mayoral Youth Challenge	✓		

STRATEGY 4.2 Grow and revitalise our centres and neighbourhoods			
	COMPLETE	INCOMPLETE	ONGOING
Deliver a new playground with creative design elements in Wainwright Park, Kingswood	✓		
Complete subdivision, infrastructure and sale of land adjoining Dunheved Industrial Estate to provide a source of funding for Dunheved Link Road		✓	
Continue the work of the Steering Committee, comprising representatives from Lend Lease and council officers, to complete the studies required to allow lodgement of the development application for the Dunheved Link Road and to commence construction		✓	

OUTCOME 5 WE CARE ABOUT OUR ENVIRONMENT

STRATEGY 5.1 Protect and improve our natural areas, the Nepean River and other waterways			
	COMPLETE	INCOMPLETE	ONGOING
Undertake an education program for sedimentation and erosion control and builder's waste storage units on sites in the new residential release areas	✓		
Undertake a proactive inspection program of new residential release areas, focused on development consent conditions that are relevant to environmental performance	✓		
Undertake an education program on the issues of land filling and its impacts on the environment (including stormwater runoff and flooding)	✓		
Undertake a proactive inspection program of high risk industrial premises, aimed at preventing diffuse and point source pollution incidents	✓		
Develop and distribute educational material to promote and support Council's proactive inspection programs (new residential releases and existing industrial)	✓		
Develop and implement systems to regularly capture information on the amount and quality of biodiversity in the City to allow improved management and monitoring			✓
Review and identify priorities for councils biodiversity action plan	✓		

STRATEGY 5.2 Support our communities to live more sustainably and use resources wisely			
	COMPLETE	INCOMPLETE	ONGOING
Facilitate and implement priority projects and community engagement initiatives to meet councils strategic biodiversity and water management objectives			✓
Develop a policy and guidelines for the development of community gardens within the City	✓		
Develop a business engagement program to raise awareness of available projects, incentives and rebates	✓		

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

	COMPLETE	INCOMPLETE	ONGOING
Determine the City's ecological footprint and use as a tool to engage the community	✓		
Investigate the potential for 'waste to energy' options for the City's domestic waste stream in line with State Government Policy	✓		
Investigate innovative resource recovery and waste management collection programs for medium density development	✓		
Review waste development controls with planners to provide appropriate considerations for residential flat buildings	✓		
Negotiate and secure contract extension for domestic and municipal waste streams	✓		
Implement the outcome of proposed Container Deposit Legislation in conjunction with EPA and regional waste strategy		✓	
Conduct Domestic Waste Stream Audits of nominated domestic waste streams	✓		
Install innovative waste technology in public spaces to improve collection efficiency and reduce litter	✓		
Contribute to the development of the Regional Waste Strategy	✓		
Provide a communications and promotions program to support the Penrith Recycling Centre	✓		
Promote additional domestic recycling services during the Christmas festive period (Dec-Jan)	✓		
Establish and lead a regional community engagement strategy for the Penrith regional Community Recycling Centre in consultation with WSROC and partners	✓		

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

	COMPLETE	INCOMPLETE	ONGOING
Prepare South Creek flood risk management plan		✓	
Prepare Nepean River flood risk management plan	✓		
Complete the Nepean River flood study	✓		
Complete the South Creek flood study	✓		
Complete the Penrith City Centre and St Marys Town Centre flood studies	✓		
Complete the Little Creek (Oxley Park) flood study	✓		
Complete the College Creek, Orth Creek and Werrington Creek flood study	✓		
Complete the Peachtree and Lower Surveyors Creek flood study	✓		
Develop a green cover strategy for the City to reduce the impacts of urban heat islands	✓		
Coordinate implementation of the Cooling the City Strategy to address urban heat			✓

OUTCOME 6 WE ARE HEALTHY AND SHARE STRONG COMMUNITY SPIRIT

STRATEGY 6.1 Provide opportunities for our community to be healthy and active			
	COMPLETE	INCOMPLETE	ONGOING
Implement the active living and community participation project	✓		
Implement The Mondo Community Safety and Youth Engagement project	✓		
Facilitate and promote priority healthy eating and physical activity initiatives to meet councils strategic health promotion objectives	✓		
Prepare access maps for active transport modes (walking and cycling)	✓		
Investigate implementing the NSW food authority's Scores on Doors food business rating system	✓		
Review the Health Action Plan	✓		
Promote and progress the Library Facilities Plan	✓		
Finalise the Libraries Facilities Plan	✓		
Develop a business feasibility study investigating the provision of fitness gym facility at St Clair Leisure Centre	✓		
Complete the joint governance management transition for Penrith Swimming Centre and Ripples St Marys to the Entity model	✓		
Investigate the feasibility and potential sites for the installation of a synthetic athletics track	✓		
Confirm the location, cost and management of a synthetic sports ground surface and associated infrastructure for grant application and readiness		✓	
Complete site plans and business case, and identify project funds, for a Regional Tennis Facility	✓		
Develop a business model for the operation of an all weather synthetic athletics track and investigate funding opportunities for its installation	✓		
Investigate the feasibility and potential sites for the installation of synthetic sports surfaces	✓		
Investigate funding opportunities for the implementation of the master plans for Ripples St Marys and Ripples Penrith	✓		
Progress infrastructure design detail for Gipps Street community park	✓		
Develop a contemporary Recreational and Leisure Strategy for the City, incorporating investigation of the provision of skate parks at South St Marys and Cambridge Park		✓	
Allocate use of the new sportsgrounds at the Village Oval in Jordan Springs	✓		
Complete and commence implementation of a five year capital improvement program for Ripples St Marys and Penrith Swimming Centre	✓		
Investigate opportunities for the provision of a sporting hub at Werrington (Harold Corr, Shaw Park and Penrith Basketball Stadium)	✓		

STRATEGY 6.1**Provide opportunities for our community to be healthy and active**

	COMPLETE	INCOMPLETE	ONGOING
Submit plans and business case for Penrith Stadium Precinct including a Tier 2 Stadium as per NSW Stadia Strategy	✓		
Support Rowing NSW to progress its plans to develop a Rowing Centre at Weir Reserve	✓		
Support Rowing NSW to submit plans and business case for a Rowing Centre of Development and Excellence	✓		
Develop sport and facility plans in partnership with national sports organisations including Australian Canoeing, Western Sydney Wanderers FC, GWS Giants and Penrith Panthers	✓		
Review opportunities to develop facility development partnerships with state and national sports organisations	✓		

STRATEGY 6.2**Encourage social connections and promote inclusion in our community**

	COMPLETE	INCOMPLETE	ONGOING
Provide a range of innovative programs that support inclusion and participation such as music and play therapy	✓		
Provide programs that assist to close the gap for Aboriginal and Torres Strait Islander families accessing Children's services	✓		
Facilitate delivery of the Jordan Springs community hub	✓		
Facilitate the implementation of Council's affordable housing commitments	✓		
Lead the implementation of the Penrith homelessness summit	✓		
Coordinate the development of the Penrith Disability Inclusion Action Plan	✓		

STRATEGY 6.3**Support cultural development, activating places and creativity**

	COMPLETE	INCOMPLETE	ONGOING
Implement the St Marys Queen Street Riches and Textures project	✓		
Complete the Glenmore Park Public Art	✓		
Facilitate the implementation of the priorities from the 2015 Mayoral Arts and Culture Summit	✓		

OUTCOME 7 WE HAVE CONFIDENCE IN OUR COUNCIL

STRATEGY 7.1 Demonstrate transparency and ethical behaviour			
	COMPLETE	INCOMPLETE	ONGOING
Finalise implementation of corporate and strategy risk management framework		✓	
Finalise implementation of business strategic risk management framework		✓	
Review Workers Compensation model following the 5 year implementation of Retro-Paid model	✓		
Implement a business planning framework		✓	
Undertake research for 2016 elections	✓		
Review the system and guidelines for community access to Council	✓		
Manage, administer and provide advice to Councillors and the organisation in respect of appropriately declaring interests relevant to the functions of their role	✓		
Contribute to reporting frameworks being developed by Office of Local Government and Local Government Managers Association	✓		
Review Code of Meeting Practice	✓		
Implement a new delegations system	✓		
Create a Digital Economy Governance model	✓		
Introduce video conferencing into the development approval process	✓		
Develop a pilot Teleworking Hub	✓		
Develop a business model for the operation of an all weather synthetic athletics track and investigate funding opportunities for its installation	✓		

STRATEGY 7.2 Ensure our finances and assets are sustainable and services are delivered efficiently			
	COMPLETE	INCOMPLETE	ONGOING
Finalise and implement an integrated organisational priority framework	✓		
Contemporise the Service Specification Program		✓	
Improve customer service to provide a better customer experience			✓
Undertake capacity review	✓		
Refresh specifications and develop service level agreements where identified in the 2015 service review		✓	
Review the Resourcing Strategy and integrated adopted Council strategies		✓	
Review City-wide rating structure	✓		
Commence community consultation to ensure all service and infrastructure needs are being addressed, exploring any funding options, including a general special rate variation and the potential to renew the AREAS special rate variation	✓		

STRATEGY 7.2

Ensure our finances and assets are sustainable and services are delivered efficiently

	COMPLETE	INCOMPLETE	ONGOING
Conduct consultation to inform and then implement the Public Open Space Reinvestment Strategy	✓		
Identify surplus land requirements	✓		
Implement a Property Asset Management system	✓		
Identify surplus land sites with the opportunity for better utilisation for the benefit of the city and community		✓	
Establish an agreed corporate definition of sustainability	✓		
Investigate approaches to integrate the quadruple bottom line into Council's decision making processes	✓		
Develop a corporate sustainability training and engagement program	✓		
Develop a Sustainable Resources Action Plan to achieve adopted energy and water targets – for the 2016-17 financial year	✓		

STRATEGY 7.3

Provide opportunities for our community to participate in making decisions about the city's future

	COMPLETE	INCOMPLETE	ONGOING
Review and update all necessary documents in accordance with the requirements of Integrated Planning and Reporting	✓		
Establish and implement a regular program of community engagement through a review of the Community Engagement Strategy	✓		
Improve customer service to provide a better customer experience			✓
Secure premises for the visitor information centre after current arrangements expire in 2014	✓		



GLOSSARY

ACRONYM/TERM	DEFINITION
ABS	Australian Bureau of Statistics.
Advocacy	Proactively trying to influence a decision to be made through support and recommendation, for such things as causes, programs and policies.
Asset management	Proactively manage the ongoing maintenance and development of Council's assets and facilities to meet the community's current and future needs.
Assets	Resources owned which have economic value that can be measured and can be expressed in dollars.
Aboriginal and Torres Strait Islander	Aboriginal People and Torres Strait Islanders.
CALD	Culturally and linguistically diverse.
Capital works	The expansion, renewal, upgrade and establishment of Council's assets.
Cash flow statement	Shows the expected net cash inflows and outflows in the form of reconciliation between opening and closing balances of total cash and investments for a year.
CBD	Central business district.
Community engagement	Refers to Council's consultative practices that enable communities and individuals to participate in the development of Penrith and build community capacity. It supports and informs all Council's decision-making processes.
Community Plan	Identifies our community's long term aspirations for the City. It looks beyond the next 10 years, setting out long term community outcomes and the strategies to get us there.
Deficit	The amount by which a resource falls short of a mark, most often used to describe a difference between cash inflows and outflows.
Delivery Program	Council's four year work program that helps implement the Community Plan. The Delivery Program (which includes the 1 year Operation Plan) sets out the services, service activities and specific actions Council will deliver each year, and the annual budget.
Depreciation and amortisation	An expense which recognises the value of a fixed asset as it is used up over time.
DCP	Development Control Plan.
EEO	Equal Employment Opportunity.
EPA	NSW Environment Protection Authority.
Expense	An outgoing payment made by Council.
Financial year	The financial year we are reporting on in this annual report is the period from 1 July 2016 to 30 June 2017.
FTE	Full-time equivalent – In relation to staff numbers this refers to a figure that is based on the wages for full-time staff.
GIPA	The Government Information (Public Access) Act 2009, which has replaced Freedom of Information legislation.

ACRONYM/TERM	DEFINITION
Governance	Policies and protocols associated with both the functions of Council and of Council officers to ensure Council is open, transparent, inclusive and accountable to the community.
GPT	Gross pollutant trap.
ICT	Information and communications technology.
Infrastructure	Roads, buildings, bridges, pavements, cycleways and other constructions.
Integrated Planning and Reporting (IP&R)	The IP&R framework introduced a hierarchy of plans which require: <ul style="list-style-type: none"> • long-term strategic planning with the community • long-term resourcing strategies for assets, finances and the workforce • four year programs aligned to a council's term, detailing key actions, projects and resourcing • one year plans of actions, projects and budgets, and • quarterly, biannual and annual performance reporting schedule.
IPART	Independent Pricing and Regulatory Tribunal of NSW. The tribunal sets the local government rate peg and assesses applications for special rate variations and council contributions plans.
LEP	Local Environmental Plan – An environmental planning instrument that contains legally binding provisions relating to development.
LGA	Local Government Area.
Liabilities	Future sacrifices of economic benefits that Council is presently obliged to make to other entities as a result of past transactions or other past events.
MoU	Memorandum of Understanding.
NAIDOC	National Aborigines and Islanders Day Observance Committee.
Net assets	The difference between total assets and total liabilities, which represents Council's net worth. Net assets are also equal to total equity.
NGAA	National Growth Areas Alliance.
OLG	NSW Office of Local Government.
Operational Plan	The Operational Plan is a sub-plan of the Delivery Program. It lists the projects and actions Council will undertake in the financial year to achieve our Delivery Program 2013–17. It also includes the budget and an overview of Council's financial estimates and program for capital works for the financial year.
PALL	Penrith Aquatic and Leisure Limited.
Performance indicator	A measure that assists in the assessment of overall performance towards the community's term achievements and long term objectives and also tells us whether we are heading in the right direction.
PMI	Penrith Migrant Interagency.
PPVA	Penrith Performing and Visual Arts Limited.
Revenue	Revenue is the amount of money that Council actually receives from its activities, mostly from rates and services provided to customers and ratepayers.
RFS	Rural Fire Service.
RID	Regional Illegal Dumping Squad.

ACRONYM/TERM	DEFINITION
RMS	NSW Roads and Maritime Services.
SMSC	Stormwater Management Service Charge.
SES	State Emergency Service.
SRV	Special Rating Variation.
Surplus	Represents the difference between total revenues, expenses, net gain (loss) on disposal of property, plant and equipment, infrastructure and share of net profits (losses) of associates and joint ventures accounted for by the equity method.
TfNSW	Transport for NSW.
VPA	Voluntary Planning Agreement.
Ward	Subdivision of the Council area into sections with elected Councillors to represent the different sections.
WHS	Workplace Health and Safety.
WSROC	Western Sydney Regional Organisation of Councils Ltd.
WSUD	Water Sensitive Urban Design.

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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 पेनरिथ सिटी काउंसिल से (02) 4732 7777 पर संपर्क करें. या आप काउंसिल आएँ और एक दुभाषिया की माँग करें.
ITALIAN	Se non riuscite a leggere questo, contattate il servizio telefonico di interpretariato al numero 131 450 e chiedetegli di contattare da parte vostra il comune di Penrith City al numero (02) 4732 7777 oppure venite in comune e richiedete un interprete.
MALTESE	Jekk ma tistax taqra dan, jekk jogħġbok, ikkuntattja lit-Telephone Interpreting Service fuq 131 450 u itlobhom biex jikkuntattjaw Penrith City Council f'ismek fuq (02) 4732 7777. Jew ejja l-Kunsill u itlob għal interpretu.
PERSIAN	اگر نمی توانید این مطلب را بخوانید، لطفاً به خدمات ترجمه تلفنی به شماره 131 450 زنگ بزنید و از آنان بخواهید با شورای شهر پنریت Penrith City Council به 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 පෙත්රිත් නගර සභාව (Penrith City Council) හා සම්බන්ධ කර දෙන ලෙස ඉල්ලා සිටින්න. නැතිනම් නගර සභාව වෙත පැමිණ භාෂා පරිවර්තකයකු ලබා දෙන ලෙස ඉල්ලා සිටින්න.
TAMIL	இதை உங்களால் வாசிக்க இயலவில்லை என்றால், 'தொலைபேசி உரைபெயர்ப்பு சேவையை 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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