

PENRITH



2017-18

# ANNUAL REPORT



How we did in 2017-18 in  
delivering services, activities and  
projects for our community.

**PENRITH**  
CITY COUNCIL

[penrithcity.nsw.gov.au](http://penrithcity.nsw.gov.au)

# WELCOME

This document, Council's *Delivery Program 2017-21*, sets out our role in delivering the seven Outcomes our community told us will improve Penrith as a place to live, work and visit over the next four years.

It includes our annual Operational Plan and budget, and details the services, activities and projects we will deliver, our works programs and how we will measure our performance to ensure we're delivering the right services the best way we can. We will report publicly on our progress against this program every six months to make sure we stay on track.

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## 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.

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Guitarist performing in Triangle Park at the Alive After 5 event.

# OUR MISSION

## WE WILL...

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

# OUR VALUES

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

Our Values and Behaviours are:

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

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



### 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

# PENRITH AT A GLANCE

**POPULATION:** 200,000  
**POP. BY 2031:** 260,000  
**AREA:** 404km<sup>2</sup>

55KM WEST OF SYDNEY'S CBD

**1.3 million**  
ANNUAL VISITORS

(2016 census)

**67,640**

DWELLINGS



**18.5%** (2016 census)  
of dwellings  
medium or high density

**47.8HA**

of City Centre land  
owned by Council

**80%**

**20%**



Rural and  
Rural-Residential

Urban

**4%**

(2016 census)

of our population  
identify as Aboriginal  
or Torres Strait Islander



**56%**

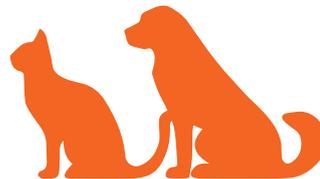
of Penrith's  
workforce are  
local residents

REGISTERED  
CATS

**22,000**

REGISTERED  
DOGS

**74,000**



**12,412**

Local Businesses

Median  
resident  
age 34

**28%**  
RESIDENTS  
AGED UNDER  
20

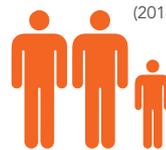


**6** INTERNATIONAL  
PARTNERSHIPS

**48.8%**

(2016 census)

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



**35**  
Council  
owned buildings  
with **solar power**



**COUNCIL-RUN  
CHILDCARE  
FACILITIES**  
**Approx.**  
**4,000**  
children enrolled in  
childcare centres

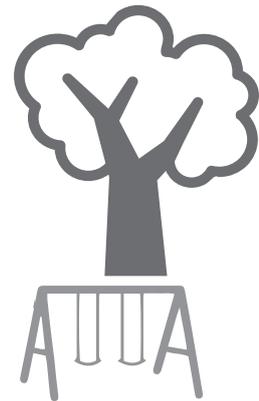


**Approx.**  
**32,000**  
people use Council's  
sports grounds each  
weekend for  
organised sport



**800**  
RETAIL FOOD  
PREMISES

**544**  
PLAYGROUNDS  
& PARKS



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

**616KM**  
OF DRAINAGE PIPELINE

**8,000HA**  
OF LAND  
ZONED NATURE  
RESERVES AND  
NATIONAL PARKS



**2,076**  
residential street  
lights upgraded  
to LED as part of  
the "Light Years  
Ahead" Project



**3**  
LIBRARIES



**1,062KM**  
OF SEALED  
ROAD PAVEMENT



**162**  
carparks

## A MESSAGE FROM THE MAYOR



This annual report reflects on a year of highlights and showcases our City as a place of limitless potential. With the Western Sydney City Deal in place, North South Rail on the table and the Sydney Science Park and Western Sydney Airport forging ahead, all eyes are on Penrith.

Investment in our region, from government and the private sector, is at an all-time high and proving to be a catalyst for jobs creation. The Science Park alone is expected to generate 12,000 knowledge jobs while the growth area associated with the airport will support 180,000 jobs.

Of course, these game changing developments will also connect us to a global economy and transform our region into a hub of research, technology and innovation.

I'm pleased to say Penrith is already kicking goals in this arena. In October we launched The Quarter – a health and education precinct that includes Nepean Hospital, Western Sydney University, TAFE Western Sydney Institute and Sydney University Teaching Hospital and will deliver 6,000 knowledge jobs.

At the Greater Sydney Commission Planning Awards in June, Council and The Quarter won the Planning for Jobs and Skills category. On the same night, our Cooling the City Strategy won the Great Sustainability Initiative category, and the Village Café was commended in the Great Community Collaboration category.

Penrith also continues to “win” a range of major events. In September, over just one weekend, we hosted the Matildas vs Brazil match, the Defqon.1 music festival and Penrith Tennis International. In the following month we welcomed the NSW Golf Open. These four events boosted our economy by nearly \$10m.

The Real Festival and Ballet Under the Stars brought a further \$2.5m and 5,000 visitors to Penrith over one weekend in November, and the momentum continued in February when we welcomed the Queen's Baton Relay, BMX Australia Championships, Canoe/Slalom Australian Open and NSW State Rowing Championships.

We've continued to activate our community's vision for our city as captured by our 10-year Community Plan. This plan is supported by Council's four-year Delivery Program which outlines our priority actions.

I'm proud to say Council's Disability Inclusion Action Plan, launched in August, is embedded into this program. Around 18% of our population has a disability, so making our City more accessible and inclusive for all is vital.

The need for more housing diversity and affordability continues to be a priority for our residents and will be reflected in the Housing Strategy we're developing.

As in previous years, we've continued to upgrade existing parks and facilities across our city. In December, we launched a playground in Lincoln Park designed by students from Cambridge Park Public School and another in Oxley Park in February following collaboration with Oxley Park Public School.

Our Neighbourhood Renewal Team continues to work with communities in more established areas to revitalise spaces and places through the Magnetic Places Grant Scheme, including the Community Colour Up Art Wall in Oxley Park and outdoor gym equipment in Kevin Maley Park, Colyton.

Council also worked with a group of local faith leaders to host our first Day of Peace in September 2017. It was a wonderful way to celebrate the diversity of our City and our shared principals of harmony and inclusion.

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



**COUNCILLOR JOHN THAIN**  
**MAYOR OF PENRITH**

# A MESSAGE FROM THE GENERAL MANAGER



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

This will be my last report, as I hand over to new General Manager Warwick Winn in August 2018. I feel truly honoured to have served the City and community of Penrith for the last 10 years, during such a period of change and achievement.

Penrith was one of eight councils to sign the Western Sydney City Deal in March. This landmark agreement between three levels of government includes significant funding for local infrastructure, as well as a commitment to fund Stage One of a North South Rail Link. This vital link will connect Penrith residents to opportunities in employment, housing, health, education and recreation.

The challenge for Council is to keep pace with population growth in the coming decades. To keep our organisation lean, Council formed an Innovative Performance Team, which has already achieved over \$800,000 in cost efficiencies, since August 2017.

Overall, Council has achieved savings of \$5.1m through productivity initiatives this financial year. These funds will help us reach our goal to match funds received from the 2016-17 Special Rate Variation.

Once again, we achieved a strong budget outcome with a small surplus. During the year, favourable budget variations allowed us to address several priorities. These included the City Deal, asbestos management, progress on the design and development of major projects and capacity to respond to current and emerging priorities.

It has been another productive year. In the period covered by this report we started essential major works in High Street, completed Triangle Park, opened the new Jordan Springs Community Hub with Lendlease, one of the most sustainable and energy efficient buildings in the region, and appointed the tender for construction of the North Street car park.

In line with growth in Penrith, our Development Services department saw an increase in the number of applications lodged and determined this year. More than 1,600 applications, worth over \$1 billion, were determined. While this value is consistent with recent years, there was an increase in housing proposals in our established suburbs and a slight reduction in large scale mixed use and residential flat building development.

Council continues to renew and improve important infrastructure and facilities. This year, we resurfaced or reconstructed 210,000m<sup>2</sup> of road, constructed 4km of pathways and rejuvenated another 91,000m<sup>2</sup> of road pavement. We installed solar panels, with a combined output of more than 100kW per year, on an extra 11 facilities. We maintained 105 sporting fields and over 540 playgrounds and parks, and also installed nine new playgrounds across Penrith, including in Redstone Crescent, St Clair, Adams Crescent, St Marys and Paperbark Crescent, Colyton.

Council's Children's Services continues to provide quality care and stimulating education programs to close to 4,000 children aged 0-12 years across 43 services and projects. Earlier this year we launched an Out of School Hours centre at the former Emu Plains Library site. This vibrant new centre includes a bike and scooter club and the space for cooking and art classes.

Our Library celebrated its 70th anniversary in April and continues to evolve to meet the changing needs of our community. This year, around 496,000 people visited one of our three library branches and close to 508,000 members borrowed from our traditional and electronic collection of books, magazines and music.

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

On a final note, I'm pleased to say our 2016-17 Annual report received a gold award at the prestigious Australasian Reporting Awards, Celebrating Excellence in Reporting, our third year securing gold.

Once again, it's been a privilege to serve as General Manager of Penrith Council for the past 10 years. I look forward to continuing to watch the success of our City in the years to come.



**ALAN STONEHAM**  
GENERAL MANAGER

# GENERAL MANAGER HANDOVER

## Incoming GM WARWICK WINN

Council's new General Manager, Warwick Winn, will start in late August, after a rigorous recruitment process to replace Alan.

"I'm a Penrith local at heart and it's wonderful to be returning to where my family is. I love the region and have been watching Penrith grow with keen interest for years," Mr Winn said.

"I'm passionate about Penrith and excited about what Council has achieved so far, and where the City and region is heading."

He is a seasoned GM, holding similar roles at North Sydney Council and more recently Manningham Council in Victoria. He has worked in local government for most of his career, including in New Zealand and the United Kingdom.

Warwick's qualifications include an Advanced Diploma of Management, Masters of Environmental and Local Government Law, Post Graduate Diploma of Town and Country Planning, Advanced Diploma of Environment and Development and a Bachelor of Arts majoring in Organisational Psychology. He is also a Chartered member of the Royal Town Planning Institute.

His previous experience dealing with growth and the delivery of an airport mean Warwick has the skills and expertise to get the balance right for our City.

"Penrith has so much potential and I am honoured to be chosen to lead the organisation and community through the coming years."





## Outgoing GM **ALAN STONEHAM**

Council's General Manager retires in August after 10 years in the role and 43 years at Council. As a Planner, Planning Director and GM, Alan's strategic vision and drive has helped shape the world-class City that is Penrith today.

When Alan joined Council as a planner in 1972, Penrith had a population of just 60,000. Today, we are home to more than 200,000 people and leading our region into the future.

He played a part in planning many new suburbs, including Glenmore Park, Clarendon Meadows, Werrington County, Werrington Downs, Jordan Springs and Thornton. He played a key role in securing the Whitewater Stadium as an Olympic venue, oversaw the approval of the Penrith Lakes Scheme, provided vital input into the planning of Western Sydney University and oversaw development of the Erskine Park employment area.

As GM, Alan has worked with eight Mayors as well as Councillors, management and staff to expand and improve services across the board. He oversaw major Information and Communication Technology upgrades in recent years and introduced an innovative new Customer Experience team.

Under his leadership, Penrith was the first NSW council to establish a Sustainability Team and the first Sydney Metropolitan council to introduce a 3-bin waste system.

Advocacy and partnerships to secure local jobs, better transport and other things our community needs have always been a top priority for Alan. He was instrumental in negotiating the landmark City Deal, a 20-year agreement between the three levels of government that will deliver unprecedented investment in our region. He also helped attract significant federal and state funding, including the first Greenspace Grant and others that continue to deliver much-needed infrastructure for our City. He is particularly passionate about Council's work to develop and deliver the Our River Masterplan.

Alan recognised that our people are Council's most valuable asset and focused on staff wellbeing and empowering staff to have a voice to help improve the way we do things. He helped ensure we remain fit for the future and continue to build into a strong council in a time of change and uncertainty for local government.

"Penrith Council's strength lies in the fact that it thinks and acts strategically to secure the best future for our City and region", Alan said.

"It's not always easy to embrace change, but it's crucial if we are going to continue to thrive. We're a leader in the region and Penrith has a bright future," he said.

"We've embraced so many opportunities and seen so many positive changes. I grew up in Penrith and I couldn't be prouder of the city we've become and where we're going."

# OUR YEAR IN REVIEW: SNAPSHOT

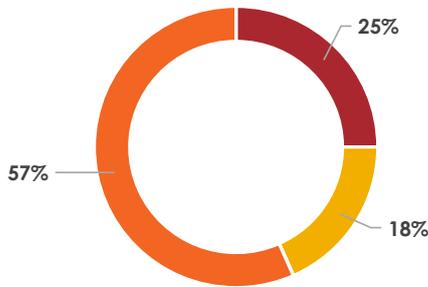
Council's activities, actions and projects for this year were set out in the Operational Plan 2017-18 and Delivery Program 2017-21. All of Council's 127 Service Activities were reported as being on track as at the end of June 2018. Of the 342 projects and actions identified for completion in 2017-18, 86% were on track, with 46% completed and 40% on target. The remaining 14% have experienced delays due to various factors, as discussed in 'Our Performance'.

At the end of June 2018 just over 34% of the total projects (Capital and Operational) were on track, 51% 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 25% of the 2017-18 Operational Plan actions were completed. A further 68% of actions were identified as being on track, with 7% being deemed as at risk.

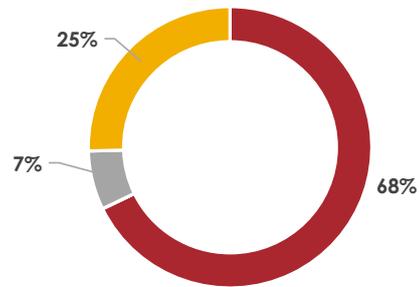
The following graphs provide a breakdown of the status of the Capital and Operational projects and Operational Plan actions as at 30 June 2018.

## Actions



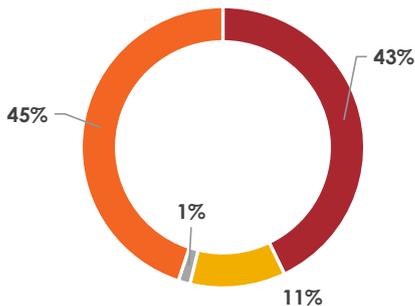
■ OnTrack ■ Attention Required ■ At Risk ■ Completed

## Capital projects



■ OnTrack ■ Attention Required ■ At Risk ■ Completed

## Operating projects



■ OnTrack ■ Attention Required ■ At Risk ■ Completed

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.

# CITY DEALS

In March 2018, Council joined the state and federal governments alongside seven other local councils, to sign the Western Sydney City Deal, a landmark agreement between three levels of government to deliver smart and responsible growth for Western Sydney. Penrith's regional leadership was evident in the integral role we played in the development of the deal, with our Mayor and senior staff being instrumental in negotiating the Western City Deal.

The City Deal includes significant funding for local infrastructure, as well as a commitment to fund Stage One of a North South Rail Link which will connect Penrith residents to opportunities in employment, housing, health, education and recreation and significantly reduce commuting times and traffic congestion.

The Deal will unlock exciting opportunities for our City. It's about planning first and building second, providing a bold new approach for how our region is designed and delivered in the coming years. It aligns all three levels of government around regional and major infrastructure projects to transform the lives of people living in our City. Working across eight local government areas will ensure the power of these projects is realised, as

roads, rail and major transformation don't always stop and start at the boundaries of our cities.

These region shaping initiatives, like the transformative North South Rail Link and the new Western Sydney Airport, will deliver local jobs and accessible employment hubs; increased opportunities for education and training; greater focus on our region's environment and liveability; and the delivery of smart housing development to cater for our growing population.

Council welcomed the Deal as it strengthens the delivery of our Community Plan with particular benefit for local jobs; better transport and access around the City; safe and vibrant centres and neighbourhoods; and a healthy environment.



*A landmark agreement between three levels of government sets a vision for a new Western City.*

*Front Row - left to right: Cr Chris Van der Kley - Deputy Mayor Blue Mountains City Council, Cr Mary Lyons-Buckett - Mayor Hawkesbury City Council, Cr Lara Symkowiak - Mayor Camden Council, The Hon Gladys Berejiklian MP - Premier New South Wales, The Hon Malcolm Turnbull MP - then Prime Minister Commonwealth of Australia, Wendy Waller - Mayor Liverpool City Council, Cr John Thain - Mayor Penrith City Council, Cr Judith Hannan - Mayor Wollondilly Shire Council.*

*Back Row - left to right: The Hon Angus Taylor MP - Minister for Law Enforcement & Cybersecurity, The Hon Stuart Ayres MP - Minister for Western Sydney, Minister for WestConnex & Minister for Sport, The Hon Paul Fletcher MP - Minister for Urban Infrastructure & Cities, Cr Frank Carbone - Mayor Fairfield City Council, Cr George Brticevic - Mayor Campbelltown City Council.*

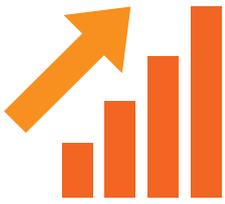
# FIT FOR THE FUTURE

INDICATOR	BENCHMARK	RESULT 17-18 AS AT 30 JUNE 2018	FFF SUBMISSION 19-20 <sup>(1)</sup>	RESOURCE STRATEGY <sup>(2)</sup>
<b>Operating Performance Ratio</b> This ratio measures Council's achievement of containing operating expenditure within operating revenue.	Greater than or equal to break-even average over 3 years	7.13%	2.64%	2.68%
<b>Own Source Revenue</b> This ratio measures the degree of reliance on external funding sources.	Greater than 60% average over 3 years	74.12%	78.70%	74.97%
<b>Infrastructure Renewal Ratio</b> 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	48.39%	63.83%	56.51%
<b>Infrastructure Backlog Ratio</b> 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%	1.13%	1.17%	0.99%
<b>Asset Maintenance Ratio</b> This ratio compares the actual versus required annual asset maintenance.	Greater than 100% average over 3 years	99.26%	100.74%	98.49%
<b>Debt Service Ratio</b> This ratio measures the availability of operating cash to service debt including interest, principal and lease payments.	Greater than 0% and less than or equal to 20% average over 3 years	3.38%	6.29%	5.51%
<b>Real Operating Expenditure</b> 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	1.00	0.84	0.92

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

(2) This is the predicted result for 2019-20, as included in Council's revised Resource Strategy adopted in June 2017.

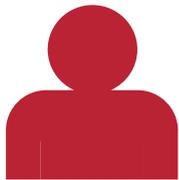
# FINANCIAL HIGHLIGHTS



Overall income up  
**5.5%**  
TO **\$274m**  
(\$259m in 2016-17)

TOTAL ASSETS UP

**9.8%**  
TO **\$2,103.1m**  
(\$1,916m in 2016-17)



**\$10,270**  
Asset \$ per head  
of population  
(\$9,479m in 2016-17)



LIABILITIES  
DOWN BY  
**3.9%**  
TO **\$106.9m**  
(\$111.2m in 2016-17)

**\$67.5m**  
**surplus**

Total expenses down

**0.5%**  
TO **\$206.1m**  
(\$207.1m in 2016-17)

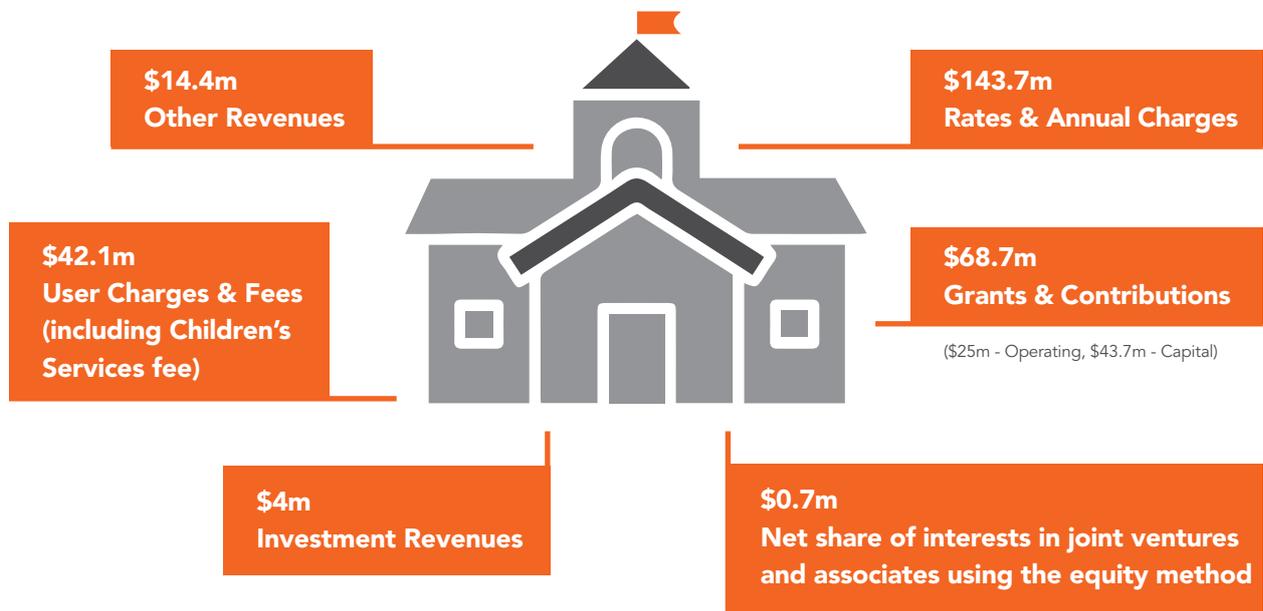


INFRASTRUCTURE,  
PROPERTY, PLANT  
& EQUIPMENT UP  
**8.7%**  
TO **\$1,889m**  
(\$1,738m in 2016-17)

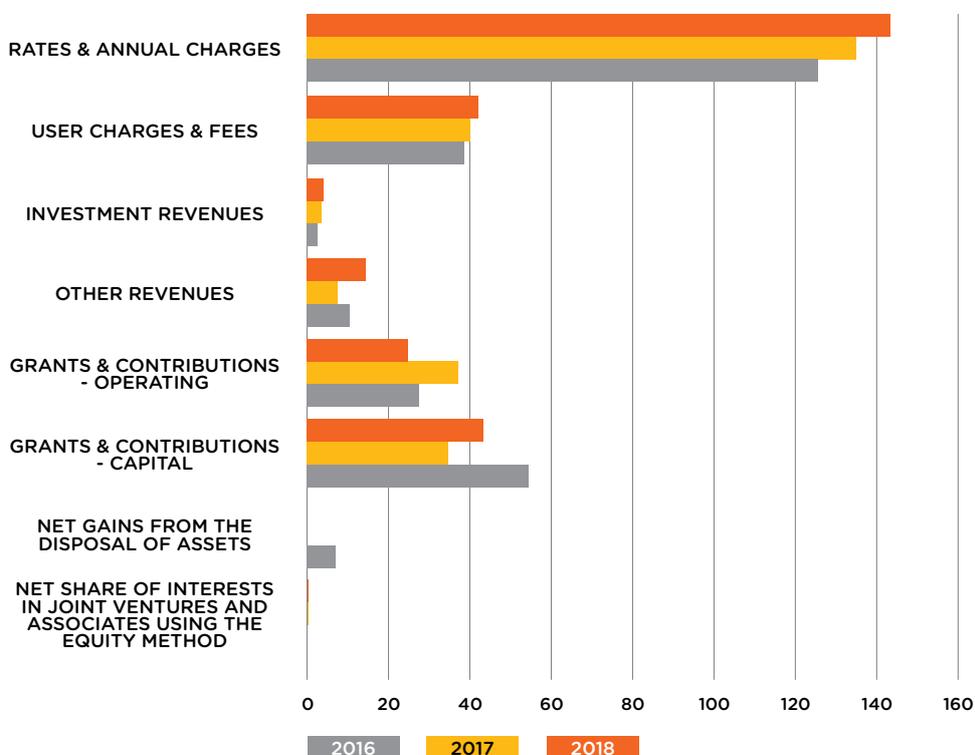


# WHERE DOES OUR MONEY COME FROM?

In 2017-18 our income was \$273.6m, with over half of this (53%) coming from rates and charges. Almost a quarter of our income came from grants and contributions (25%) towards capital and operating projects, with the balance coming from user fees and charges and other revenue.



## Comparison of income over 3 years



# WHERE DOES OUR MONEY GO?

In 2017-18 Council's total expenditure was just over \$206.1m. Expenditure was across all Council's services and three entities. These services have been broken down into key service areas, as illustrated below.



# CALENDAR OF EVENTS

Major events continue to play an important role in our City's lifestyle, wellbeing and economy, contributing more than \$60m annually. Council has continued to coordinate and support a diverse range of successful local events and activities with our community and government partners as outlined below.

Highlights this year included Real Festival, the official opening of the Jordan Springs Community Hub and of the Penrith Community Recycling Centre, the launch of the Quarter (Penrith Health and Education Precinct), citizenship ceremonies that saw approximately 700 people become new Australian citizens; Spicy Penrith, Primary and Secondary School Leaders receptions, a Cinema in the Park and two Music by the River events. Council also hosted or facilitated events to celebrate Australia Day, Seniors Week, Youth Week, International Women's Day, International Day of People with a Disability, Harmony Day and NAIDOC Week, including the Penrith Family Funday celebration, which is one of the biggest in the state.

Events that Council hosted or supported included:

## JULY

- » NAIDOC Family Fun Day
- » Women with Disability and Domestic Violence Forum
- » Launch Penrith's Community Recycling Centre
- » Fujieda - Japanese student exchange
- » William Cox Open Day
- » NSW Netball State Age Championships
- » International Congress of Speleology

## AUGUST

- » Launch of Council's Disability Inclusion Action Plan
- » State Band Championships at The Joan
- » Penrith Home Show
- » Penrith Show

## SEPTEMBER

- » Penrith Tennis International and Pro Tennis Tour
- » Matildas vs Brazil match
- » Day of Peace
- » Defqon.1 music festival
- » Environmental Health State Conference
- » St Marys Spring Festival
- » Western Sydney Marathon
- » Music By The River

## OCTOBER

- » Launch of The Quarter (Penrith Health and Education Precinct)
- » Grandparents Day
- » Cheque Presentation for Community Assistance Grants
- » Penrith Talks Innovation Series - Design, engineering and technology
- » Miss Muddy
- » Nepean Triathlon
- » Korean Flag Raising Ceremony

## NOVEMBER

- » Australian Ballet Under The Stars - The Sleeping Beauty
- » Real Festival - celebrating our River, Environment, Arts and Lifestyle
- » NSW Golf Open
- » Ironman 70.3
- » Victor Chang Cardiac Research Institute School Science Awards
- » White Ribbon Day Twilight River Walk
- » Penrith Talks Innovation Series - Arts

## DECEMBER

- » International Day of People with Disability
- » International Volunteer Day
- » Lincoln Park Mayoral Challenge Opening
- » Sydney Thunder vs Melbourne Stars



## JANUARY

- » Australia Day celebrations at Jamison Park
- » Dragon Boat NSW State Championships
- » Rowing NSW Small Boats Regatta
- » Australian National Futsal Championships
- » Sydney Thunder Super Clinic

## FEBRUARY

- » 2018 Commonwealth Games  
Queen's Baton Relay
- » Rowing NSW State Championships
- » Luddenham Show
- » BMX Australia National Series
- » Parkitects Celebration and Playground Launch
- » Cinema in the Park
- » 10th Anniversary of National Apology to  
Aboriginal and Torres Strait Islander people

## MARCH

- » Canoe Sprint National Championships
- » 31st Annual Penrith Working Truck Show
- » Penrith CBD Festival
- » Music by the River
- » Sydney International Rowing Regatta
- » International Women's Day
- » Harmony Day Walk



## APRIL

- » Jordan Springs Community Hub Opening
- » Reimagine Ageing Festival
- » Youth Week
- » Relay for Life
- » National Diesel Dirt & Turf Expo

## MAY

- » Affordable Housing Community Forum
- » NSW Masters Rowing Championships
- » Primary and Secondary School  
Leaders Receptions
- » 44th Australian National  
Budgerigar Championships

## JUNE

- » Refugee Week
- » Philippine Flag Raising Ceremony
- » ARTWEST St Marys Art & Craft  
Annual Exhibition
- » Western Sydney Marathon

# COMMUNITY ENGAGEMENT SNAPSHOT

## WHAT WE TALKED TO OUR COMMUNITY ABOUT

- Crime and safety, including discussions about what would make people feel safer in their area.
- Regular discussions with businesses and property owners during the High Street Upgrade Works.
- Local residents' priorities for Kingswood and their vision for the area.
- Designing Robin Wiles Park.
- Activating Triangle Park to benefit the community and local businesses.
- Working with residents and service providers to support and improve social connection and wellbeing for older people in North St Marys.
- Priority areas and actions for the Oxley Park Place Plan.
- Council's activities, budget and fees and charges for 2018-19.
- Young people designing playgrounds that Council will deliver.



## COMMUNITY INPUT AND FEEDBACK HELPED...

- support the wellbeing of older people in North St Marys. Relevant services, activities and information were organised for older people based on the needs identified by residents.
- design the playgrounds at Cook Park, St Marys; Brisbane Street and Australia Street, Oxley Park, and Lincoln Park, Cambridge Park.
- deliver the community arts project at Cec Blinkhorn Oval, Oxley Park.
- develop a Community Safety Reporting resource, in response to local safety concerns in Kingswood.
- place street furniture in High Street, Penrith.
- inform the priorities in our Community Safety Plan 2018-22.
- inform the proposed amendments to the Penrith Development Control Plan 2014 for multi dwelling housing (placed on public exhibition in August and September 2018). Amendments respond to concerns about amenity and on-street parking.
- identify the need for path paving repairs carried out along Sydney Street, Oxley Park and The Great Western Highway.
- improve The Kingsway - two accessible parking bays were provided in the central carpark, revised line marking, and the existing carpark was resurfaced and joined with linking pathways to provide direct access to the eastern and western sides of the Kingsway North playing fields.
- us identify the need for Development Compliance officers to conduct ongoing inspections of local building sites in Oxley Park.
- provide additional parking, with more parking made available at Sydney Street, Oxley Park shops.
- upgrade the public amenity of the Sydney Street shopping strip through the Local Charm project.
- improve traffic management across Oxley Park, with new speed humps, parking signs and markings installed, and
- Flood studies.



## ENGAGEMENT ACTIVITIES FOR 2018-19

<p><b>Draft Community Safety Plan</b> Penrith City</p>	<p><b>Kingswood Traders Area</b> Business &amp; property owners</p>	<p><b>Penrith Mayoral Challenge</b> Young people in Penrith</p>	<p><b>Employment Gap Filler</b> North St Marys &amp; Kingswood</p>
<p><b>Parkland PlaceMakers</b> North St Marys</p>	<p><b>Good Neighbourhood</b> Penrith City Neighbourhoods</p>	<p><b>Robin Wiles Stage 2 Design</b> North St Marys</p>	<p><b>Community Satisfaction Survey</b> Penrith City</p>

# 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, Rural Fires Act 1997, Companion Animals Act 1998, and the Work Health and Safety Act 2011.

## OUR CODE OF CONDUCT

Council's Code of Conduct, 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.

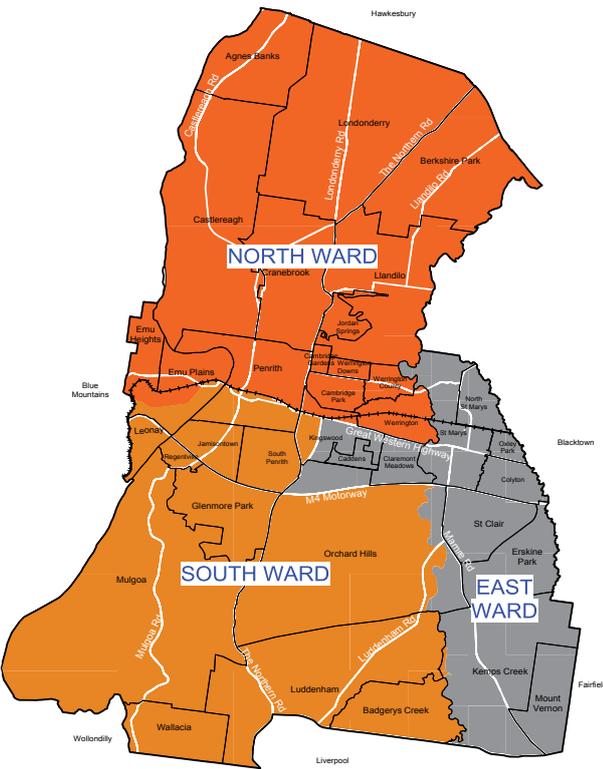
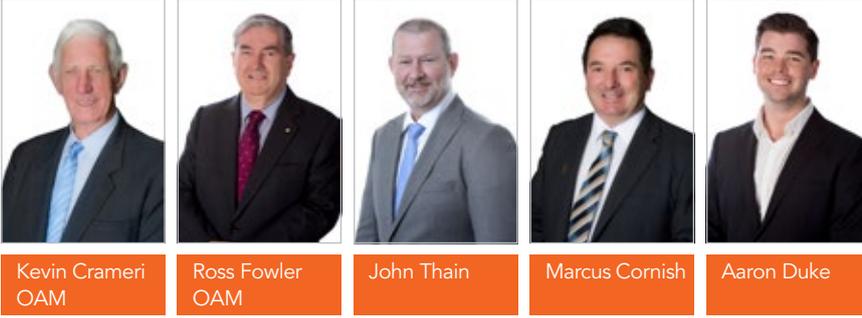
We actively promote the Code of Conduct to Councillors and staff and provide training so they are aware of and can meet the ethical standards and expectations relevant to their role.

## COUNCIL BY-ELECTION 2018

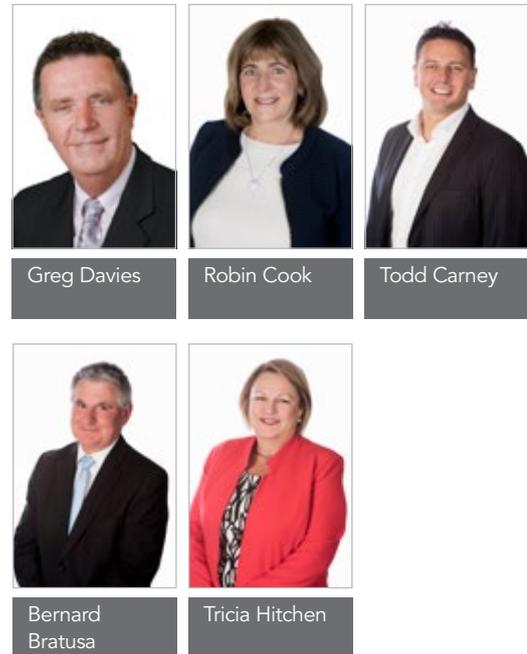
In February Council received notice of the resignation of two Councillors, Joshua Hoole (South Ward) and Ben Price (East Ward). By-elections for the East and South Ward were held on Saturday 12 May and Councillors Robin Cook (East Ward) and Brian Cartwright (South Ward) were elected. See Appendix 1 for details of the by-election.

# OUR COUNCILLORS

## NORTH WARD COUNCILLORS



## EAST WARD COUNCILLORS



## SOUTH WARD COUNCILLORS



As at 30 June 2018.

# OUR COUNCILLORS

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

Each of our Councillors bring a wealth of knowledge to the role. And, while each Councillor represents a particular ward, their ultimate consideration must be the current and future interests of the City as a whole.

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

## OUR MAYOR

### Councillor John Thain

#### North Ward Councillor

Email: [john.thain@penrith.city](mailto:john.thain@penrith.city)

Cr John Thain has been a Penrith City Councillor since 1999 and was elected to serve a two year term as Mayor in September 2016. He 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 as Chair and Vice Chair of Hawkesbury River County Council, Chair of Penrith Sports Stadium and as a member of the Ripples Board and the North St Marys Neighbourhood Committee.

Cr Thain holds electrical qualifications and worked as a Regional Manager, Engineering Automation NSW/ACT and a former senior advisor to a NSW Minister for Housing.

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

Away from Council he enjoys reading fiction and books on history. He loves watching the Panthers and the Western Sydney Wanderers and is a fan of Game of Thrones. Cr Thain was born in Aberdeen, Scotland, and migrated to Australia with his parents in 1971.



## OUR DEPUTY MAYOR

### Councillor Tricia Hitchen

#### East Ward Councillor

Email: [tricia.hitchen@penrith.city](mailto:tricia.hitchen@penrith.city)

Cr Tricia Hitchen is a highly decorated former Commissioned Police Officer. She has been on Council since 2012 and was elected as Deputy Mayor in September 2016 and 2017.

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

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

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



## NORTH WARD COUNCILLORS

### Councillor Marcus Cornish

Email: [marcus.cornish@penrith.city](mailto:marcus.cornish@penrith.city)

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

Before becoming a Penrith Councillor, Cr Cornish was involved in working on causes on the community's behalf. This included his support for people with disabilities and lobbying for Nepean Hospital upgrades including parking, a cancer ward and a new outreach centre. Cr Cornish is focused on applying a common-sense, productive approach to issues on behalf of local families.



### Councillor Kevin Crameri OAM

Email: [kevin.crameri@penrith.city](mailto:kevin.crameri@penrith.city)

Cr Kevin Crameri OAM was first elected to Council in 1974. He served as Mayor in 1996-97, 2009-10 and 2010-11, and as Deputy Mayor in 1988-89.

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

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

Cr Crameri is particularly committed to good communication with the community and making the City an attractive place to live, work, visit and invest in.



### Councillor Aaron Duke

Email: [aaron.duke@penrith.city](mailto:aaron.duke@penrith.city)

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

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

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



### Councillor Ross Fowler OAM

Email: [ross@rossfowler.com.au](mailto:ross@rossfowler.com.au)

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

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

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

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



Cr Fowler was instrumental in securing the Whitewater venue for Penrith in the lead-up to the 2000 Olympics, and has been Chairman of the Board of Directors of the company which operates the facility since its incorporation in 1999. He is Chairman of the Board of Directors of Mutual Management Services Limited and also an executive member of the Boards of Ripples, Penrith Performing & Visual Arts Ltd and Penrith City Children's Services Cooperative. He also represents Council on the Audit Committee and Regional Strategic Alliance.

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

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

## EAST WARD COUNCILLORS

### Councillor Robyn Cook

Email: [robyn.cook@penrith.city](mailto:robyn.cook@penrith.city)



Cr Robin Cook was elected to Penrith Council at a by-election in May 2018. Cr Cook has lived in the Penrith area for 36 years and her family's association with Penrith spans many generations. Her great uncle was elected to Penrith Council in 1936.

Cr Cook is passionate about maintaining the balance between development and the protection of our local environment, particularly the Nepean River. She also has a deep respect for the Indigenous peoples of the area.

### Councillor Greg Davies

Email: [greg.davies@penrith.city](mailto:greg.davies@penrith.city)



Cr Greg Davies has been a Penrith City Councillor since 1995. He has served three terms as Mayor, 2002-04, 2007-08 and 2011-12, and three terms as Deputy Mayor, 2001-02, 2003-04 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 represents Council on the Regional Strategic Alliance committee, he is chairman of the Penrith Valley Community Safety Partnership and Graffiti Management Working Party, is on the boards of the Ripples Aquatic Centre and the Whitewater Stadium. He also held an executive position on the Local Government Association of NSW and is a past board member of Nepean Community College and Penrith Emus Rugby Union Club.

Cr Davies was born in Lalor Park, Blacktown but has lived in St Clair for many years.

He is strongly committed to working in partnership with community, business, government and other groups, and is particularly concerned with issues like planning for sustainable local jobs, housing and transport.

### Councillor Todd Carney

Email: [todd.carney@penrith.city](mailto:todd.carney@penrith.city)



Cr Todd Carney was born and raised in Western Sydney. He has lived in Glenmore Park for more than 13 years. He is married to Sharon and has 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 also worked as an electorate officer in the Office of David Bradbury MP for six years, advocating for Western Sydney and helping local residents on a daily basis.

Aside from his duties as a Councillor, Cr Carney has volunteered as a board member of the Nepean Community College for the past eight years. He also volunteers his time to coach an under 7s T-Ball side for the Colyton/St Clair Chiefs Baseball Club.

### Councillor Bernard Bratusa

Email: [bernard.bratusa@penrith.city](mailto:bernard.bratusa@penrith.city)



Cr Bernard Bratusa has been a local resident for 38 years as was first elected to Council in 2012. He 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 Bratusa is currently employed as the Government Relations and Communications Manager for Golf NSW, and was previously Office Manager for the Federal Member for Lindsay and Media Adviser to the NSW Minister for Sport and Recreation.

He is a Director of the St Marys District Band Club, Council's representative on the Penrith Valley Sports Foundation, Penrith Whitewater Board and a Director of Penrith Whitewater.

Cr Bratusa and his wife Katheryne have three adult children. His hobbies include all sports, particularly golf, rugby league, and football.

## SOUTH WARD COUNCILLORS

### Councillor Jim Aitken OAM

Email: [jim@jimaitken.com.au](mailto:jim@jimaitken.com.au)



Cr Jim Aitken OAM was elected to Penrith City Council in 1995 and was re-elected in 1999, 2004, 2008, 2012 and 2016.

Cr Aitken was Penrith's Mayor in 2008-09 and Deputy Mayor in 2010-11 and 2013-14. He has lived in the local area for more than 50 years and is a patron of many sporting and community organisations.

Cr Aitken is also a successful businessman and employs more than 200 people through the Jim Aitken Group, which includes eight real estate offices and three restaurants.

He represents Council on a range of boards and committees including Western Sydney Regional Organisation of Councils (WSROC). He is a Director on the boards of Penrith Valley Economic Development Corporation and Penrith Whitewater Stadium and a member of Council's Senior Staff Recruitment/Review Committee, Audit Committee and Penrith Flood Advisory Consultative Committee. He is also a Floodplain Management Australia committee member.

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

### Councillor Brian Cartwright

Email: [brian.cartwright@penrith.city](mailto:brian.cartwright@penrith.city)



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

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

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

### Councillor Mark Davies

Email: [mark.davies@penrith.city](mailto:mark.davies@penrith.city)



Cr Mark Davies was first elected to Penrith City Council in 2004 and served as Mayor in 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 the Hon. Tanya Davies, Member for Mulgoa. In his spare time, he enjoys photography and playing the guitar.

### **Councillor Karen McKeown**

*Email: karen.mckeown  
@penrith.city*



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

Cr McKeown has been actively involved with many community organisations and committees including as president of the Australian Local Government Women's Association NSW. She is also on the board of State Records and Nepean/Blue Mountains Health. Cr McKeown is also currently a Director of Penrith Performing & Visual Arts, a member of the Penrith CBD Corp Committee, Local Traffic Committee and Board Member of LGNSW.

Cr McKeown is one of Council's Sustainability Champions and represents Council and the City on environmental topics. She is also passionate about ending homelessness and providing a voice for our growing multicultural community.

### **Councillor Kath Presdee**

*Email: kath.presdee  
@penrith.city*



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

Cr Presdee is a solicitor specialising in industrial and employment law and is currently a legal officer with the Australian Manufacturing Workers Union. Her previous role was with a large national law firm and

she has also worked in education and skills policy with the federal and state government.

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

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

She is on the Committee of the Penrith Giants Junior Football Club and is currently Manager of the mighty U12s. You can find her musings on sport and music on the Footy Almanac and Stereo Stories websites, or follow her live tweets from Council meetings at @ClrKath\_PCC



Enviro Photo Comp - Sunrise by Donna Morgan

INTRODUCTION

OUR COUNCIL

OUR PERFORMANCE

OUR PEOPLE

APPENDICES



PENRITH  
IS HERE



# Outcome 1

## WE CAN WORK CLOSE TO HOME

Our community has told us that more jobs close to home, particularly for young people, is an important priority in planning for the future. Council actively supports a strong and balanced local economy delivering local jobs, to ensure our residents have a variety of employment opportunities. We need to make our City attractive for emerging and innovative industries and build on the opportunities that already exist.

Of our 100,500 employed local residents, close to 56,400 travel to work outside the local government area (LGA). Our population is growing faster than the number of jobs available in the region, so residents will have to travel longer distances to find work. This increases travel costs and time away from home, affecting the health and wellbeing of our community.

Outcome 1 looks at how Council, together with other levels of government and our partners, can attract investment, facilitate job diversity and growth, and encourage local workforce skills and training. This will help Penrith be more resilient to changes in regional, national and international economic circumstances.

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 at least an additional 42,000 jobs in our City alone by 2031, to reduce the gap between our number of workers and available jobs. An additional 2,657 jobs were delivered in the City between 2011 and 2015. We can only meet our community's employment needs through collaboration between all levels of government and business.

### WHAT ARE WE WORKING TOWARDS?

The activities and services we deliver under Outcome 1 aim to increase local employment opportunities and access to work. The following community indicators will measure how we're going as a City. We'll report on them in our End of Term Report every four years, and in our Annual Report whenever data is available.

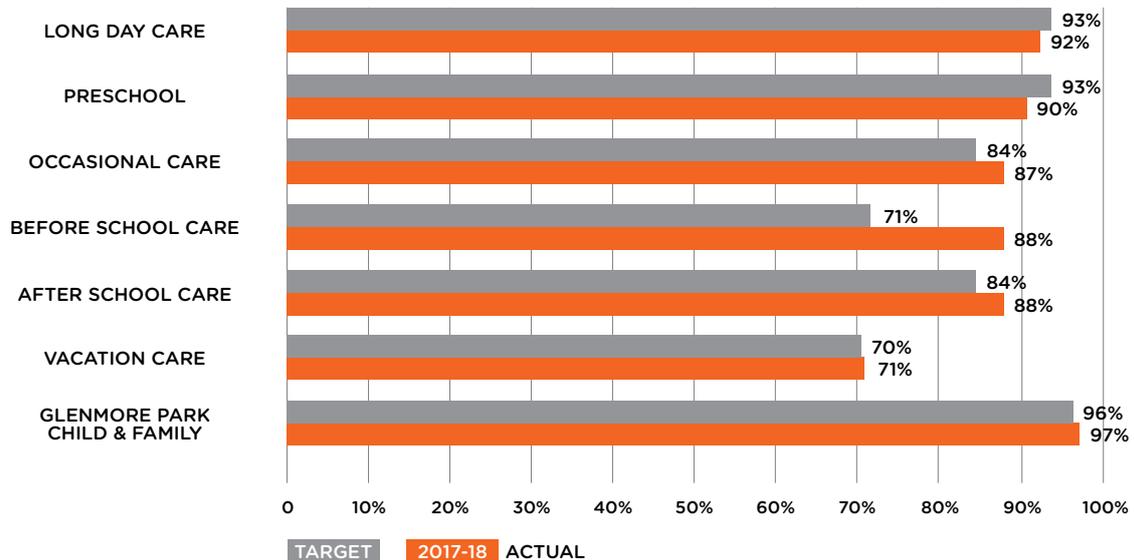
1. % of employed people working close to home
2. employment rate
3. % of residents satisfied that Council is supporting and encouraging local industry and jobs
4. % of business across different sectors operating within our City
5. % of caregivers who report they are able to participate in work or study due to the availability of child care

## HOW HAVE WE DONE OVER THE LAST 12 MONTHS?

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

### Utilisation of Council provided child care centres

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

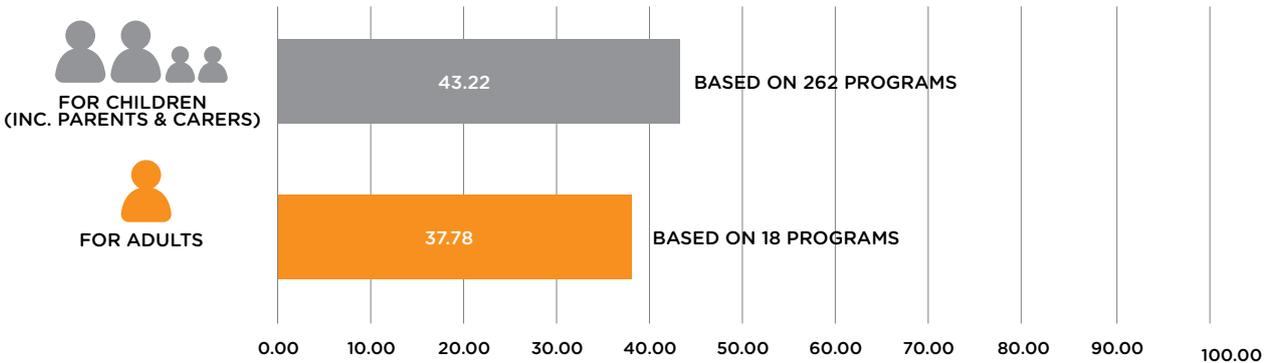


Before and After School Care services are proving popular, operating well above their respective utilisation targets. Long Day Care and preschool have finished the financial year under their utilisation targets. Two Long Day Care services in particular have operated well below the utilisation target which has impacted the performance of Long Day Care overall. The Board is currently investigating options for these two Long Day Care services. Some preschool services started the calendar year with utilisation down on projections. While this situation has turned around in most instances, this slow start is evident in the overall figure for the past 12 months. Occasional Care and Vacation Care have operated at or close to target.

## Number of attendees at Library Education programs

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

### Average number of attendees per Library Education Program



Penrith Library has run 18 educational workshops and talks for adults in the last 12 months. A total of 680 adults attended these which included a resume writing workshop, seniors' technology morning, our annual Sydney Writers' Festival event with guest speaker Luke Slattery, and presentations from authors Peter Cochrane and Sandie Docker.

Penrith Library also offers a range of children's programs for 0-16 year olds which include weekly baby time, story time, after school activities for primary and teenaged children, holiday activities, library tours and outreach visits. The content of these programs regularly change to enrich children's learning capabilities and interests. This year baby time and story time followed a newly improved structure that incorporates cultural and linguistically diverse (CALD) elements to ensure sessions are welcoming and inclusive to all. After school and holiday activities this year have had a greater science, technology, engineering, arts and mathematics (STEAM) focus which has been well received by the community. During the last 12 months, 11,324 children and adults attended 262 children's programs across our three library branches.

## WHAT HAVE WE DONE OVER THE LAST 12 MONTHS?

Council's activities and services under this Outcome are grouped into two strategies, which focus on increasing investment in the region and helping our community access the educational opportunities they need to be able to get a job that suits them. Our achievements and challenges for the last 12 months are summarised in the following pages.

STRATEGY 1.1 Attract investment to grow the economy and increase the range of businesses operating in the region		
SERVICE ACTIVITY		FUNCTION RESPONSIBLE
1.1.1 Deliver actions identified in the Economic Development Strategy, Penrith Progression and Penrith Health and Education Precinct action plan	✓	Economic Initiatives
1.1.2 Facilitate investment in the city through partnerships with key stakeholders	✓	Economic Initiatives
1.1.3 Actively promote and market the New West	✓	Economic Initiatives
1.1.4 Deliver city centre transformation through development of key Council sites	✓	Economic Initiatives
1.1.5 Promote Penrith as a place to visit and invest in through marketing and events	✓	Marketing and Events
1.1.6 Manage Council's property portfolio to stimulate investment	✓	Property Development and Management

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

Council successfully took the Reserve Street and Union Road sites to the market through an Expression of Interest processes. Frasers Australia is the preferred proponent for a mixed-use development of the Union Road site that will see an additional 1,000 public parking spaces (total 1,631 public parking spaces) delivered along with residential and retail uses that will transform the City Centre.

We are preparing an Action Plan to implement the Economic Development Strategy, with significant emphasis on the economic corridor extending from the planned Western Sydney Airport to the Penrith City Centre.

We continue to work on delivering the Our River Masterplan. A project plan has been prepared for the River Precinct and we are recruiting for a City Precinct Facilitator (River) role.

Council recently won the prestigious Greater Sydney Commission award in the Planning for Jobs and

Skills Category for The Quarter - the Penrith Health and Education Precinct. Council continues to work closely with The Quarter leadership stakeholder group, a strong alliance of health and education providers in Penrith to deliver the precinct's Action Plan. Projects underway include the Land Use Audit, marketing and governance matters.

Following completion of the Structure Plan for the Living Well Precinct, the feasibility of various development scenarios continues to be explored.

### 1.1.2 Facilitate investment in the city through partnerships with key stakeholders

As a result of the District Planning process, the Greater Sydney Commission (GSC) has identified a Greater Penrith Collaboration Area which specifically identifies the Penrith City Centre, The Quarter (Health and Education Precinct) and a tourism precinct extending from Penrith Lakes to Panthers. Council hosted two state agency workshops at the end of 2017 to discuss how government agencies can collaborate with Council and the GSC to achieve a shared vision for the Collaboration Area, and will continue to play an active role in this process.

Council has started working with other Western Sydney City Deal councils to develop regionally focused strategies and collaboration, particularly in digital connectivity and smart technologies. A grant application is being pursued for funding to deliver a project to integrate technology and data collection.

### 1.1.3 Actively promote and market the New West

Council continues to position Penrith as the New West, a place of huge opportunity thanks to our unique location at the point where Sydney's north-south growth arc, Australia's most significant future economic corridor, crosses the east-west connection, and close to the future Western Sydney Airport. We have been working with Ernst and Young to identify key sectors and industries that will help us thrive and create new local jobs.

Our New West e-newsletter now has 1,527 subscribers, up more than 12% since June 2017. Our current average "open rate" is 37.4%, which is well above the industry average of 23%. The most popular articles related to the North South Rail Link, the Western Sydney City Deal, Western Sydney Transport Corridors, Western Sydney Airport and the Western Sydney Infrastructure Plan.

There has also been an increase in our social media presence from June 2017, with a 25% increase in Facebook likes and a 7% increase in Twitter followers.

### 1.1.4 Deliver city centre transformation through development of key Council sites

#### ✓ a. Start engaging with the community and stakeholders on potential designs for the City Park

Significant progress has been made with the help of the Property Development Advisory Panel in planning the opportunity precincts identified by Penrith Progression to transform the City Centre and deliver local jobs for the future. Key achievements are:

- Union Road site: Union Road Request for Proposal (RFP) completed with Frasers Australia nominated as the preferred proponent. Commercial negotiations are underway and a planning proposal to amend planning controls will be required to facilitate the proposed development.
- Living Well Precinct: Reserve Street Expression of Interest (EOI) commercial terms negotiations

are complete for a premier aged care facility by award-winning Greengate Development Pty Ltd. A Structure Plan has been prepared for the Living Well Precinct by SJB Architects on behalf of Council. Feasibility testing has been completed and development staging is now under consideration.

- Community, Cultural + Civic Precinct: A thorough constraints/opportunities analysis has been undertaken for the Carpenters Site. The site will be used by Roads and Maritime Services (RMS) as a site compound while Jane Street/Mulgoa Road upgrades are taking place,
- City Park: we are in the process of preparing a Business Case for development of the City Park.
- A market sounding exercise has been undertaken seeking feedback from education providers regarding opportunity to locate an education facility within the City Centre.

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

Tourism continues to play a vital role in Penrith's local economy, and our growing reputation as a great destination for world-class events is an important part of this. Events held in this financial year boosted our local economy by an estimated \$60m.

Council actively markets Penrith as a unique and attractive place to visit under the Visit Penrith brand. The Visit Penrith website provides up-to-date information for visitors to the city, with almost 130,000 sessions by 112,584 users this year. Enhancements to the website continue to deliver positive results, with Google Analytics showing that all key performance indicators have increased. Information Kiosks connect visitors to the website when they're at popular locations across Penrith. These platforms are complemented by a monthly e-newsletter sent to 1,920 subscribers (an increase of 21% since January) as well as printed What's On calendars and an official visitor guide distributed widely.

Council's work to attract, organise and support a variety of events included hosting Australia Day celebrations at Jamison Park, enjoyed by around 5,500 people. Council also effectively marketed the City through sponsorship of major events, including the Diesel Dirt & Turf Expo and The Western Sydney Marathon.

Under the New West brand, Council's Economic Initiatives and Advocacy programs work with our Communications and Marketing team to attract the right type of investment to Penrith and create more local jobs for our community. The New West e-newsletter continues to be a valuable source of information on the transformation of Penrith and the opportunities available for investment, business and development, as detailed in 1.1.3.

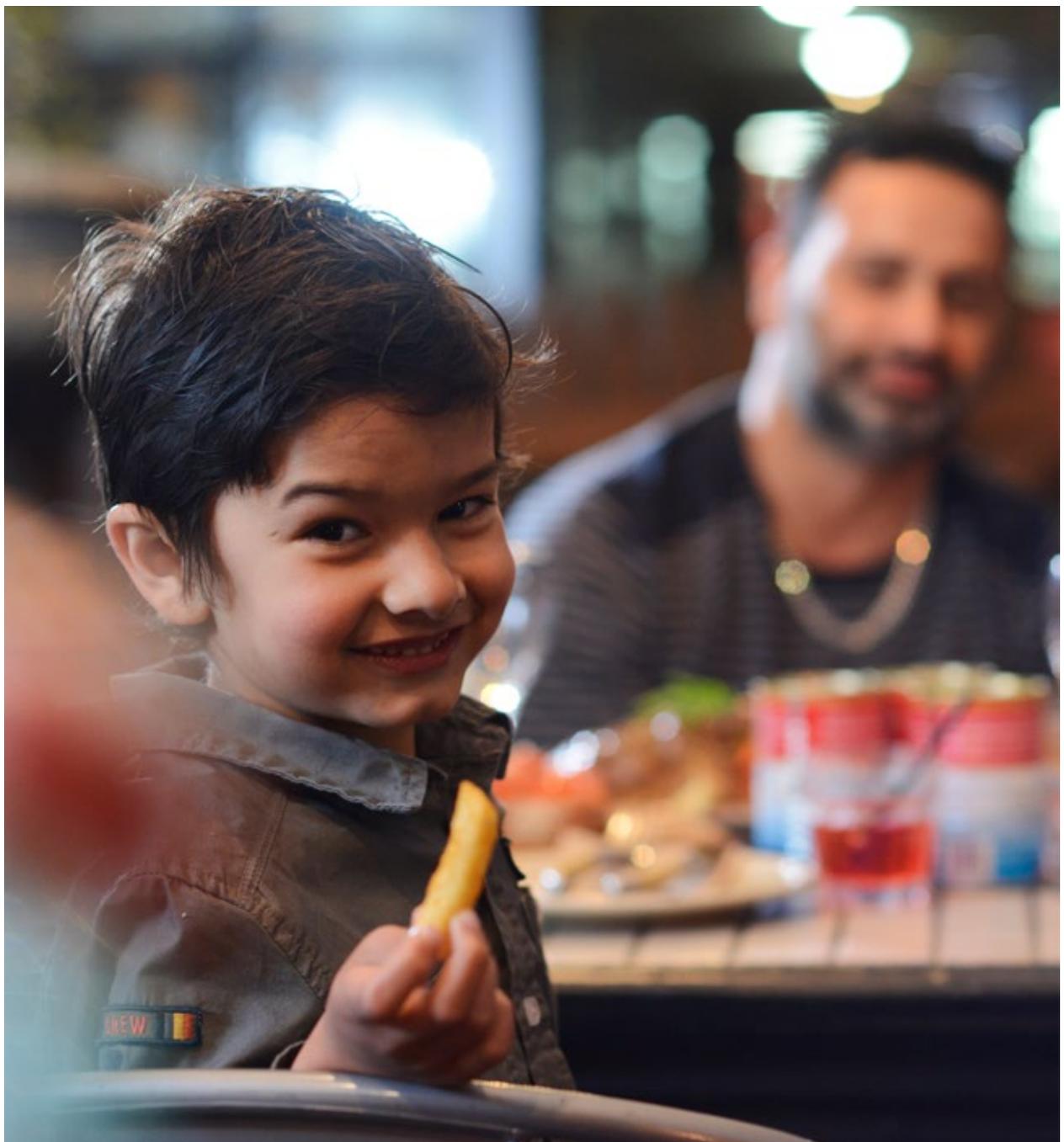
#### **1.1.6 Manage Council's property portfolio to stimulate investment**

Work to stimulate investment through Council owned sites in the City Centre is outlined above.

## **CHALLENGES**

Council is continuing to work with other government agencies to unlock and realise the economic and development capacity of the City Centre.

Significant work is planned for the economic corridor extending from the Western Sydney Airport to the Penrith City Centre. Some Economic Initiatives projects have been slightly delayed as we were waiting for significant infrastructure and City Deals announcements from other levels of government.



## STRATEGY 1.2

Provide access to lifelong learning to maximise opportunities for our community

SERVICE ACTIVITY		FUNCTION RESPONSIBLE
1.2.1 Deliver high quality children's services	✓	Children's Services
1.2.2 Support young children to be successful lifelong learners	✓	Children's Services
1.2.3 Deliver quality library services that meet the community's changing needs	✓	Libraries
1.2.4 Deliver a work experience and traineeship program that adds value to the community, students and Council	✓	Workforce and Organisational Development

### 1.2.1 Deliver high quality children's services

#### ✓ a. Expand service delivery to include Out of School Hours care on school grounds

All of Council's children's centres meet or exceed the National Quality Standards (NQS), well higher than the national average of 76%. This reflects the planning that has been occurring since October 2017 to meet the changing standards.

We welcomed 35 new children's services trainees in January. We ran our annual parent survey to get feedback on our services, and while some areas for improvement have been identified, there is overall a high level of satisfaction. We ran a successful marketing campaign including social media and local media, cinema and bus advertising to increase enrolments.

Building and playground upgrades during the period have included internal painting, flooring, carpark and staffroom upgrades. A safety audit of the trees on our children's services sites has identified a number of trees to be removed.

The operating days and hours of Council's five preschool services have been reviewed to best accommodate children in the year before school attending for 15 hours a week and to maximise the funding under the Start Strong Investment package. There has been a good response from families to the preschools that now operate in school holiday periods.

Out of School Hours (OOSH) Care has continued to expand on school grounds, bringing the total to four by June 2018: Samuel Terry, Werrington County, Kingswood Park and Braddock Public

Schools.

An enormous body of work has been undertaken by Children's Services in relation to the federal government's Jobs for Families package, and a new Child Care Subsidy Scheme, to be implemented from July 2018. Children's Services management carefully analysed the impact of this package on Council's centres and families. While many families in the low to middle income bracket will be better off under the new system, many children will have their access to subsidised childcare reduced or cut. The Board is lobbying the government in relation to this.

Our Children's Services actively promote social inclusion and community harmony in our City. The current range of initiatives will be substantially expanded by the success of a funding application to the Federal Department of Social Services through the Inclusive Communities Grants Program for \$484,920 over three years. This program will benefit children aged 5-12 years in Council OSH services through the development of mentoring and sport programs to promote resilience and inclusion. Staff have just been recruited to implement this program.

### 1.2.2 Support young children to be successful lifelong learners

Children's Services educators have been building their skills in using the online curriculum documentation for recording their planning for children and children's development. Staff have access to curriculum facilitator meetings, e-learning modules, mentoring by the curriculum planning group and training sessions. The vision is to work with families in the use of the online planning

system and accessing their children's portfolios. This will be supported by the provision of an app for families where they will get alerts when information is added to their child's online portfolio.

Each service is continuing to ensure the Paint Penrith REaD (PPR) initiative is embedded into their everyday operations through Read with Rooby days and events. Many services have developed free community libraries and book exchange programs to provide access to a range of books for families and promote the value of reading with children from birth. Council continues to be the lead agency in relation to PPR in collaboration with Mission Australia.

Children's Services has entered into a partnership agreement with Little Scientists to deliver STEAM (science, technology, engineering, arts and maths) training for staff working in children's services across the Penrith, Hawkesbury and Blue Mountains region. This will be a good opportunity to promote Council services as STEAM centres of excellence.

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

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

During 2017-18, our library gained more than 5,500 new members, bringing total membership to 46,000, and they borrowed over 431,000 books and 76,500 electronic items. There were over 496,400 visitors to our library branches.

Penrith City Library provides access to a range of free online resources to meet the community's research or informational needs 24 hours a day. These include online databases, newspapers, journal articles, magazines, e-books and a selection of public websites. Library members can connect at the library, from their home computer or from smart devices.

Our Library provides magazines in seven languages, children's bilingual picture books in 24 languages and free access to 14 community language collections via the State Library of NSW bulk loan community language lending service. Several library staff recently completed Cultural Competence Program online training to help

them deliver services more effectively to CALD communities.

This year has seen an increase in the number of programs run at the Library designed for adult audiences. A wide variety of workshops and talks have taken place, including:

- the Creative Embroiderers of Penrith Valley audio tour
- family history research workshops, including an information session on how to conduct oral histories and a presentation from Linda Emery, a researcher for the popular television series 'Who Do You Think You Are'
- a presentation and film night to commemorate the 100-year anniversary of the light horse charge at Beersheba
- author talks from Monica McInerney, Rachel Johns and Brook McAlary and more.

Three new self-service kiosks were installed at library branches (two at St Marys and one at Penrith) in preparation for the upgrade of the public print and payment system which is scheduled to occur in the first half of 2018-19. Upgrades will allow customers to print their documents at the library from their own devices and pay for library merchandise, tickets for events and fees and charges directly from self-service kiosks.

The stock conversion process has been completed where 170,000 items changed from a barcode to a radio frequency tag. Library staff continue to tag and encode new stock and any late returns. Quotes have been received for the electrical enhancements at Penrith to enable the installation of the new loans and returns equipment as well as the new stock security gates. Penrith will be completed first, followed by St Marys and St Clair. Returns equipment has been installed at the service desks of the three branches which has noticeably sped up the returns process.

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

We continue to develop a strong work experience and traineeship program. Council regularly attends careers events and local schools to market our work experience and traineeship program.

The 2018 traineeship program attracted 239 applications for the Business Administration

Traineeships, 94 applications for the IT Traineeships and 118 applications for the Child Care Traineeships. We appointed a total of 19 Business Administration Trainees, one IT Trainee and 37 Child Care Trainees including six trainees of Aboriginal and Torres Strait Islander background and one trainee identifying with a disability. The trainees commenced on 15 January 2018 and are continuing through their traineeship program.

Over the past 12 months, Council has hosted 260 work experience students.

## CHALLENGES

Loans and library visits have been adversely affected in the second half of this financial year by flooding of St Marys Library which occurred in mid-December 2017. The flood caused substantial damage to both the ground floor and first floor of the St Marys Queen Street Building. All the public computers had to be replaced along with the carpet on both floors. Most of the furniture at St Marys Library

was also destroyed. The St Marys library collection was heavily impacted with just over 15,000 water damaged items having to be withdrawn.

St Marys Library reopened to the public in late January 2018 with limited services and a small collection but was required to close again for two weeks in March due to air quality issues that were a result of some of the refurbishment work that was carried out to restore the flooring after the flood. St Marys Library is now open and back to providing a full range of library services, and we are working to rebuild the St Marys collection.

There has also been some delay in the delivery of the Library Management System which has resulted in revoting funds to 2018-19.

For Children's Services, ICT (Information and Communication Technology) remains a challenge with implementation of the NBN, though short term issues have now been resolved and the children's services ICT remediation project has been completed.



CASE STUDY:

# Celebrating 70 years of Penrith Library



Penrith City Library celebrated 70 years of service on 22 April 2018.

Penrith Municipal Library was officially opened on 22 April 1948 in the front room of the School of Arts Building in Castlereagh Street, Penrith. When opened, the Library had one full time staff member and a collection of 1,500 items. There were just over 18,000 loans processed in the first year of operation.



Penrith City Library in 2018 has 41 full time equivalent staff members and three branches at Penrith, St Marys and St Clair. The total collection has over 200,000 items and the library also has a significant online presence with members able to access and borrow electronic resources such as eBooks, audio books and eMagazines via the library catalogue 24/7 from any location.

Today, like most things, libraries are very different places. There are still books, but there is also free Wi-Fi, computers, DVDs and even children's toys. You can surf the internet, study, meet friends and new people, enjoy story time with your kids, join an art class, or hear an author talk.

We will be celebrating reaching this milestone throughout the year at a series of library events.

PENRITH  
LIBRARIES

**70**  
YEARS  
1948-2018



INTRODUCTION

OUR COUNCIL

OUR PERFORMANCE

OUR PEOPLE

APPENDICES



# Outcome 2

## WE PLAN FOR OUR FUTURE GROWTH

Effective management of our growth has consistently been identified as the biggest issue of concern to our community. Generally, people accept that Penrith will grow, but want to make sure the things that make Penrith special are not lost, and that services, infrastructure and facilities exist to support the growing population.

Outcome 2 recognises the desire to ensure our City's future urban growth protects our rural and natural lands, respects our heritage and provides housing that meets community needs without compromising the character and amenity of our neighbourhoods. It recognises Council's role in encouraging and regulating high quality development, and ensuring the necessary investment is made in infrastructure and services.

### WHAT ARE WE WORKING TOWARDS?

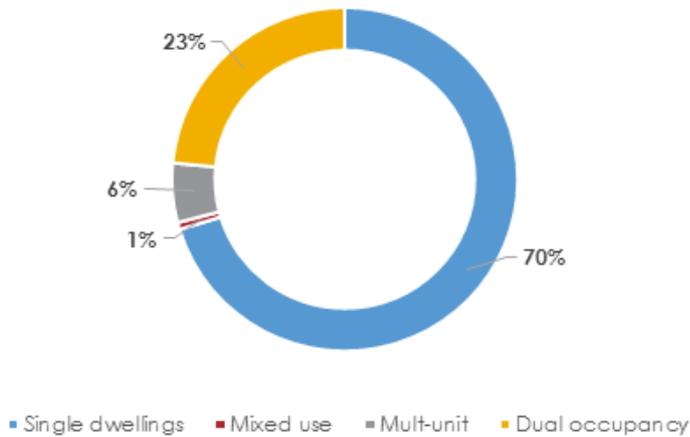
The activities and services we deliver under Outcome 2 aim to ensure Council is balancing development well, ensuring our plans and strategies are up to date and accommodating the needs of our community for housing, jobs and other services with the capacity of our City. The following community indicators will measure how we're going as a City. We'll report on them in our End of Term Report every four years, and in our Annual Report whenever data is available.

1. Approvals for different styles of housing
2. % of residents satisfied that Council is balancing the growth of our City while enhancing its unique qualities
3. % of residents satisfied that new development respects and enhances the identity of our City
4. % of residents satisfied that infrastructure and services meet the needs of a growing population
5. % of residents satisfied that Council is speaking to other levels of government, business and community groups about what the City and residents need

## HOW HAVE WE DONE OVER THE LAST 12 MONTHS?

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

### Approvals for different styles of housing



This indicator tracks both the nature and extent of residential growth and will help us track demand for different styles of housing and anticipate potential impact on services and facilities. This indicator will allow us to see trends in development as we continue to track it over time. The dominance of single dwellings reflects the current activity in release areas including Glenmore Park Stage 2, Jordan Springs and Caddens.

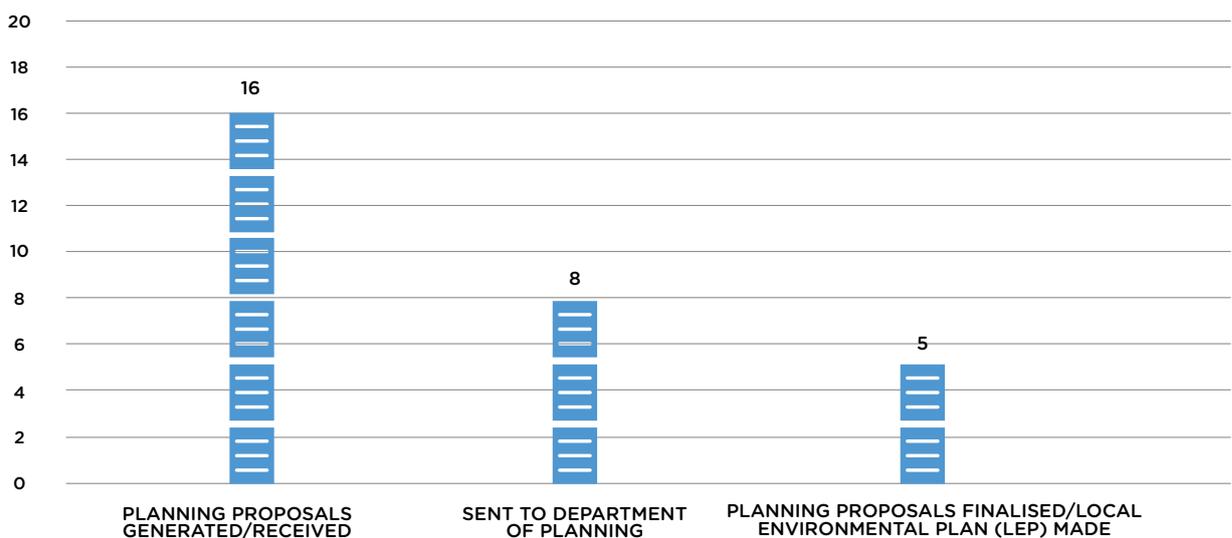
### Number of formal variations to planning policies

7

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

There were seven variations to planning policies during 2017-18.

### Number of planning proposals



By capturing details around planning proposals submitted, approved and made, we can track the demand for development within the City which does not comply with the existing planning controls. It is inevitable that some changes to controls will need to be made, and some of these can indicate innovative development not anticipated when LEPs were developed. Too many proposals though, may indicate the controls are out of date and in need of review.

## WHAT HAVE WE DONE OVER THE LAST 12 MONTHS?

Council's activities and services under this Outcome are grouped into three strategies, which focus on facilitating development that's good for our City, protecting the things that make Penrith unique and ensuring that services and infrastructure keep up as we grow. Our achievements and challenges for the last 12 months are summarised in the following pages.

### STRATEGY 2.1

Facilitate quality development in the City that considers the current and future needs of our community

SERVICE ACTIVITY		FUNCTION RESPONSIBLE
2.1.1 Plan for and facilitate development in the City	✓	City Planning
2.1.2 Provide engineering advice for development applications, strategic planning and policy development	✓	Development Engineering
2.1.3 Assess development proposals efficiently and make decisions that are open and fair	✓	Development Services
2.1.4 Ensure buildings constructed are safe and healthy	✓	Development Services
2.1.5 Contribute to and influence changes in policy to ensure the best outcomes for our community	✓	Fire Safety and Certification

#### 2.1.1 Plan for and facilitate development in the City

Council is progressing a number of changes to our planning instruments to respond to requests and opportunities for quality developments that help strike the right balance between local jobs, housing options, green spaces, services and infrastructure.

These include:

1. Station Plaza, St Marys Planning Proposal looks to retain the current zoning but increase the permissible height and floor space ration. This planning proposal was endorsed by Council in May to proceed to the NSW Department of Planning & Environment's Gateway process, and was submitted on 19 June.
2. Council endorsed planning proposals in May for 39-49 Henry Street and 57 Henry Street, to amend the planning controls to permit a high density mixed use development of about 1,000 apartments. They were submitted to the NSW Department of Planning & Environment's Gateway process on 8 June.
3. The Orchard Hills North Planning Proposal is part of the Accelerated Housing Development Program and seeks to rezone land to accommodate approximately 1,800-2,000 residential lots and associated shops, school and open space. This proposal was endorsed by Council in June and will be submitted to the Gateway in July.
4. November 2017 Council endorsed the Panthers Planning Proposal and resolved to forward it to the Department of Planning and Environment for making of the LEP amendment following an amendment to the Road Works Planning Agreement for the site. Council and stakeholders are currently negotiating this, with the intention to finalise a draft Amendment for public notification.
5. A planning proposal for Victoria Street, Werrington seeking to amend planning controls to allow higher density development was publicly exhibited in May. Following feedback from Transport for NSW the proponent was asked to do additional traffic modelling, which is expected to be completed in August 2018.

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

Council's Development Engineering team continued to assess residential, industrial and commercial development applications, to support quality development across our City. They assessed 756 development referrals this financial year.

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

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

This year, 1,381 development applications were lodged, with 1,249 applications determined. This is a significant increase over the same period last year, partly due to an increase in the number of applications for dwellings in new release areas including Jordan Springs, Glenmore Park Stage 2, Caddens, Twin Creeks and Waterside.

Revised key performance indicators were established for this review period which identify varying targets depending on scale and complexity of development types. We have reduced the average determination timeframe for dwelling house applications from 72 days to 51 days. Mixed use development applications, which are increasingly of a size and scale requiring more in-depth engagement and project management have been reduced from an average of 378 days to 291 days.

Average determination timeframes for secondary dwelling, dual occupancy development and multi-unit housing applications have remained generally consistent, and we will focus on reducing these timeframes in the year ahead. This will also respond to recent state government announcements to introduce capability for these forms of development to be pursued as complying development.

We established a dedicated customer service counter for development application (DA) lodgement and continued to focus on clarifying submission requirements and obtaining good quality DA submissions to reduce the need to request further information. An upgrade to our assessment tool Trapeze is providing increased functionality and improved business

processes. We are working with Council's Innovative Performance Team to identify further opportunities for improvements.

These improvements have been delivered in the face of increasing demand on our resources. In addition to DA and Construction Certificate processing, the development service is increasingly being relied upon for technical advice and comment on major state significant development and infrastructure projects, adjoining Council development proposals, planning proposals and service authority infrastructure improvements.

In 2017-18, 44 external referrals were received seeking assessment and comment, many of which are complex applications relating to the Northern Road Corridor Upgrade from the planned airport, large scale waste management and resource recovery developments, the Penrith Lakes Scheme, planned schools and various industrial developments.

As required under recent changes to the *NSW Environmental Planning and Assessment Act 1979*, we implemented a Local Planning Panel in March and the panel has so far considered 10 development applications. We also reported 12 development applications to the Sydney Western City Planning Panel (SWCPP) for determination during the financial year.

### **2.1.4 Ensure buildings constructed are safe and healthy**

This year a total of 206 construction certificates were approved, with an increase in the number of complex, large scale construction certificates submitted for assessment, corresponding with an increase in large residential and commercial buildings under construction. There was also a small increase in the number of occupation certificates applied for and issued.

A total of 1,466 critical stage construction inspections were performed. Council received 1,181 Annual Fire Safety Statements and started auditing combustible cladding on residential apartment buildings.

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

A number of significant changes to the NSW planning legislative framework have been tabled by the NSW State Government during this period.

Council has made submissions on:

- proposed amendments to the Environmental Planning and Assessment Act and Regulation
- consultation drafts for the Referral Criteria, Operational Procedures and Code of Conduct for Local Planning Panels
- draft guidelines for protecting strategically important helicopter landing sites
- amendments to State Environmental Planning Policy (SEPP) 64 Advertising and Signage, and
- proposed Greenfield Area Complying Development SEPP.

Our Development Services staff have also participated on the NSW Planning Complying Development Experts Panel, providing input into the development of legislation about complying development across a number of development types including multi-unit housing and housing in Greenfield areas.

## CHALLENGES

Challenges have been presented by various changes in legislative frameworks and the determination role of state government panels. The Sydney Western City Planning Panel has experienced significant change both in jurisdiction and the sitting panel members. This has altered reporting processes, briefing expectations, meeting availabilities and delayed determination opportunities. The creation and implementation of a Local Planning Panel has been a challenge with respect to resourcing and running the panel.

Challenges for the Certification Team include introducing technological advances compatible with Council's existing systems, competing with private industry for market share for contestable services and responding to new policy and reform initiatives around combustible cladding.



## STRATEGY 2.2

### Protect the City's natural areas, heritage and character

SERVICE ACTIVITY		FUNCTION RESPONSIBLE
2.2.1 Ensure our policies, strategies and plans set a clear direction for managing the growth of our City	✓	City Planning
2.2.2 Undertake research and projects in response to emerging issues	✓	City Planning
2.2.3 Guide quality development outcomes through provision of expert advice and quality customer service	✓	Development Applications

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

Council is progressing a number of changes to clarify our planning controls. We have reviewed the LEP 2010 and identified various matters which require amendment. A planning proposal to update the LEP was endorsed by Council and submitted to the Department of Planning & Environment in June.

Council has lodged a planning proposal that seeks to amend Penrith LEP 2010 to prohibit cemeteries and crematoria in Mulgoa and parts of Wallacia. The Department of Planning & Environment advised in December 2017 that this planning proposal will not proceed to Gateway until their review on 'the need for land for cemetery and crematoria in the Greater Sydney region' has been completed. Council wrote to the Department of Planning & Environment (2 February 2018) to request an update on the progress on this review and are awaiting a reply.

An amendment is being prepared to Penrith LEP 2010 to resolve several policy changes and contemporise certain elements. The necessary research is being conducted to confirm the changes to be taken forward in a future LEP amendment.

Council made submissions to the Western City District and the Draft Greater Sydney Region Plan. Along with Liverpool City Council, the NSW Department of Planning and Environment and Transport for NSW, we formed a Steering Group to plan the future Airport City surrounding the Western Sydney Airport. The Steering Group meets monthly and a Land Use and Infrastructure and Implementation Plan is expected to be released for public comment in the second half of 2018.

#### 2.2.2 Undertake research and projects in response to emerging issues

In August, Council resolved to commence an innovative Accelerated Housing Delivery Program (AHDP) to help address potential shortfalls in short term housing supply. The program invited landowners to submit proposals to Council for short, medium and long term residential development, to help ensure short term housing demand can be met while longer term sites are being planned and serviced. This approach will help secure a steady supply of housing, while responding to recent catalysts for development including the Airport, major road improvements (particularly The Northern Road and Mulgoa Road), identification of other major transport corridors and the City Deals.

The AHDP was open to landowners whose landholdings meet set criteria around size and availability of infrastructure. The submission process was guided by a Probity and Evaluation Plan to manage any potential probity risk. 11 submissions were received and assessed through a detailed process involving Council staff, the Department of Planning and the Greater Sydney Commission. A peer review of the evaluation of submissions was also undertaken. Of the 11 sites, two were identified as potentially suitable for short term development, five for medium term development and the remainder as either unsuitable, or only suitable in the long term. These recommendations were reported to Council in November. Council will work with the owners of suitable sites to facilitate the statutory process, including planning proposals, over the coming months.

Council has made submissions on a range of issues, including a request to be exempted from the medium density code; a submission to the rezoning of St Marys Release Area State Environmental Planning Policy, and a submission on controls for Boarding Houses.

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

Some important developments approved this year include subdivision and innovative commercial developments within the Sydney Science Park precinct, redevelopment of Twin Creeks Resort, a large scale residential flat building at Penrith Panthers, mixed use and flat building development at Thornton, specialist medical facilities and serviced apartments within the Health and Education Precinct and continued large scale subdivision and land release within Glenmore Park, Jordan Springs, Caddens and Claremont Meadows.

Council's Urban Design Review Panel reviewed 42 development proposals during the past 12 months. The number of panel items and frequency of panel meetings reflects continuing growth in our City, with residential flat buildings and mixed use developments making up over 60% of the proposals considered through the design panel processes.

In addition, 113 proposals were considered through Council's pre-lodgement meetings. The urban design and pre-lodgement panel meeting processes give applicants early technical advice to inform development proposals and facilitate quality development outcomes that meet the needs of our community.

The Panel also assisted in the preparation and review of a number of design competition briefs for large scale development proposals within the Penrith City Centre Precinct, and a number of waiver requests to design competition requirements within Thornton and Penrith.

We continue to monitor how well our plans are delivering the design excellence we intend, and how we can look for better outcomes in new development, ensuring our development controls balance the demand for development with community expectations. Council officers have also recently inspected a number of projects nearing completion, including residential flat

building development on Union Road, Penrith and Thornton, North Penrith. These inspections are a valuable opportunity for Council to continue to improve how we ensure quality and sustainable development.

We will continue to look at how development is delivered on the ground as a key part of ensuring quality and sustainable development within our City.

Council's expert heritage adviser provided advice in the consideration of 89 development proposals relating to, or adjacent to, heritage listed properties and had 14 meetings with Council staff. A further 53 requests for funding and policy review were considered under our Heritage Assistance Program.

## **CHALLENGES**

The growth of our City provides ongoing challenges as we strive to get the balance right between different community needs and land uses. It is also a challenge to stay ahead of emerging issues, technologies and state government requirements.

## STRATEGY 2.3

Ensure services, facilities and infrastructure meet the changing needs of our City

SERVICE ACTIVITY	FUNCTION RESPONSIBLE
2.3.1 Represent the changing needs of our growing community to other levels of government	✓ Advocacy
2.3.2 Ensure our policies, strategies and plans provide for the services and infrastructure our City needs	✓ City Planning
2.3.3 Seek to influence planning legislation and related government policies to ensure the best outcomes for our community	✓ City Planning

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

Council adopted its first Advocacy Strategy in April 2018. This was the result of extensive review of Council's previous advocacy approach and opportunities to take a more strategic approach to future advocacy in an increasingly competitive environment. The Strategy outlines three "flagship priorities" and a number of second tier priority projects for Council's ongoing advocacy activities.

The Strategy is closely aligned to the Community Plan Outcomes to ensure Council is effectively representing the changing needs of our growing community to state and federal government. Our advocacy focus on behalf of the community includes: infrastructure and service planning (transport, health, education, environment); job creation; recreation, arts and community safety; and social equity.

Council continued to advocate strongly for the flagship priority North South Rail at every opportunity, including meetings with state and federal members, ministers and bureaucrats. We made submissions to key government processes, incorporating Council's advocacy priorities such as North South Rail, improving regional roads including Mulgoa Road, achieving the best outcomes from Western Sydney Airport and delivery of the Our River Masterplan.

Council's advocacy priorities were incorporated in our submissions to the Future Transport Strategy 2056 process and the Greater Sydney Commission's Western City District Plan and Draft Greater Sydney Region Plan. The Western Sydney Rail Alliance (of which Council is a founding member) also made a submission to these

processes strongly advocating for the priority reservation of a North South Rail corridor.

Council made a detailed submission to the Parliamentary Inquiry into Commuter Car Parking (August 2017) as well as to the NSW Parliamentary Inquiry into Road Tolling. The findings of the latter, handed down in October, reflected Council's submissions including a recommendation for a journey cap. The Inquiry also had regard for the impacts of tolled roads on families in Western Sydney and the inequity of the current tolling environment.

In August, Council made a submission to the Federal Government's Parliamentary Inquiry into the Australian Government's role in the development of Cities. Our submission highlighted the challenges of significant and sustained population growth and shortfalls and delays in infrastructure provision. The submission also detailed the opportunities for and benefits of federal investment in growth areas such as Penrith.

Council's membership of the National Growth Areas Alliance saw Penrith's interests represented in a number of federal government forums and included in the launch of national research papers on Transformational Projects and the State of Australia's Fast Growing Cities.

Throughout 2017 Penrith was a leading player in the development of the Western Sydney City Deal, alongside the Australian and NSW Governments. The Western Sydney City Deal was signed by the Prime Minister, Premier of NSW and eight Mayors representing the councils in the Western Parkland City in March 2018. The City Deal brings together all three levels of government in a collaborative partnership to realise the potential of Sydney's outer west

– supporting a region that is more liveable and more productive. The focus of the City Deal is on investment in infrastructure; attracting employment and investment to support the development of the region; improving housing affordability; improved environmental and liveability outcomes; and coordination between governments to deliver regulatory reforms that better integrate infrastructure, land use, housing and environmental planning decisions to facilitate sustainable growth.

The Deal's major commitment was to Stage 1 of the North South Rail Link, connecting the Badgerys Creek aerotropolis to the Western line in Penrith City, which Council has been actively advocating for since 2015. The Deal committed to delivery of Stage 1 of the North South Rail in time for the opening of the airport in 2026.

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

Voluntary Planning Agreements (VPA) are being negotiated for Panthers and the St Marys Release area that focus on the delivery of road infrastructure. A VPA is also being negotiated with Legpro Pty Ltd in Caddens for various infrastructure that will serve the local community.

During 2017-18 we received a total of \$14.1m in development contributions, including:

- District Open Space \$7.5m
- \$2.2m Jordan Springs VPA
- \$0.7m Glenmore Park 2 VPA
- \$0.5m Development in Thornton
- Local Open Space \$1.3m

We completed the Erskine Business Park Improvement Project including street trees, landscaping, pathways, play equipment and park furniture.

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

Council made submissions to the Western City District and the Draft Greater Sydney Region Plan and is part of the Steering Group to plan the future Airport City surrounding the Western Sydney Airport.

Council has made submissions on a range of other issues, including a request to be exempted from the medium density code; a submission to the rezoning of St Marys Release Area State Environmental Planning Policy, and a submission on controls for boarding houses.





# Outcome 3

## WE CAN GET AROUND THE CITY

Our community has told us they want a strong focus on improving roads, public transport, parking and pathways to reduce traffic congestion, enhance liveability and provide safe and efficient access to all areas of our City.

Most of our journeys rely on the road network, as the railway line crosses the city east to west but does not provide any north south links. Our original townships grew up along the railway, but the past 30 years of growth has spread out from these areas, isolated from public transport. Over 56,000 local residents travel to work outside our City, relying on cross-City and cross-regional travel which can be difficult with the existing public transport network.

An integrated shared pathway network throughout our City - linked to public open space, schools, shops, community facilities and public transport - is vital to create connections and encourage people to walk and cycle. Council will keep adding to and improving our pathways and working with developers to deliver shared pathways for new communities. Outcome 3 targets the delivery of effective transport options for passengers and freight in the City and the region by Council and other levels of government.

### WHAT ARE WE WORKING TOWARDS?

The activities and services we deliver under Outcome 3 aim to ensure that our community and visitors can get around the City easily and safely whether it's by car, public transport, on foot or by bike. We're also looking to improve parking, and ensure that those trying to move goods through our City and beyond have the facilities they need. The following community indicators will measure how we're going as a City. We'll report on them in our End of Term Report every four years, and in our Annual Report whenever data is available.

1. % of the populated areas of Penrith serviced by buses or trains
2. % of residents that are using public transport to get to work or study
3. % of residents that walk or ride to get to work or study
4. % of residents satisfied with footpaths
5. % of residents satisfied with cycleways
6. % of residents satisfied with the provision of parking
7. % of residents satisfied with their ability to move in and around the City
8. % of residents satisfied with the ease of traffic flow
9. Number of accidents
10. % of residents satisfied with the safety of local roads
11. % of residents satisfied with the condition of local roads

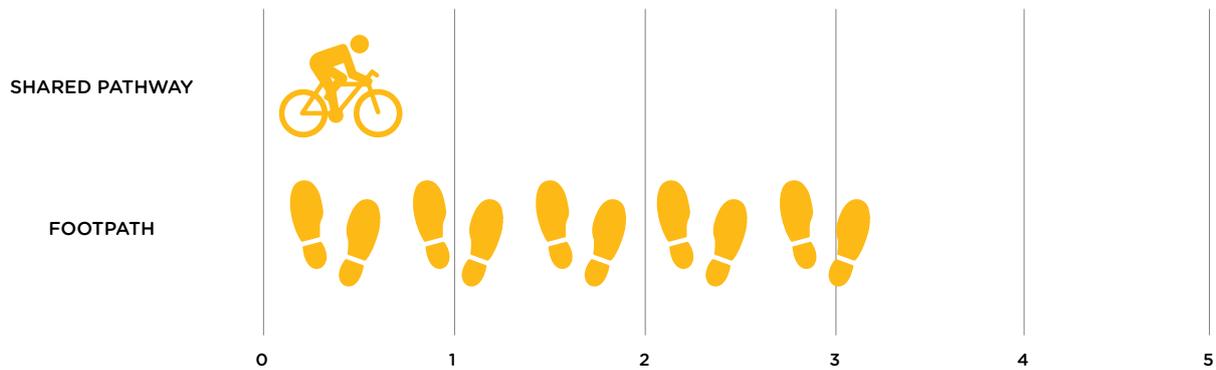
## HOW HAVE WE DONE OVER THE LAST 12 MONTHS?

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

### Number of complaints received regarding defects on Council's roads: 1395

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

### Km of path paving added to the network



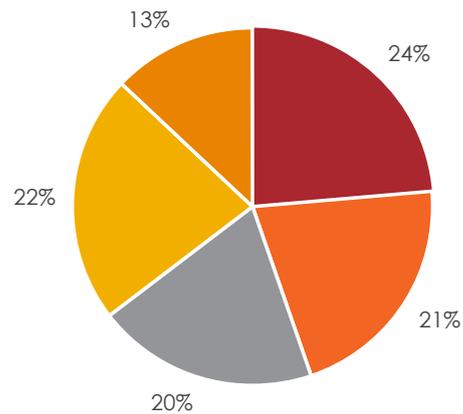
### Count of non-compliant cars

During 2017-18 there were

# 16,559

Bookings of non-compliant  
- overstay at non-metered space

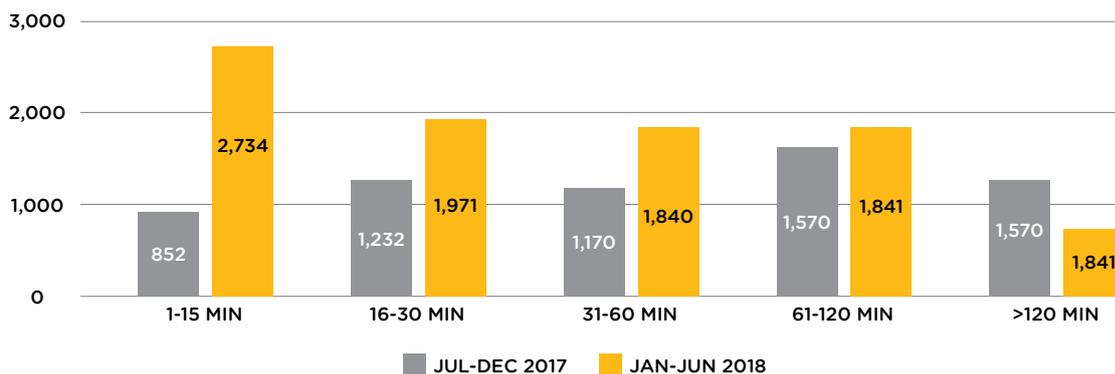
### % of non-compliant cars by Time Range



■ 1-15 min ■ 16-30 min ■ 31-60 min ■ 61-120 min ■ >120 min

### Count of non-compliant cars

Parking is a key issue for our community and a strong focus for Council this term. Introduction of new technology allows us to track how often parking spaces are used, and for how long in some of our carparks. The number of spaces included in this indicator will gradually increase as more parking pods are installed.



## WHAT HAVE WE DONE OVER THE LAST 12 MONTHS?

Council's activities and services under this Outcome are grouped into four strategies, which focus on improving public transport, roads and pathways; providing parking and ensuring good connections for freight transport. Our achievements and challenges for the last 12 months are summarised in the following pages.

### STRATEGY 3.1

#### Work with partners to improve public transport

SERVICE ACTIVITY	FUNCTION RESPONSIBLE
3.1.1 Implement the bus shelter renewal program	✓ Civil Maintenance and Renewal
3.1.2 Work with providers to review existing and plan for new public transport services	✓ Traffic Management, Parking and Road Safety

#### 3.1.1 Implement the bus shelter renewal program

The programmed works for this year are complete, with four bus shelters installed at Werrington County and Kingswood. In addition, we installed two bus shelters on Brisbane Street, Oxley Park as part of the Neighbourhood Renewal Program.

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

In April 2018, a meeting was held with TfNSW to understand their plans. TfNSW will arrange a representative to be on Council's Steering Committee to help oversee the deployment of the Penrith Core Centre Transport Management Study.



## STRATEGY 3.2

Provide a safe and efficient road and pathway network

SERVICE ACTIVITY	FUNCTION RESPONSIBLE
3.2.1 Maintain the City's roads and pathways	✓ Civil Maintenance and Renewal
3.2.2 Implement the road asset renewal program	✓ Civil Maintenance and Renewal
3.2.3 Implement the footpath and shared pathway program	✓ Civil Maintenance and Renewal
3.2.4 Provide detailed designs for Council's roads and pathways	✓ Design and Projects
3.2.5 Manage the delivery of Council's major transport infrastructure projects	✓ Design and Projects
3.2.6 Certify future public assets being delivered as part of development	✓ Devt. Engineering
3.2.7 Provide technical advice on traffic issues and plan for the delivery of roads and shared pathways	✓ Traffic Management, Parking and Road Safety
3.2.8 Manage programs and initiatives that improve road safety and efficiency	✓ Traffic Management, Parking and Road Safety
3.2.9 Identify areas and causes of traffic congestion that affect main roads	✓ Traffic Management, Parking and Road Safety

### 3.2.1 Maintain the City's roads and pathways

This year we continued to work to keep the City's pathways and roads in a serviceable and safe condition. Our ongoing maintenance program included scheduled maintenance and work in response to community and other requests.

### 3.2.2 Implement the road asset renewal program

We resealed a total of 210,000m<sup>2</sup> of road pavement this year as part of the Road Resealing, Road Reconstruction and Roads to Recovery programs. Completed works included Queenshill Drive and Littlefield Road, Mulgoa; Coonawarra Drive, St Clair; Kent Road, Claremont Meadows; Eighth Avenue, Llandilo; Torkington Road and The Driftway, Londonderry; Koorringal Drive and Wilshire Road, Agnes Banks; Sixth Road, Berkshire Park; Kurrajong Road, North St Marys; Blair Avenue, Carinya Avenue, Chapel Street

and Vallance Street, St Marys; Luddenham Road, Luddenham; and Terrybrook Road, Llandilo.

### 3.2.3 Implement the footpath and shared pathway program

This year we constructed 4km of new footpath, and a further 11.6km were delivered through development contributions plans. Footpaths were completed in Dollin Street, Colyton; Albert/Victoria Street, Werrington; Swallow Drive, Erskine Park; Witcom Street, Cranebrook; Boronia Park, North St Marys; First Street, Kingswood; Cook Parade, St Clair; Wallan Avenue, Glenmore Park and around Dukes Oval.

We also reinstated 1,170m<sup>2</sup> of poor condition footpath in St Marys, North St Marys, Colyton, Oxley Park and Emu Plains.

We constructed 2km of new shared pathway, including in St Clair, Penrith and South Penrith. We completed the shared pathway in Tench

Avenue along the Nepean River and it is proving extremely popular with walkers and cyclists.

### 3.2.4 Provide detailed designs for Council's roads and pathways

All plans needed for construction of funded pathways and road and traffic facilities were provided within required timeframes.

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

Council is currently managing state and federally funded projects to upgrade intersections on Erskine Park Road and The Northern Road.

A number of parking projects are underway and designs are being finalised. Construction tenders for North Street Car Park were invited in early 2018, and Council appointed Western Earthmoving to start construction in early August. The new car park will support the City's local businesses, workers, shoppers and visitors, delivering up to 230 car parking spaces.

The new roundabout at the intersection of Caddens Road and Bringelly Road, Kingswood has been completed.

### 3.2.6 Certify future public assets being delivered as part of development

New housing continues to be delivered in Jordan Springs, Glenmore Park, Werrington, Caddens and Claremont Meadows. Council's Development Engineering team continues to ensure assets delivered through these subdivisions meet the required standards.

This year, Council's Development Engineering team received 71 applications seeking approvals under either the Roads Act, the Local Government Act or the Environmental and Planning Assessment Act.

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

Work for projects listed within the Major Traffic Facilities and Urgent Traffic Facilities budget were completed on budget, with matters reported to the Local Traffic Committee, reported for community consultation and scheduled for construction accordingly.

The second stage of the shared-use path in Jane Street, between Westfield and Riley Street is underway and nearing completion.

A range of traffic safety projects have been completed including pedestrian works outside Kingswood and St Clair Public Schools; a raised pedestrian crossing in Henry Street, Penrith and Bennett Road St Clair; road widening, median island and wire fencing installed at Nutt Road and Taylor Road, Londonderry; and a roundabout at Kurrajong Road and Plasser Crescent in North St Marys.

### 3.2.8 Manage programs and initiatives that improve road safety and efficiency

Council has worked on numerous road safety projects and initiatives again this year to help ensure our road network is as safe and efficient as it can be. All federally funded Blackspot projects were delivered within the financial year and completed to budget.

Our *Helping Learner Drivers Workshop* in March was so popular that we had to run a second event, with a total of 32 people attending. Our free Child Car Seat Check Day on 12 May saw 45 seats in 31 cars checked, and we received much positive feedback from participants.

Our Speeding Prevention Project saw advertisements displaying a 'slow down' message featured on the back of Busways buses on local routes, and a Variable Message Sign trailer continues to be displayed on a different street weekly, to remind local drivers that residents have been concerned about speeding.

Our Fatigue Prevention Project targeted local shift workers, while a Drink Driving Prevention Project included bottle bags, posters and coasters with safety messages distributed to local licenced venues.

Senior Pedestrian Safety Presentations were delivered to 91 people at eight events in 2017-18. 'Look out before you Step Out' pavement vinyls were placed at strategic locations in the Penrith City Centre to remind people to choose a safe place to cross the road.

Many discussions and investigations have taken place to review and improve road safety at the 81 schools in our City.

Community consultation about road safety took place as part of developing Council's Community Safety Plan, Oxley Park Place Plan and North St Marys Place Plan. Other road safety messages sent to the community throughout the year



included notice of Double Demerit Point periods, bus safety, night time driving safety, and safety near heavy vehicles.

Council continues to maintain the building, parkland and facilities at the Community and Road Education Scheme (CARES) facility at St Marys, which is in its 22nd year of running road and bicycle safety programs for more than 2,700 local school students each year.

Council worked with the Aboriginal Road Safety Unit of the RMS to distribute 90 free bicycle helmets to local children at the North St Marys Community Christmas Party. This was in response to community concern about vulnerable children riding without helmets.

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

Council staff continued to identify issues relating to traffic congestion on main roads. Council has made a submission to the RMS regarding Stage 1 of the Mulgoa Road Corridor Upgrade (between Jeanette Street and Blaikie Road) and also the Mamre Road Corridor upgrade between Kerrs Road, Mount Vernon and the M4 Motorway, St Clair.

We continued to work to have projects “shovel ready” for construction to ensure the best chance of success in funding applications. The Western Sydney Infrastructure Plan (WSIP) provides \$200m

of federal government funds to councils to embellish local road networks. Council has been preparing for Round 3 applications which will open in mid-2018. Council will apply for funding for construction of Caddens Road (Gipps Street to Heaton Avenue). Dunheved Road Stage 1 (from Greenbank to John Oxley). Jamison Road signals (Station and Woodriff intersections) are also proposed for investigation and design.

## **CHALLENGES**

Ongoing challenges exist for all major projects, including consultation and negotiations with utilities providers, approval of designs and scope of work by the federal government and the cost of relocating utilities. We will continue to work to address these challenges in each instance to deliver critical projects for our community.

Five projects need funds carried across to 2018-19 due to delays. These are:

- Repair of Blaxland’s Crossing Bridge Bearings (contribution)
- Belmore Street Car Park Reinstatement Works
- River Road deviation and new traffic signal design on the Great River Walk
- WSIP Local Roads Package, and
- NSW Bike Plan River Cities Program.

## STRATEGY 3.3

### Provide parking to meet the needs of the City

SERVICE ACTIVITY		FUNCTION RESPONSIBLE
3.3.1 Maintain Council's car parks	✓	Public Space Maintenance
3.3.2 Help ensure efficient and fair use of parking spaces across the City	✓	Regulatory Control
3.3.3 Provide technical advice on parking issues and plan for the delivery of parking infrastructure	✓	Traffic Management, Parking and Road Safety

#### 3.3.1 Maintain Council's car parks

All car parks were maintained in accordance with Council's adopted maintenance standard, so they remain clean and serviceable for our community. We carried out significant maintenance and upgrade works at Belmore Street, Penrith; Bruce Neale Drive, Penrith; and the Kingsway, St Marys.

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

Council's five Parking Rangers continued to patrol Penrith CBD, St Marys CBD, the Hospital precinct and Emu Plains areas on a daily basis to enforce restrictions to help maximise the use of available spaces. Daily patrols are also conducted around school zones for the safety of children. Bicycle patrols continued to be effective in regulating parking across the City, allowing rangers to cover areas more efficiently and respond to complaints quickly.

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

We know that parking remains a key issue of concern for our community, and a number of parking projects are underway in line with our Parking Strategy.

Council called for tenders for the construction of two new car parks in early 2018, one at Soper Place and one in North Street. These will increase the number of car parking spaces in the Penrith City Centre by more than 800 spots, bringing the total number of parking spaces across these two sites to more than 1,100 spaces.

Construction of the new North Street car park will start in early August, delivering up to 230 spaces. The North Street car park will be completed and in use before construction starts on a new multi-deck car park at Soper Place, helping to mitigate any parking disruption resulting from the building work.

We continue to work towards delivering a multi-decked car park in Union Road within Penrith CBD to accommodate an additional 1,000 public parking spaces. Council is currently negotiating commercial terms with a developer who is proposing to deliver an additional 1,000 spaces as part of a larger, mixed-use development. A planning proposal will be required, followed by a Development Application, before construction can start.

#### CHALLENGES

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

CASE STUDY:

# Stephanie Sarkis



Stephanie Sarkis was employed by Council as an Engineering Trainee at the beginning of 2017.

As a trainee, she has the chance to work with different teams at Council while studying part-time towards her degree in Civil Engineering at the University of NSW.

While some trainees are taken on at the beginning of their studies, Stephanie had two years' worth of academic work under her belt as well as some on-the-job experience before she joined us.

"I studied full time for the first two years of my degree, then took a 12-month internship with Snowy Valleys Council," she said. "That experience confirmed my interest in engineering as a career. So, when I came back home I applied for the traineeship with Council and picked my studies back up."

Stephanie said the practical, hands on experience she gets in her job enhances her learning.

"I get so much more out of my uni work now that

I'm working in an engineering role," she said. "And of course, it works both ways, my studies add to what I can offer here at Council."

As a trainee, Stephanie works full-time and balances her studies outside of work hours.

"Council is generous in that they give you study leave as well as responsibilities and the chance to work on actual projects," she said.

So far, Stephanie has worked with Asset Management and Design and Projects. Her next placement will be with the Traffic Engineering or Engineering Development team.

In the Design and Projects section, trainees are actively involved in the design and construction of council assets. Stephanie designed a series of slow points that have since been installed on Chameleon Drive in Erskine Park.

"It was great to see my design come to life and be part of a project from start to finish," she said.

Stephanie also praised the strong mentorship she's received while at Penrith Council.

"The great thing about being a trainee is that you get to work with and learn from a whole range of different staff and to see how they work together to design and deliver important infrastructure in Penrith," she said.

## STRATEGY 3.4

Improve passenger and freight transport connections in the region

### SERVICE ACTIVITY

### FUNCTION RESPONSIBLE

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



Traffic Management, Parking and Road Safety

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

- ✓ a. Advocate for regional transport infrastructure
- ✓ b. Contribute to submissions on proposals for major transport infrastructure

Council continued to be involved with the planning and design of critical state government projects including upgrades for the Great Western Highway, Mulgoa Road, Jane Street, The Northern Road, Elizabeth Drive, M12 and Mamre Road.

Council made a submission in March to Transport for NSW for the proposed NSW Draft Freight and Ports Plan that supports the Draft Future Transport

Strategy 2056. The submission in part sought a commitment to bringing forward the timeframe for protecting the corridors to 0-2 years and for planning and implementation to 2-5 years. It supports the critical need to have this infrastructure in place before the opening of the Western Sydney Airport, which Council continues to strongly advocate for.

We also made a draft submission to the Roads and Maritime Service (RMS) for the M12 Motorway, Preliminary Design and Access Strategy in April.

### CHALLENGES

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





# Outcome 4

## WE HAVE SAFE, VIBRANT PLACES

Outcome 4 recognises the community’s desire to feel safe in our neighbourhoods and have clean, welcoming and vibrant public places. This covers physical aspects – lighting, paving, somewhere to sit that is shady in summer and protected in winter – as well as social aspects such as meeting places, eating options and events.

### WHAT ARE WE WORKING TOWARDS?

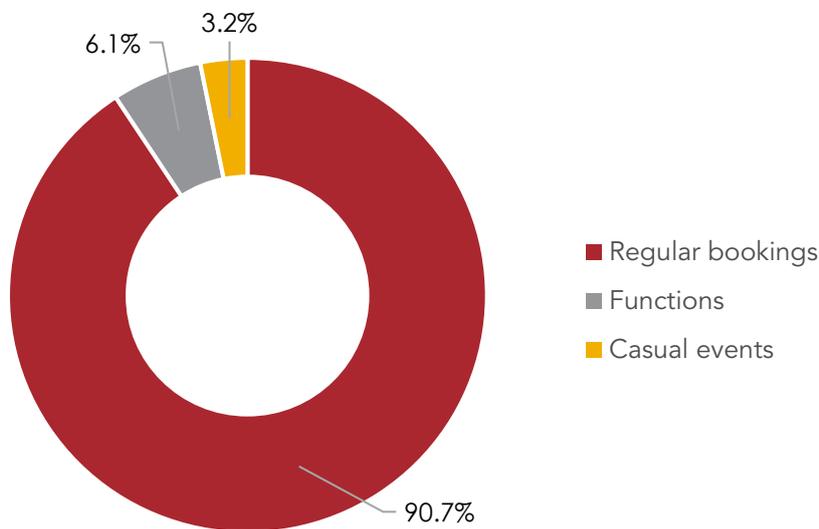
The activities and services we deliver under Outcome 4 aim to ensure that our places are safe, welcoming and attractive. The following community indicators will measure how we’re going as a City. We’ll report on them in our End of Term Report every four years, and in our Annual Report whenever data is available.

1. % of residents that are satisfied with the condition of public spaces
2. % of residents satisfied with community buildings, neighbourhood facilities, community halls and centres
3. Levels of crime reported to the police
4. % of residents who feel safe in their neighbourhood
5. % of residents satisfied with the safety of the City’s public spaces

## HOW HAVE WE DONE OVER THE LAST 12 MONTHS?

The following indicators track our organisational progress against some of the key strategies around community facilities, people feeling safe when they're out and about across the City and how we're working to improve our key public areas.

### Type of utilisation of community facilities



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

Over the last 12 months, Council's community facilities hosted just over 18,000 events, with most of these being regular bookings by community groups. Overall usage was around 20% of total capacity, with some centres used more than others. These figures indicate that our buildings have additional capacity, with a review being undertaken to look at community expectations for how this service is delivered.

**1,300** community / customer requests related to public amenity

**1,405** reported incidents of graffiti

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

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

Both of these indicators will tell us more with time. Analysis of seasonal trends will also help us understand if there are times of year we need to change our service levels.

## PROGRESS ON KEY REVITALISATION PROJECTS



### **CBD Improvement**

The Triangle Park is complete and the High Street works (Woodriff to Riley Streets including Lineal Plazas) were accelerated by four months for completion by the end of November 2018. The Queen Street project is finished including the Special Places along the length of the street and the railway station turning bay area.



### **River**

Implementing the adopted 2013 Our River Masterplan, extensive sections of shared path have been completed along Tench Reserve, the Weir Reserve Rowing Dock extension is under construction for completion in September 2018, with the Boat Ramp and Trailer Parking project tender awarded and construction now under way. Designs for the adjoining Wharf Precinct are substantially complete and Council is seeking construction funding. The Regatta Park project which includes the River Road realignment and a new intersection with the Great Western Highway is progressing with the RMS approval pending. This project will connect the City via the new pedestrian crossing to a revitalised open space.

## WHAT HAVE WE DONE OVER THE LAST 12 MONTHS?

Council's activities and services under this Outcome are grouped into three strategies, which focus on Council working to make all of our places safe and attractive, but particularly our major centres, and working with our communities to improve wellbeing. Our achievements and challenges for the last 12 months are summarised in the following pages.

STRATEGY 4.1 Make our public places safe and attractive	
SERVICE ACTIVITY	FUNCTION RESPONSIBLE
4.1.1 Maintain and renew Council's public buildings	✓ Asset Maintenance and Renewal
4.1.2 Implement the Public Amenity Replacement Program	✓ Asset Maintenance and Renewal
4.1.3 Manage Council's cemeteries	✓ Cemeteries
4.1.4 Provide designs and plans for Council's buildings	✓ Design and Projects
4.1.5 Manage the development of master plans and designs for Council's public spaces	✓ Design and Projects
4.1.6 Manage the delivery of Council's major capital projects	✓ Design and Projects
4.1.7 Maintain a Community Safety Plan for the City	✓ Community Safety
4.1.8 Maintain Council's public spaces	✓ Public Space Maintenance
4.1.9 Manage public trees across the City	✓ Public Space Maintenance
4.1.10 Help make our public spaces and community facilities safe and pleasant places to be	✓ Regulatory Control
4.1.11 Implement the Building Asset Renewal Program*	✓ Strategic Asset Management Planning
4.1.12 Provide security for Council property and public areas	✓ Security and Emergency Services

\* To transition to City Presentation during the 2017-21 period

### 4.1.1 Maintain and renew Council's public buildings

We successfully completed the 2017-18 program of works for building maintenance and renewal to ensure Council's buildings are contemporary and fit for purpose. This included roof replacement at Arthur Neave Hall, improvements to Regentville Hall and several childcare centres, and upgrades of the amenities at Smith Park, Castlereagh and Dukes Oval, Emu Plains.

### 4.1.2 Implement the Public Amenity Replacement Program

Two new public amenities were constructed at Dukes Oval, Emu Plains and Smith Park, Castlereagh. East Lane St Marys amenities were modified to include adult change facilities in the accessible stall, so adult change facilities are now available in both Penrith CBD and St Marys Town Centre.

### 4.1.3 Manage Council's cemeteries

Over the past 12 months there have been 156 burials and 47 ashes placements in Council's cemeteries. In addition, the following works were undertaken to improve Council's cemeteries:

- adopted a new 30-year Cemetery Strategy and Cemeteries Policy in December to help make sure we continue to meet community expectations and needs.
- regular maintenance and enhancement cycles continued in the three operational and two heritage cemeteries under Council's care and control.
- a new memorial garden was constructed at Penrith Cemetery, making a total of three memorial gardens and providing an additional 98 ashes memorial sites.
- three new rows were constructed as part of an extension to Catholic Lawn 1 Section at Penrith Cemetery, providing an additional 66 new burial sites, and
- new landscaping was completed around the ashes walls at Emu Plains Cemetery, providing new pathways, seating and shade for visitors.

### 4.1.4 Provide designs and plans for Council's buildings

Council's Design and Projects team continued to complete designs for a range of Council departments including City Presentation, Recreation and Children's Services.

### 4.1.5 Manage the development of masterplans and designs for Council's public spaces

#### ✓ a. Commence planning and community engagement for Regatta Park

We have been working on the masterplans and designs for areas including the Tench Reserve wharf precinct, Regatta Park, the Penrith City Centre and Soper Place parking. Other projects in the design or masterplan phase include various playground upgrades and tree planting in sporting fields and streets.

### 4.1.6 Manage the delivery of Council's major capital projects

Council's Design and Projects team continued to work with stakeholders to ensure community needs are met while delivering a range of projects to improve parks and playgrounds, buildings, public domain and public amenities across the City.

Exciting improvements are being delivered in the Penrith City Centre and Queen Street, St Marys under Council's Public Domain Renewal Program to create a more vibrant, green, diverse, safe and cool environment. The upgrades of Queen Street, St Marys and Triangle Park in Penrith CBD were completed. Detailed design and consultation processes were completed for a range of projects that are now at tender or construction stage, including the High Street upgrade, Boat Ramp and Trailer parking at Tench Reserve, and Erskine Park Road and The Northern Road upgrades.

The Cranebrook Wetlands and Cumberland Plains project was completed in August, including a viewing platform and bird hide. Regular inspections are being carried out by an ecologist to monitor weeds and the progress of new plants.

### 4.1.7 Maintain a Community Safety Plan for the City

We have been working to develop a new Community Safety Plan for Penrith for 2018-22, through consultation with a range of stakeholders including local residents, businesses and police and analysis of crime data. The Plan will provide a strategic framework for the delivery of community safety projects and will be submitted to the NSW Department of Justice, which allows us to apply for grant funding.

This year's transition of the Community Safety team to Council's Place Management department has supported the inclusion of place-based approaches to community safety. This includes participation in community events and initiatives to strengthen community connection and cohesion. Examples include the highly successful Neighbour Day event held in Oxley Park in March, and the Capture Kingswood event in June.

The Peppertree Reserve Youth Engagement Project is now complete, resulting in a number of positive social and crime prevention outcomes in Erskine Park. The project was funded through a NSW Crime Prevention grant and provided youth leadership and engagement programs over a 12-month period, culminating in a mural artwork on the Erskine Park Community Centre, led by local non-profit organisation Community Junction.

Operation Bounce Back (funded by the National Motor Vehicle Theft Reduction Council) was

delivered with the support of NSW Police to raise community awareness around vehicle security and theft prevention.

The Warner Graffiti Education Program entered into its tenth year of program delivery to local primary and secondary schools in 2017-18. The program forms an integral part of Council's broader graffiti minimisation efforts and continues to contribute to reducing graffiti vandalism across the city.

We are developing a strategy for effective and consistent approaches to the use of CCTV. Our Community Safety team also provides Crime Prevention Through Environmental Design (CPTED) advice for relevant development applications and major projects, to support safe, well designed development and public spaces across the city.

We have been successful in two recent grant applications. Grant funding totalling \$267,000 has been allocated by the Federal Department of Innovation, Industry and Science for the *Lights, Bollards, Activate* project which will see the installation of 20 custom-designed bollards with creative lighting elements along designated plaza areas on High Street, Penrith.

A total of \$81,746 has also been received from the NSW Department of Justice for the 12-month *Gen Connect - North St Marys Community Safety Project* which will promote community safety through intergenerational programs for North St Marys residents, in addition to infrastructure and lighting improvements in Parklawn Place.

#### **4.1.8 Maintain Council's public spaces**

Council has an ongoing program to ensure the City is well presented, with a focus on the central business districts of Penrith and St Marys, including public toilets, laneways and strip shopping centres.

We have also continued to implement the Plan of Management for Natural Areas, including weed management and bush regeneration. The program has also supported volunteer bush care groups that make a significant contribution to the maintenance and presentation of natural areas within the City.

#### **4.1.9 Manage public trees across the City**

Council has an ongoing program of scheduled and reactive maintenance of park and street trees, including pruning, removal and stump grinding. Council undertook works on 1,016 trees on public land across the City.

Planning has started for a Street Tree Asset Project in line with our Cooling the City Strategy, with priority sites and appropriate species being investigated for planting in the cooler months of 2019.

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

Council's Rangers perform a range of regulatory functions seven days a week, to help make our public spaces safe and pleasant for all. They work to ensure unhealthy or overgrown properties are dealt with in a reasonable timeframe, enforce heavy vehicle parking rules and monitor weight limited roads.

Abandoned vehicles are processed and removed from public areas and obstructions on public roads and road related areas are monitored on a regular basis. Rangers respond to littering from vehicles, and the extension of the Waste Ranger positions has increased compliance by property owners, tenants and real estate agencies in relation to dumped waste.

#### **4.1.11 Implement the Building Asset Renewal Program**

We continued to implement our ongoing Building Asset Renewal Program, including an annual paint program. With an increased budget from 2018-19, there has been a focus this year on developing and scoping projects for 2018-19 and beyond.

We replaced tiles at St Marys Ripples and the sand filter at Penrith Ripples.

The Samuel Marsden Riding for the Disabled facility at Orchard Hills has been restored following previous flood damage, and the Hickeys Lane, Penrith amenities canteen upgrade has been completed.

An air conditioning upgrade was completed at Penrith Regional Gallery, with the introduction of geothermal technology. Office refurbishment has been undertaken at the Civic Centre, including conversion of the fire damaged basement print room into modern office accommodation for staff as well as a new print room.

#### 4.1.12 Provide security for Council property and public areas

Ongoing security is being provided as required for Council property and public areas through our current provider. We have engaged an external consultant to help develop a standard for the delivery, monitoring and maintenance of CCTV systems.

## CHALLENGES

The growth of our City and new residential areas present ongoing challenges for maintaining assets.

Several projects need funds carried across to 2018-19 due to delays in delivery, including:

- Better Boating Program
- Sports Fields Shade Trees
- Ripples Leisure Centre Additional Car Parking
- CCTV Upgrade & Renewal Program, and additional CCTV cameras on Queen Street, St Marys
- Operation Bounce Back
- Local Open Space s7.11 funded capital works
- Street Tree Asset Project, and
- Tree Lopping Wallacia Hall.



## STRATEGY 4.2

Help make our major centres and important community places safe and attractive

SERVICE ACTIVITY		FUNCTION RESPONSIBLE
4.2.1 Support the revitalisation of Penrith City Centre, St Marys Town Centre and other key centres in the City	✓	Place Management
4.2.2 Help ensure our important community places meet the needs of the people that use them	✓	Place Management
4.2.3 Use Council's property portfolio to help make our major centres and important community places safe and attractive	✓	Property Development and Management

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

We worked on a range of projects to support the revitalisation of our centres. We worked hard to reduce potential disruption to businesses and the community due to the essential works on High Street. Council led engagement with over 300 local businesses for the works as well as distributing information via email, local media and networks and social media. We continued to connect and liaise regularly with the Penrith CBD Corporation and St Marys Town Centre Corporation, and engaged with 125 local businesses for the improvements to street parking on Queen Street, St Marys. Local business owners in Penrith City Centre, St Marys Town Centre and Kingswood Traders Centre were engaged about community safety concerns to inform Council's new Community Safety Plan.

We also continued implementing the Penrith Night Time Economy Strategy including developing the Pedestrian Lighting Strategy and started an activation plan for Triangle Park.

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

Council's Place Management team continues to work with residents, businesses and other stakeholders to develop places in which the community feels safe and welcome. Initiatives such as the Magnetic Places Program and the Welcoming Village projects build local pride and foster a sense of the unique attributes of

our diverse communities. Place Management is working with other teams within Council through initiatives such as the Think Bold forum to build knowledge and interest in responding to the needs of residents in the planning of community places and spaces.

In addition, the Place Management team delivered the following projects:

- a new playground at Lincoln Park, Cambridge Park was designed by Cambridge Park Public School students as part of the Penrith Mayoral Challenge project. The official opening by the Mayor was attended by over 200 students and community members. Students reported feeling proud of their contribution to the community, and spoke of the ways the project improved their sense of leadership, future career aspirations and connection with their neighbourhood.
- in North St Marys, the masterplan for the design of Robin Wiles Park has been finalised following extensive and creative engagement processes with local residents. An upgraded park has long been an aspiration of North St Marys residents, and the delivery of the masterplan will build on the strong relationships between Council and the community in this area.
- the Sydney Street shopping strip in Oxley Park has been upgraded based on engagement with businesses, property owners and the community under our Local Charm project. This project responds to community requests in the Oxley Park Place Plan for improvements that activate and beautify this area.

- over 200 local residents, community groups and service providers worked together with six professional artists to successfully complete five creative place making projects in four neighbourhoods through our Magnetic Places Program.
- nearly 45 workshops were hosted over five months with local residents in four neighbourhoods to generate shared experiences, develop new skills and create a series of public artworks in Llandilo, Oxley Park, Colyton and North St Marys, and
- the Triangle Park at the western end of High Street has been completed, with weekly lunchtime music sessions helping attract local workers and shoppers to the space.

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

Council continued work on the proposed City Park Precinct, which will provide a high quality, attractive destination for residents, workers and visitors. It will require significant investment by Council to provide benefit to Penrith City's growing community, and it will help transform the Penrith City Centre.

We have continued to work towards what the community has told us they would like to see around the Nepean River. To provide additional opportunities to connect to the river, we are working with the Department of Planning to transfer key sites into Council's ownership to progress the upgrade to Regatta Park.

The Erskine Park community is now enjoying valuable improvements to the quality of local open space, footpaths and public domain delivered by the Public Open Space Reinvestment Project. The successful rezoning and development of Council owned land in Erskine Park will result in additional funding to provide greater amenity in this suburb.

#### **CHALLENGES**

All service activities and actions under this strategy are within budget and on track, and no significant challenges were experienced. However, some neighbourhood renewal and urban design and activation projects need funds carried across to 2018-19 due to delays.



## STRATEGY 4.3

### Work with our communities to improve wellbeing and infrastructure in their neighbourhoods

SERVICE ACTIVITY	FUNCTION RESPONSIBLE
4.3.1 Manage the use of Council's community buildings	✓ Neighbourhood Facilities Management
4.3.2 Implement the Neighbourhood Facilities Improvement Program	✓ Neighbourhood Facilities Management
4.3.3 Work with local communities to identify priority issues in their area	✓ Place Management
4.3.4 Deliver projects that address local issues and improve the wellbeing of local communities	✓ Place Management

#### 4.3.1 Manage the use of Council's community buildings

Council continued to manage 40 neighbourhood facilities in accordance with adopted policies and procedures that ensure equitable access and consistent standards of customer service. These facilities hosted more than 18,000 activities in 2017-18, attended by approximately 469,000 people. These events included 1,100 function bookings, 572 casual (one off) bookings and 16,333 regular bookings. Council staff conducted almost 200 inspections during this period and four work, health and safety inspections.

The new Jordan Springs Community Hub was opened in March 2018, delivered through collaboration between Council and Lendlease. It offers a function space that caters for 110 people, a 40 person capacity multi use room, three meeting rooms and an office and is being well used. Every part of the Hub was designed with the educational, social and recreational needs of the whole community in mind, and it has the highest standard of accessibility as well as being one of the most sustainable buildings in the region. It is the first public building in NSW to be constructed from cross-laminated timber, a lightweight and strong engineered wood product, and also includes a sustainable geothermal heating and cooling system. It is a multifunctional space that can be easily used by the community for group meetings and activities, and special events like birthday parties.

The new Thornton Community Centre is scheduled to open to the public later in 2018, and many user groups have already expressed interest in using this facility on a regular basis.

Planning continues in relation to neighbourhood facilities in other new release residential areas. We are currently looking into the future provision of a community space as part of the Caddens release area.

#### 4.3.2 Implement the Neighbourhood Facilities Improvement Program

We continued the Neighbourhood Facilities Improvement Program to provide safe and clean facilities for local residents. Recent improvements included:

- the construction of a new freezer/cool room facility at Regentville in partnership with Nepean Food Services, with a financial grant contribution from the NSW Government's Community Building Partnership, and
- a new landing and steps at Llandilo Hall

We also continued to ensure all required fixtures and fittings are provided for our facilities, including the new Jordan Springs Community Hub that opened in March.

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

- ✓ a. *Undertake the Neighbourhood Renewal Program for North St Marys*

Council's Place Management team continued to support high quality engagement with residents and other stakeholders to identify and respond to priority issues in local places.

#NorthStMarysMatters continued to grow and strengthen the capacity of the community in North St Marys to respond to issues within their own community. The #NorthStMarysMatters local team held regular meetings, increasing the group's reach by hosting a number of meetings in various local parks. The group also hosted their local state member to discuss and advocate for local issues. Young people attending #NorthStMarysMatters meetings with their parents took part in creating a short film featuring what young people and children feel about their neighbourhood.

In January, #NorthStMarysMatters and Team Colyton were recognised with a Council Australia Day Award for their contribution to the City as a Community Group. The teams have expressed their pride and growing confidence in making a difference in their community, and being recognised for their efforts.

Neighbourhood Renewal continues to lead the delivery of the Oxley Park Place Plan, coordinating regular meetings with internal stakeholders and collaborating on a communications strategy for the neighbourhood as well as delivering ongoing pop-up community engagement opportunities and events such as Good Neighbour Day.

The Neighbourhood Renewal team facilitated a number of Community Action Training sessions in North St Marys and Oxley Park, and residents reported increased skills and confidence as a result of attending. Following the training in both areas, resident participants have hosted community events to engage with other residents and receive feedback on any concerns or issues.

The Capture Kingswood Project is well underway with a range of exciting events and initiatives delivered. Residents have actively supported events and told Council of their concerns, particularly regarding safety when walking through the neighbourhood of an evening. A successful night time event was held in Wainwright Park to engage with residents and this has led to various ideas to support better night time activation of pedestrian areas.

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

This period we delivered various projects that improve the wellbeing of residents. We held fortnightly sessions of the Village Café, a pop up café offering good coffee and fresh produce, an

arts program and an exercise program for older residents in North St Marys. It continued to attract new participants each fortnight and feedback indicates it is creating positive change for residents experiencing social isolation, mental health issues, poor nutrition and mobility challenges.

A new playground was delivered in Brian King Reserve, Oxley Park following extensive involvement of students from Oxley Park Public School, and the new space is well loved by the local community. We have also started engaging with students at St Marys Public School for the delivery of the next Mayoral Youth Challenge Project in Cook Park, St Marys.

Team Colyton - residents of Colyton who come together to run activities and advocate for their community - were successful in their request for funds for outdoor exercise equipment in Kevin Maley Park, Colyton. This equipment, partially funded through the NSW government Community Builders Program, is being supported with programming from an exercise physiologist.

The Good Neighbour initiative in Oxley Park resulted in a successful event in March to bring people together and celebrate what is good about their community, while raising awareness about the impacts of behaviour such as illegal dumping and illegal parking. Feedback from residents has supported the further development of this initiative into 2018-19.

The annual White Ribbon Walk again highlighted the impacts of domestic violence on local families, with over 500 residents participating to demonstrate their support for a violence free community.

## **CHALLENGES**

All service activities and actions under this strategy are within budget and on track, and no significant challenges were experienced this year. However, a couple of projects need funds carried across to 2018-19 due to delays:

- Neighbourhood Centres / Hall Improvements, and
- Colyton Outdoor Fitness Equipment Community Building Partnership.

# Mountain View Reserve



# Outcome 5

## WE CARE ABOUT OUR ENVIRONMENT

Our community has told us that protecting our river, creeks, waterways and bushland areas for present and future generations is important. They also want to be supported to use resources and manage their household waste more efficiently.

### WHAT ARE WE WORKING TOWARDS?

The activities and services we deliver under Outcome 5 aim to ensure Council values and cares for the natural environment, and is mindful of resource usage and waste minimisation. The following community indicators will measure how we're going as a City. We'll report on them in our End of Term Report every four years, and in our Annual Report whenever data is available.

1. % of residents who are satisfied that the Nepean River and creeks are healthy
2. % of residents satisfied with the protection of bushland, natural environment and wildlife
3. Household electricity consumption
4. Household potable water consumption
5. Tonnes of domestic and waste by recycling and landfill per household

## HOW HAVE WE DONE OVER THE LAST 12 MONTHS?

Council has adopted a number of figures to track our organisational progress against some of the key strategies around protecting the environment and using resources wisely. However, as the results will vary significantly from season to season, and some rely on external data, all indicators can only be reported annually.

### Corporate waste generation and diversion from landfill

In 2017-18 Council generated 24,226.29 tonnes of waste, with the majority of this made up of recyclable wastes including paper, cardboard, concrete, asphalt, soil and green waste. 4,381.49 tonnes was sent to landfill resulting in a diversion rate of 82%.

### % of Council's electricity supplied from low carbon sources

Combined, the energy generated by Council's rooftop solar systems, and the accredited Greenpower purchased for our sites equates to 4,187GJ or 5.4% of our total energy consumption in 2017-18.

### Hectares of land under active management

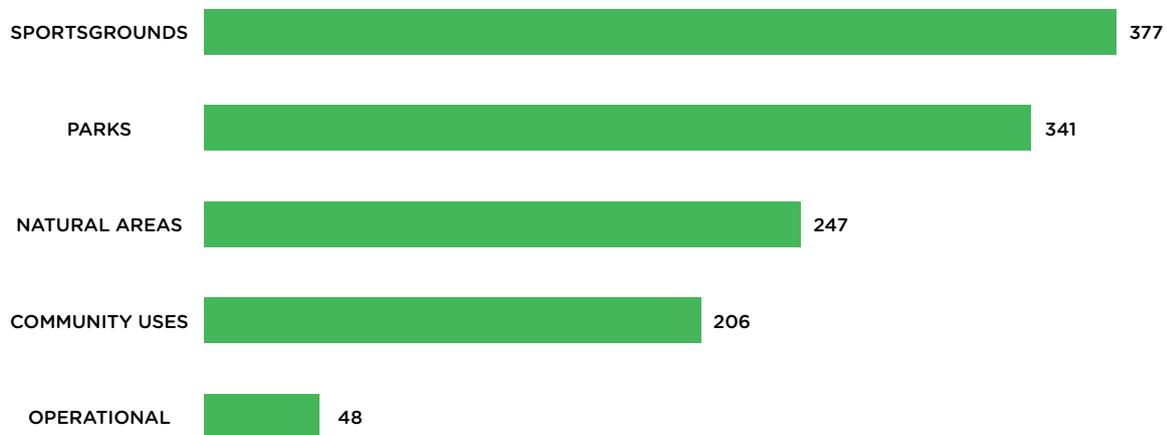
A total of 1,219 hectares (ha) of land is under active management (August 2016 review).

### % reduction in Council's greenhouse gas emissions

Combined emissions for 2017-18 were 24,357 tonnes of CO<sub>2</sub> equivalent, which is a decrease of 6.5% compared with the previous year, and a reduction of 31.8% from the 2010-11 baseline year.

### Council's use of potable water

Council's potable water consumption across all assets in 2017-18 was 283,499kL, an increase of 20% compared with the previous year. The overall increase in water use is primarily due to a 41% reduction in rainfall from the previous year, with only 374mm of rainfall recorded, compared with a long term average rainfall of 719mm.



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

## HOW HAVE WE DONE OVER THE LAST 12 MONTHS?

Council's activities and services under this Outcome are grouped into three strategies, which focus on Council protecting the environment, minimising risks and using resources wisely. Our achievements and challenges for last the last 12 months are summarised in the following pages.

STRATEGY 5.1 Protect the environment of our City	
SERVICE ACTIVITY	FUNCTION RESPONSIBLE
5.1.1 Maintain Council's drainage infrastructure	✓ Civil Maintenance and Renewal
5.1.2 Provide designs and plans for Council's drainage infrastructure	✓ Design & Projects
5.1.3 Help protect and improve our City's natural environment	✓ Environmental Health
5.1.4 Provide advice on protection of the environment and community health	✓ Environmental Health
5.1.5 Maintain Council's natural areas	✓ Public Space Maintenance
5.1.6 Collaboratively manage illegal dumping across Western Sydney (RID Squad)	✓ Regulatory Control
5.1.7 Help minimise impacts on the environment from unauthorised activities	✓ Development Compliance

### 5.1.1 Maintain Council's drainage infrastructure

Council has an ongoing program to maintain all our drainage infrastructure, including Gross Pollutant Traps (GPTs) to catch stormwater pollution before it has a chance to enter waterways. We continued to meet our service standards for both maintenance requests and scheduled maintenance. We removed a total of 786 tonnes of waste from GPTs.

### 5.1.2 Provide designs and plans for Council's drainage infrastructure

Designs were completed for drainage projects in line with the 2017-18 Operational Plan and in advance for 2018-19. Drainage improvement works have been completed in Blaxland Crossing Reserve; Second Avenue and Eighth Avenue, Llandilo; Grays Lane, Cranebrook; Wentworth Road, Orchard Hills; Lennox Street, Colyton and Parkside Avenue, Cambridge Park.

### 5.1.3 Help protect and improve our City's natural environment

Regular recreational water monitoring was undertaken at three key sites along the Nepean

River during the warmer months. Results were assessed applying National Health and Medical Research Council Guidelines to provide a guide on the suitability of sites for swimming. In autumn 2018, 15 sites representative of Penrith's aquatic ecosystems were also selected for macro-invertebrate sampling as part of the Water Health Monitoring Program. Seasonal monitoring of waterway health helps to identify changes in water quality and the ecological condition of local waterways.

Council's On-site Sewage Management (OSSM) Systems Program has continued to focus on the City's 4,400 OSSM systems, assessing installation and operational approvals, auditing non-domestic and non-complying systems and responding to complaints. Almost 200 applications or referrals were assessed for new OSSM systems or alterations to existing systems, 1,400 operational approvals were issued and 67 OSSM systems were investigated or audited during this period.

Council's Environmental Health team continued to manage and monitor the performance of the Leachate Management System at the Gipps

Street Reserve (former landfill site) to ensure it is effectively protecting the environment, including South Creek. This includes carrying out weekly site inspections and quarterly water sampling; managing contracts for regular maintenance of the treatment cell area and monitoring landfill gas; pump maintenance and remote monitoring of the site through cameras and alarms.

Our Environmental Health team continued to assess environmental, biodiversity and water sensitive urban design referrals to support the Development Assessment Service and ensure best environmental practice and appropriate protections measures are implemented during development of the City. This also includes the assessment of impacts associated with major projects, subdivision and rezoning proposals.

Support was also provided to Council's Compliance team on a number of significant vegetation clearing incidents involving endangered vegetation.

We are working on several stormwater improvement projects, including a Water Sensitive Urban Design (WSUD) Capacity Building Project, Design for Stormwater Harvesting and Reuse Project and Stormwater Treatment Devices Standard Drawings Project.

#### **5.1.4 Provide advice on protection of the environment and community health**

In November, a Nocturnal Biodiversity tour was held at Mulgoa Nature Reserve to offer residents the opportunity to find out about the animals that call the reserve home at night. The Real Festival in November also included wildlife shows. Council continued to work with the Cumberland Corridor Reference Group to identify opportunities for conservation in the region.

The 2017 Environmental Photography Competition attracted 120 entries with a further 13 people attending the workshop. The top 20 entries were displayed at the Real Festival outdoor gallery.

Seven schools participated in our annual Catchment Tour program this year, engaging hundreds of local students on water quality issues and the impacts of stormwater pollution. About 320 native trees were planted as part of the tour at a local reserve in Werrington County, and 1,050 native trees were planted as part of the tours at the Hickeys Lane and Colorado Drive reserves.

A World Environment Day event held on 16 June at the newly opened Jordan Springs Community Hub in collaboration with Lendlease was attended by more than 250 people and included a series of Sustainable Living Workshops.

In June, we ran insect and minibeast native habitat incursions at two childcare centres. The children loved helping to build the native bee and insect hotels for their gardens, learning about the importance of insects and plants. We have also worked with a local school to provide some habitat boxes for the trees in their grounds.

A presentation on Water Sensitive Urban Design (WSUD) was conducted for a Chinese community group in Jordan Springs, with a factsheet on "How to Build a Vegetable Raingarden" distributed to inspire community members to install WSUD measures at home. This factsheet is currently being translated into Mandarin.

A cat bell flyer has been prepared to be sent out with new cat registrations to raise awareness about protecting our native wildlife from domestic cats.

#### **5.1.5 Maintain Council's natural areas**

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

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

We continued to host the operations of the Regional Illegal Dumping (RID) Squad on behalf of all member councils, which currently include The Hills, Cumberland, Fairfield and Blacktown. The Environmental Protection Authority Project Agreement for the period 2017-21 was signed by all members and is now operational. The Agreement has undergone some changes to ensure that stronger governance procedures are in place, and to ensure that the funding supports RID squads/ programs and their member councils to reduce illegal dumping.

A new RID Squad Coordinator has been appointed and they have been reviewing its current strategic and operational programs. During May and June, all RID Investigations Officers and the Coordinator completed Council's Asbestos Awareness Training.

Council and the Environment Protection Authority (EPA) are actively engaging with other councils to increase membership of the RID Squad.

The RID Squad trialed a Drone Project as an additional strategy to target illegal dumping, funded through the Western Sydney Regional Organisation of Councils (WSROC).

### 5.1.7 Help minimise impacts on the environment from unauthorised activities

We continued to make changes to improve the efficiency of our Development Compliance team and reduce the number of outstanding compliance matters, following an Innovation Performance review in November 2017.

We are making better use of technology including iPads out in the field. We have implemented an electronic penalty infringement notice system and improved use of Council's Property and Rating System.

Our improved operating procedures ensure more effective investigations, decision making, and an improved focus on governance; and we have

introduced a complaint triaging process and building auditing program. We have reviewed all our documentation (including letters, notices and orders) to ensure clarity, consistency and accuracy.

### CHALLENGES

All service activities and actions under this strategy are within budget and on track, and no significant challenges were experienced this year. However, three projects need funds carried across to 2018-19 due to minor delays. These are:

- New GPTs
- Protect Two Endangered Ecological Communities, and
- Audit of Industrial, Commercial and Agricultural Activities.



## STRATEGY 5.2

### Support our community to use resources wisely

SERVICE ACTIVITY	FUNCTION RESPONSIBLE
5.2.1 Provide information to our community on resource use and living sustainably	✓ Sustainability
5.2.2 Manage resource recovery and waste collection services	✓ Waste and Resource Recovery
5.2.3 Help our community understand how they can better manage waste	✓ Waste and Resource Recovery

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

Council has again delivered a range of activities and events as part of a coordinated program to build community understanding of sustainability, and help residents adopt more sustainable behaviours.

- Our Sustainability e-News continued to promote local events, activities and sustainability tips to our ever-growing online mailing list, and we ran a promotion to encourage new registrations.
- Sustainable Times schools' newsletter transitioned to an electronic format to enable a faster turnaround for important information and to reduce the need to print hard copies.
- Council continued to coordinate the Penrith Hawkesbury Environmental Education Network (PHEEN) including quarterly meetings which are attended by teachers and other educators from the Penrith and Hawkesbury local government areas.
- Promoted sustainable living at Council's Real Festival, as well as Day of Peace, Grandparents Day and Children's Week events, which included a plant giveaway and a mint planting activity for children.
- Partnered with Lendlease to deliver an event at the Jordan Springs Community Hub to celebrate World Environment Day in June, attended by more than 250 people. Educators from across the organisation contributed to the event which included interactive activities for kids, a plant giveaway, a wildlife show and sustainability themed workshops.
- Partnered with the Joan Sutherland Performing Arts Centre on their Sci-Fi Lab event series exploring science fiction, science and art every Friday night in October. The Sustainability Education Officer was a guest speaker at one of the events, speaking about how sustainability is being incorporated into Council's projects and activities.
- Our annual Beat the Heat campaign promoted ways to stay cool through summer. A communication plan and promotional materials were developed for the media, social media and other channels.
- Almost 100 people attended two Solar and Energy Information Evenings at Penrith Library in March and May 2018, and feedback was very positive. The very high level of community interest in these events has led us to develop a more comprehensive Community Energy Engagement Program which is scheduled for delivery in the next financial year.
- Worked with the creative artists employed through The Dig Makerspace project, commissioning the development of a digital artwork to engage the community around the benefit of trees and green cover. This artwork, launched in June 2018 with a piece called 'Urban Futures', and will be used locally to prompt discussions with our community on the place of trees in our urban environment.

### 5.2.2 Manage resource recovery and waste collection services

In June, following an extensive process, Council finalised a new contract for waste and resource recovery for the City for 2019 to 2029. This includes domestic, public spaces, commercial / mixed use developments and Council facilities including child care centres.

A team of experts was engaged to support the tender process due to the complexity and value of the waste contracts. Council's current waste contracts end on 30 June 2019. Our 10-year Waste and Resource Recovery Strategy adopted in September 2017 set the objectives of Council's suite of Waste and Resource Recovery Request for Tender Specifications. The nominated tenderers, Suez Recycling & Recovery Holdings Pty Ltd and ANL Pty Ltd, will provide Council and the community with a cost competitive service and other important outcomes including high resource recovery. Tenders for the Supply and/ or Distribution of Compostable Bags were also advertised, assessed and awarded for the period October 2017 to June 2019.

Our electronic waste drop off day in March saw 1,056 vehicles drop off almost 34 tonnes of electronic waste to be recycled, and the September event saw 799 vehicles drop off more than 30 tonnes of electronic waste to be recycled. Small eWaste drop off cabinets are located in Council's Libraries (St Marys, St Clair and Penrith) for residents to drop off batteries, light globes, CDs/DVDs and mobile phones. Material collected is now taken to Penrith's Community Recycling Centre for recycling, saving up to \$7,000 a year.

The Chemical Cleanout event collected almost 58 tonnes of waste from 1,153 cars over two days in March.

There was a focus on removal of unauthorised additional bins across the LGA. The team has removed 114 unauthorised bins, a cost recovery of over \$13,000.

Our two waste rangers conducted over 500 property inspections each month and issued 114 infringement notices totalling \$65,548. They focussed on four main projects:

- Oxley Park - targeted inspections focusing on keeping the amenity of Oxley Park in a high standard.

- Multi-unit dwellings - targeted inspections and door knocks have been undertaken in Putland & Saddington Streets in St Marys. Illegal dumping has reduced significantly as a result, and
- Jordan Springs and Mulgoa Rise - additional focus on ensuring builders are complying with waste requirements.

Rangers also engaged with more than 300 members of the community and directly provided information to approximately 900 community members while in the field.

While there was an increase in illegal dumping in the weeks leading up to Christmas, the Waste Rangers have helped ensure illegal dumpers are identified and required to clean up the dumped waste in more cases.

Waste management continued to be a focus in the development application, urban design and planning processes. Council has identified multiple sites where Automated Waste Collection Systems are alternatives to traditional kerbside presentation. The Senior Waste Planning Officer is working closely with developers and planners to design innovative waste collection solutions for buildings approved before the amended C5 Waste Development Control Plan controls. This allows developments nearing completion to accommodate waste collection and service infrastructure to ensure residents are provided with a safe and efficient waste service.

### 5.2.3 Help our community understand how they can better manage waste

Since July 2009, the diversion of organic waste from landfill through our green bins has seen almost 280,000 tonnes of organic waste turned into compost, saving nearly \$19m through the avoidance of landfill costs. In 2017-18 we have diverted 27,168 tonnes, avoiding \$1.7m in landfill costs.

Council established a Community Recycling Centre in July 2017 in response to consistently high community demand for responsible options to manage problem household waste. The community has responded positively, with nearly 96 tonnes of waste collected since opening, the highest performing centre in NSW. Feedback from residents shows that they appreciate the opportunity to recycle or responsibly dispose of problem household waste all year round.

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

Letters were sent to 1,039 households, providing information to residents about their waste service and what can be put into each bin, in response to incidents of waste being placed in the wrong bins. Our Waste team also made more than 1,300 personal visits to properties that have recorded at least two incidents of bin contamination.

The Waste team worked with Council's Community Engagement Officer to develop a campaign to help the St Marys and Oxley Park communities better manage their waste.

## CHALLENGES

All service activities and actions under this strategy are within budget and on track, and no significant challenges were experienced this year. However, a couple of projects need funds carried across to 2018-19 due to minor delays. These are:

- Place Management and Waste Partnership
- Community Recycling Centre Education





INTRODUCTION

OUR COUNCIL

OUR PERFORMANCE

OUR PEOPLE

APPENDICES

## CASE STUDY:

# Joshua not wasting scholarship success

Senior Waste Planning Officer  
Joshua Romeo is having a good year.



Not only was he one of six staff to benefit from Council's annual Louise Petchell Sustainability Scholarship scheme, he was also recently awarded the Waste Management Association of Australia (WMAA) 2018 Young Professionals Scholarship.

As a Louise Petchell Scholarship recipient, Joshua will take part in a Liveable Cities Study Tour around Brisbane and the Gold Coast to see award winning local government projects in action.

He will use the WMAA Scholarship funds to attend and present a paper at the 2018 Waste SA Conference in Adelaide in November.

Waste and Resource Recovery Manager, Tracy Chalk recommended Joshua for the WMAA Young Professionals Scholarship. The scholarship acknowledges his well-regarded Masters of Urban and Regional Planning Dissertation at the University of New England and his leadership in a project with Western Sydney University. It is also an endorsement of his current work to develop and coordinate Council's waste planning projects and policy documents – particularly in relation to increased urban density in Penrith.

In line with academic convention, his Masters dissertation has the catchy title of *Reconfiguring*

*Residential Waste for Urban Consolidation: Evaluating the Amenity Outcomes of Planning Policy for Integrated On-site Waste Collection Systems within Penrith Local Government Area (LGA).*

Translated, that means Joshua looked at the impact poor waste policy and infrastructure have had on the lifestyle of residents in areas with medium to high urban density.

"The study developed a conceptual calculation that gives a monetary value to the amenity impacts poor waste infrastructure has on property prices in Penrith," he said.

His findings were presented at a recent waste conference in Coffs Harbour and his involvement in the Western Sydney University project came on the back of the research.

"The project looked at the social benefits of better practice waste management for multi-unit dwellings in Penrith," he said.

Joshua will present the project's recommendations along with his dissertation findings at the November conference. An extract from his Masters will also be included in upcoming WMAA publications.

"I'm looking forward to combining my research findings and experience in Council's Development Application process with what we learn through the Liveable Cities Tour later this year," he said.

"I'm also excited about adding some new ideas to Council's already innovative and sustainable approach to development applications (DAs) for current and future medium and high density developments across our City."

## STRATEGY 5.3

### Minimise risks to our community from natural disasters and a changing climate

SERVICE ACTIVITY		FUNCTION RESPONSIBLE
5.3.1 Manage the risk to and impact on life and property from the existing and potential future use of the floodplain	✓	Floodplain and Stormwater Mgt
5.3.2 Provide advice on floodplain and stormwater management	✓	Floodplain and Stormwater Mgt
5.3.3 Help protect our community by supporting emergency services to prepare for and respond to emergencies	✓	Security and Emergency Services
5.3.4 Identify opportunities to respond to a changing climate	✓	Sustainability
5.3.5 Work with partners to enhance the resilience of the City	✓	Sustainability

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

Council continued developing floodplain management plans for a number of the City's flood affected areas in line with the NSW Floodplain Development Manual. This is managed by Council's Floodplain Risk Management Committee which includes Councillors, community representatives, Council staff, representatives from state agencies such as the Office of Environment and Heritage and the State Emergency Services as well as representatives from relevant neighbouring councils.

We are currently working on the South Creek Floodplain Risk Management Study and Plan; Penrith CBD Catchment Floodplain Risk Management Study and Plan (40% complete); St Marys (Byrnes Creek) Catchment Floodplain Risk Management Study and Plan (60% complete); Nepean River Flood Study (99% complete) and Peach Tree Creek Catchment Floodplain Risk Management Study and Plan (30% complete).

#### 5.3.2 Provide advice on floodplain and stormwater management

Council continued our floodplain management in line with the NSW Floodplain Development Manual and adopted Council policies. We reviewed and updated approximately 8,000 property flood notations across the City, ensuring Council is providing up-to-date flood information to the community and prospective residents.

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

Council continued to support our City's emergency service agencies. Council staff assisted Penrith SES with equipment purchases and provided support as required during wind, storm and minor flood events. We provided administrative support to the Local Emergency Management Committee and its member agencies, and staff support during emergency operations. Council is often the first to be called in by emergency response teams to help in an emergency as our local knowledge, skilled staff, vehicles and equipment are vital to protecting people and the environment in many police and fire brigade responses.

#### 5.3.4 Identify opportunities to respond to a changing climate

- ✓ a. Complete activities required under the *Global Covenant of Mayors for Climate and Energy*
- ✓ b. Coordinate the implementation of the *Cooling the City Strategy*

We continued to work on the actions required under the Global Covenant of Mayors for Climate and Energy, the Cities Power Partnership, and to implement our Cooling the City Strategy. Our Sustainability team continues to work closely with staff from across the organisation to consider and integrate heat management and mitigation into existing projects.

An approach to undertake a climate change risk assessment has been developed in consultation with the Risk and Audit Coordinator and the Corporate Leadership team. Identified priority risks will be incorporated into Council's existing Enterprise Risk Management Framework ensuring that climate risk is integrated into future decision making.

Work has continued on implementation of the Cooling the City Strategy. A number of projects and activities have either commenced or been completed that incorporate aspects of the strategy:

- We continued to engage the community around the value of trees most recently at the Jordan Springs Community Hub Launch in April 2018. 200 native plants were provided to the local community at this event. A tree and plant giveaway was also coordinated as part of Council's World Environment Day event in June 2018 through Greening Australia.
- work has progressed in partnership with City Presentation and Design and Projects teams to develop a project plan to undertake dedicated street tree planting in St Marys. This project is a pilot and will trial a range of community engagement tools to help build community support and understanding of the benefits of street trees, and
- Council has been working with Sydney Water on the delivery of a project to install nine water refill stations at high use locations across the City, with two additional water stations provided during the reporting period. Installation of six units is now complete, with the remaining units to be installed in the next financial year.

Staff attended interagency meetings to discuss urban heat and learn what measures agencies are taking to cope with heatwaves. This information will feed back into Council's activities and was a valuable way to work with local community service providers.

The grant-funded Climate Adapted People Shelter project saw the prototype bus shelter installed on Derby Street in Kingswood and its performance monitored, including a survey of users by researchers from University of Technology Sydney (UTS) Institute for Sustainable Futures. Preliminary results are promising, with detailed results expected in the next reporting period.

### 5.3.5 Work with partners to enhance the resilience of the City

#### ✓ a. Support the Resilient Sydney project and Council's Resilience Committee

Council has worked closely with the team from Resilient Sydney to play an active role in the development of the Resilient Sydney Strategy which will be launched in July. This strategy covers all of Metropolitan Sydney and is an innovative way to approach some of the issues and risks that affect the whole of Sydney, bringing a wide range of stakeholders on board. Council's participation will ensure that issues relevant to Penrith, and Western Sydney more broadly, are well represented.

The Resilience Committee met twice during the reporting period, in February and June. The Committee comprises Councillors, professional and community representatives to bring a range of perspectives and expertise to resilience issues in Penrith. Priority focus areas have been agreed to ensure relevant issues are brought to the Committee for consideration.

### CHALLENGES

All service activities and actions under this strategy are within budget and on track, and no significant challenges were experienced this year. One project (Flood Studies SMSC) needs funds carried across to 2018-19 due to minor delays.





INTRODUCTION

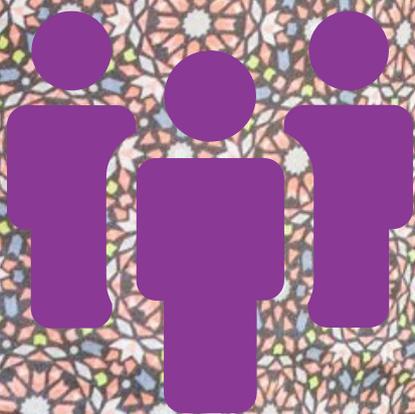
OUR COUNCIL

OUR PERFORMANCE

OUR PEOPLE

APPENDICES





## Outcome 6

# WE ARE HEALTHY AND SHARE STRONG COMMUNITY SPIRIT

Outcome 6 focuses on the importance of encouraging health and wellbeing, as well as community pride and a sense of belonging. This was identified as the main reason why residents choose to stay in Penrith. Council seeks to celebrate our heritage and cultural diversity, build social inclusion and foster creativity, encouraging the participation and contribution of all people in the City.

Penrith has a proud community spirit and that is part of how we live and celebrate our achievements. Partnership, openness and a positive approach are what enable us to come together and achieve shared goals.

Council provides health, cultural and community programs and events for residents and priority groups to bring people together, make social connections and encourage community wellbeing. We actively support non-government community service providers and are responsible for food safety and hygiene in local eateries.

Council's library branches provide community hubs for access to information and life-long learning. We have several regional arts, entertainment and cultural facilities including the Joan Sutherland Performing Arts Centre, the Penrith Conservatorium of Music, the Q Theatre, and the Penrith Regional Gallery and The Lewers Bequest. Major sporting venues include the Sydney International Regatta Centre, the Penrith Whitewater Stadium and Panthers Stadium.

Council provides quality sports fields, parks and playgrounds which offer a range of recreational and social opportunities for our community. Penrith has a strong and proud sporting tradition, with a higher than average participation rate. Council provides 105 sporting facilities including venues for athletics, cricket, rugby league, soccer, baseball, netball, softball, tennis, swimming and touch football. Council's facilities provide opportunities for residents and visitors to the City to be physically active and improve their health.

### WHAT ARE WE WORKING TOWARDS?

The activities and services we deliver under Outcome 6 aim to provide health, cultural and community programs and events to bring people together, guide social connections and encourage community wellbeing. The following community indicators will measure how we're going as a City. We'll report on them in our End of Term Report every four years, and in our Annual Report whenever data is available.

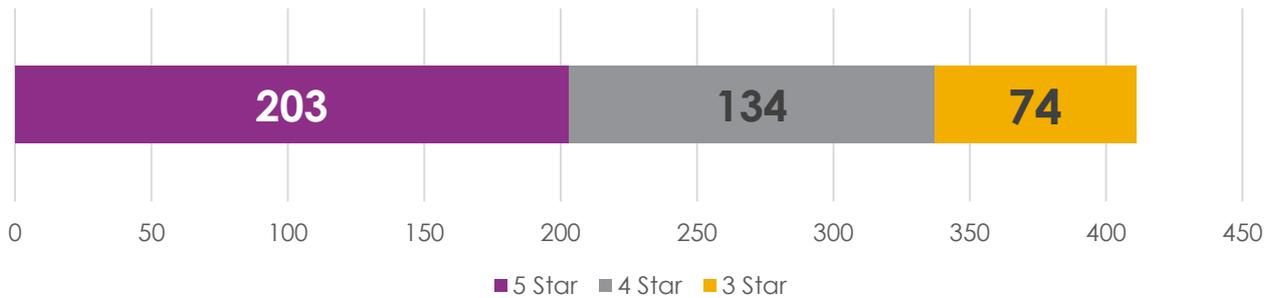
1. % of residents that feel part of their neighbourhood or community
2. % of residents satisfied with local community festivals and events
3. % of residents who feel proud of where they live
4. % of residents who say they can get help from friends, family or neighbours when needed
5. % of residents who are a healthy weight
6. % of residents who are not smokers
7. % of residents involved in informal physical activity
8. % of residents who participate in sports and recreation
9. % of residents satisfied with services and facilities for older people and youth
10. % of residents who feel cultural diversity is valued and celebrated

## HOW HAVE WE DONE OVER THE LAST 12 MONTHS?

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

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

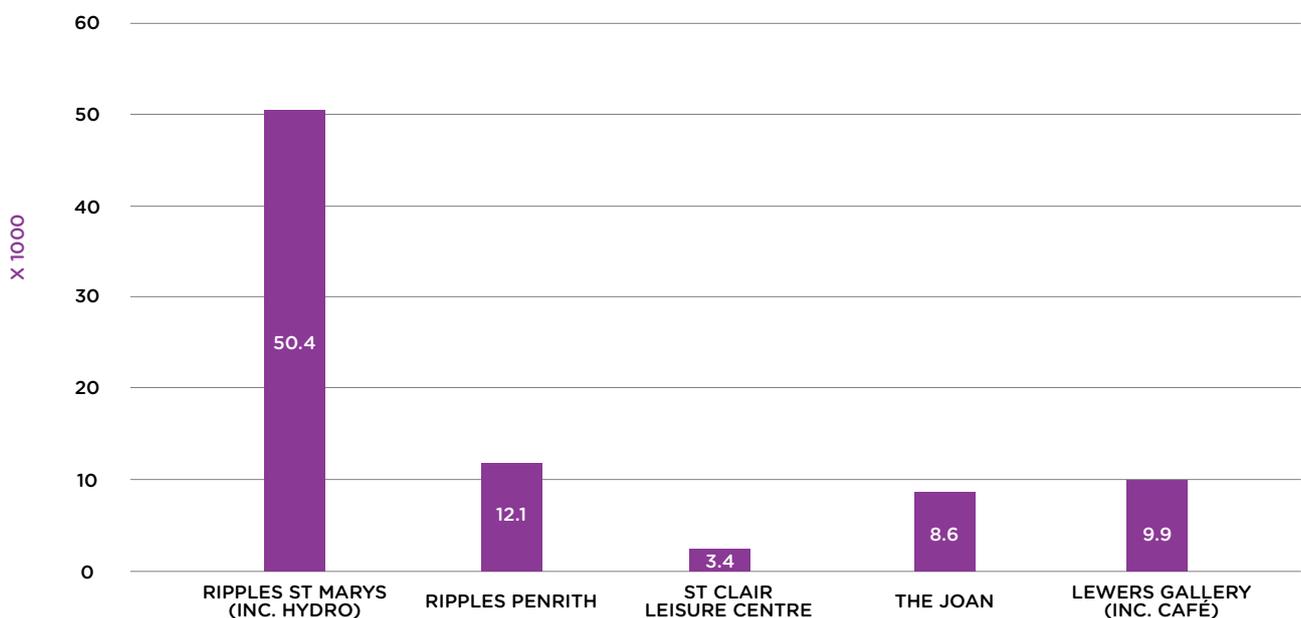
This will provide an indication of the effectiveness of Council's food safety regime in promoting good practices and protecting public health



As part of the 'scores on doors' program 203 food premises received a rating of 5 stars, these businesses met the highest expectations of hygiene and food safety practices.

### Number of visitors to Council's leisure and cultural facilities

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



Council's leisure and cultural facilities continued to be well utilised, with visitor numbers indicating Ripples St Marys is our most used facility, with approximately 264,000 visits (including swimming carnivals and swimming lessons).

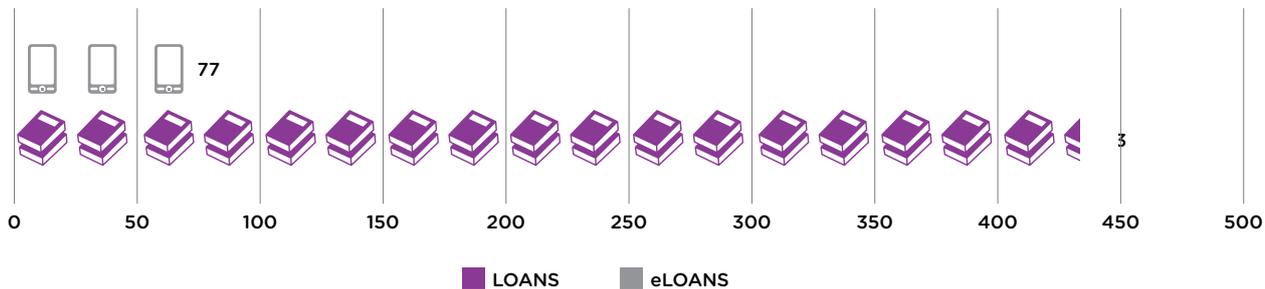
### Council run and supported community events

Council ran and supported 70 events throughout 2017-18. For details please refer to the Calendar of Events section on page 22.

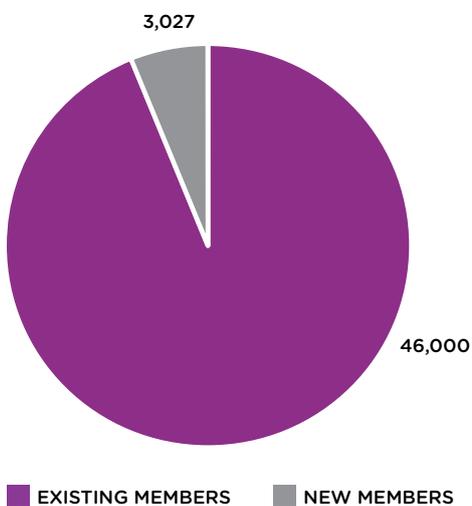
**Use of Council's libraries**

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

**Items Borrowed**



**Membership Numbers**



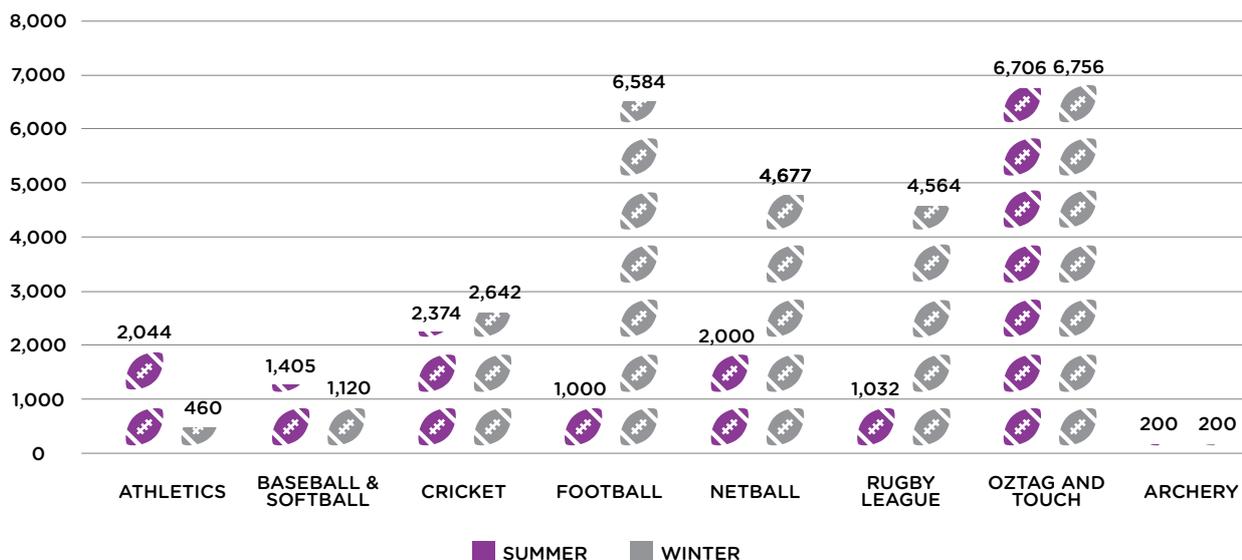
**NUMBER OF LIBRARY VISITORS**

**496,439**

**Number of local club sporting members as a % of the population aged between 5 and 50**

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

**NUMBER OF LOCAL SPORTING CLUB MEMBERS AS A % OF THE POPULATION AGED BETWEEN 5 AND 50: 35%**



A total of 35% of the population aged between 5 and 50 was registered with a local sporting club during the period, with the top three sports for this period being Ozttag and touch, Football and Netball. These results indicate our sports grounds are well utilised. Council will continue to monitor utilisation rates, surface conditions and maintenance schedules to ensure our community's recreational needs are met.

## HOW HAVE WE DONE OVER THE LAST 12 MONTHS?

Council's activities and services under this Outcome are grouped into three strategies, which focus on facilitating community capacity building, supporting community life, and collaborating with local service providers to deliver a range of community programs that meet our community's needs. Our achievements and challenges for the last 12 months are summarised in the following pages.

STRATEGY 6.1 Provide opportunities for our community to be healthy and active	
SERVICE ACTIVITY	FUNCTION RESPONSIBLE
6.1.1 Implement the Parks Asset Renewal Program	✓ Asset Maintenance and Renewal
6.1.2 Deliver programs and work with government and community organisations to improve health and wellbeing	✓ Community and Cultural Development
6.1.3 Provide designs and plans for Council's parks and sports grounds	✓ Design & Projects
6.1.4 Help protect and improve the health of our community	✓ Environmental Health
6.1.5 Deliver library services that support a vibrant, connected community	✓ Libraries
6.1.6 Maintain the City's sports grounds, parks and open spaces	✓ Public Space Maintenance
6.1.7 Manage sport and recreation facilities, programs and services to meet community needs	✓ Recreation Facilities Management
6.1.8 Plan and advocate for sport and recreation facilities, services, programs and events for the City	✓ Recreation Facilities Management
6.1.9 Support sport and recreation partners	✓ Recreation Facilities Management
6.1.10 Help promote responsible pet ownership	✓ Regulatory Control
6.1.11 Ensure privately owned swimming pools are safe and healthy	✓ Regulatory Control

### 6.1.1. Implement the Parks Asset Renewal Program

Council manages more than 140 playgrounds, 400 parks and 105 sporting fields across our 36 suburbs. We have a rolling schedule of upgrades, replacing assets to ensure our parks continue to be safe, accessible and well-used, meeting the needs of the community now and into the future.

In this period, the program focused on playgrounds, floodlighting, irrigation, sports field surfaces and facility upgrades. We upgraded floodlighting

at Parker Street Reserve and delivered new playgrounds at the following sites as part of the Parks Asset Renewal Program: Timesweep Drive, St Clair; John Batman Avenue, Werrington County; Redstone Crescent, St Clair; Adams Crescent, and Paperbark Crescent, Colyton.

These were in addition to the Mayoral Playground Challenge at Brisbane Street, St Marys; Mayoral Playground Challenge at Lincoln Park, Cambridge Park and the upgrade of Spica Reserve Playground as part of the Erskine Park Open Space Reinvestment Strategy.

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

#### ✓ a. *Contribute to the improved health of residents in North St Marys through the Village Café*

Council continued to make important contributions to community capacity building and wellbeing. Health and wellbeing has been promoted in the community at a number of activities and events, with initiatives including a bike workshop for children attending Vacation Care in Cranebrook, a 'Staples Bag' in North St Marys to enable households to access low cost and high quality nutritious food, and interactive mental health sessions at the St Clair District Men's Shed.

The Penrith Health Action Plan was signed in May 2017 and is an agreement between Council, the Nepean Blue Mountains Local Health District (NBMLHD) and the Nepean Blue Mountains Primary Health Network (NBMPHN). This strategic collaboration between the three levels of government focuses on health promotion and the prevention of health issues through early intervention. The focus areas in this period included health pathway referrals and mental health promotion. In June, more than 25 representatives from Council, the NBMPHN and NBMLHD met again to discuss Health Action Plan achievements over the last 18 months, and priorities and opportunities for collaboration over the next two years. From this workshop, the 2018-20 Health Action Plan will be developed.

We ran or supported a number of other programs to help improve community health:

- Live Life Get Active, a free community health program offering boxing, cross training and yoga classes. Almost 340 people aged 18-75 participated.
- Council participated in the Suicide Prevention Steering Group, organised by local Nepean Blue Mountains Primary Health Network.
- Cancer Council Eat it to Beat It Healthy Lunch Box Education presentations to 66 families at Braddock, Kingswood Park, North St Marys, Banks Public School and Kindana Children's

Centre. The volunteers who delivered the Cancer Council program reached an additional 598 families at 13 schools. The program aims to encourage families to eat more fruits and vegetables throughout the day.

- The Nepean Men's Shed received Community Assistance Program funding for an event in October to encourage conversations on mental health, which attracted an estimated 100 attendees.
- A bike workshop was held by Addventageous, a Social Enterprise business working in Western Sydney, to encourage adults to use bikes as a form of exercise and alternative transport, and
- Council hosted an Active Living and Healthy Built Environment Workshop which tackled planning for more active and healthy communities in the region. Over 40 officers attended from many Western Sydney councils and health organisations. This workshop highlighted the links between health and the built environment, and focused on planning for active and healthy communities.

The Village Café continued to grow in popularity, with more than 50 people attending each fortnightly session. The "pop up" café for older residents in the North St Marys area builds awareness of the importance of physical and mental wellbeing, in a fun and supportive atmosphere. The project was commended in the Great Community Collaboration category at the Greater Sydney Commission Planning Awards in June.

### 6.1.3 Provide designs and plans for Council's parks and sports grounds

#### ✓ a. *Undertake community engagement and finalise designs for Gipps Street*

Design work was completed for parks and sports grounds in accordance with the 2017-18 Operational Plan, including additional netball courts for Jamison Park and a sports field expansion for The Kingsway, playground upgrades, interpretive signs and shade tree planting in sporting grounds.

#### **6.1.4 Help protect and improve the health of our community**

##### **✓ a. Investigate implementing the NSW Food Authority's Scores on Doors food business rating system**

Council continued to deliver programs to promote safe food handling practices and protect the health of our community. We have a total of 879 registered food businesses and in this period we completed 957 primary inspections and 301 reinspections, as well as investigating 140 complaints from the community.

We have incorporated the NSW Food Authority's Scores on Doors Program into Council's existing Food Safety Program, so food businesses inspected as part of Council's Food Safety Program are assigned a rating of 5 stars, 4 stars, 3 stars or no stars at each inspection. This year we launched an app to allow the community to easily access the ratings for our local food businesses. As at the end of June, there were:

- 203 businesses rated 5 stars
- 134 businesses rated 4 stars
- 74 businesses rated 3 stars

We delivered a food handling newsletter to all registered food businesses and facilitated two free food handler workshops to help them understand and meet their responsibilities.

We issued 448 approvals for temporary events and 23 for mobile food vending vehicles. Food safety inspections were carried out at many community and public events including the Real Festival, the Taste of Christmas and Australia Day.

Council's Environmental Health team was awarded the prestigious Food Surveillance Champion Award 2017 from the NSW Food Authority in September. Team Leader, Michael Middleton, also received the President's Award from Environmental Health Australia (NSW) for his outstanding commitment to the industry and one of our officers, Mitchell Nobbs was recognised as Student Professional of the Year. Environmental Health is represented at the NSW Food Authority State Liaison Group and Council continues to work with NSW Food Authority on food safety and hygiene.

At the end of June, Council's Legionella Safety Program had 58 registered businesses and a total of 119 cooling towers and 14 warm water systems. All premises were inspected during

the financial year. During the reporting period there was a significant change to the legislative requirements regarding the operation and maintenance of cooling towers, and Council's Environmental Health team was represented on the Legionella Taskforce responsible for introducing these changes.

Council's Skin Penetration Safety Program monitors businesses that do any skin penetration procedures such as tattooing, acupuncture, waxing or piercing. The Program has 99 registered businesses, with approximately 96 primary skin penetration business inspections and 15 reinspections completed. A free skin penetration seminar was completed and a newsletter sent out to all skin penetration business.

Council participates in the NSW Health Arbovirus Surveillance and Mosquito Monitoring Program, setting 76 mosquito traps at four sites at Werrington, Emu Plains, Glenmore Park and Castlereagh and sending them for laboratory analysis.

#### **6.1.5 Deliver library services that support a vibrant, connected community**

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

In April 2018, our library celebrated its 70<sup>th</sup> year of service. We continue to grow and evolve to meet the changing needs and expectations of our 46,000 members and local community. This year saw over 496,000 people visit one of our three library branches and close to 508,000 items were borrowed.

Our digital help desk service, which operates daily at our Penrith branch, assisted 2,752 customers with digital enquiries ranging from issues with smart devices to helping people access our free eResources including an extensive eBook, eAudio and eMagazine collection.

Our Children's Newsletter continued to be popular, along with our after school and vacation activities, HSC workshops and online study and homework help.

The Toy Library Service runs regular 'stay and play' sessions across the three library branches and operates a specialised service for children with a disability. It provides support and resources for families and children with disabilities and promotes early childhood literacy by encouraging families and young children to regularly visit and make use of their local libraries.

Our Library Outreach Service based at St Marys library provided one-on-one appointments to 34 clients, as well as offering the option of delivering resources such as switch adapted toys and equipment, and sensory resources for children with diagnosed disabilities and ongoing high support needs, for loan by local families.

The Pop Up Library provides opportunities for library staff to engage and connect with the community at local events, service centres, and in neighbourhoods. By bringing the library into the community, staff make meaningful local connections while demonstrating the range of resources we offer for everyone in the community. Pop Up Libraries occur regularly throughout the year, including in this period at the Jordan Springs Community Hub opening and at local schools and parenting group meetings.

We have finalised the floor plan and furniture and fitting requirements for the Penrith library refurbishment. The scale of the project requires it to be taken to tender, before delivery in 2018-19.

#### **6.1.6 Maintain the City's sports grounds, parks and open spaces**

Council manages more than 140 playgrounds, 400 parks, 105 sporting fields and 1,270 hectares of open space across our 36 suburbs. We continued to deliver our program of scheduled and reactive maintenance to make sure these facilities meet the community's needs, are fit for purpose and are maintained in accordance with relevant service specifications.

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

We delivered a range of community initiated, grant funded capital works projects in this period. Council's Recreation Facilities Management team assisted with the design, consultation, quotations and project delivery for the following projects:

- a sports clubhouse at Grey Gums Reserve, Cranebrook
- field renovations at Myrtle Road Reserve, Claremont Meadows, Patterson Oval, Cambridge Park and Andromeda Oval, Cranebrook.
- replacement of long jump run ups at Parker Street Reserve, Penrith

- installation of sandstone blocks, seating units and fencing at Eileen Cammack, Penrith, Harold Corr Oval, Cambridge Park and Jamison Park, Penrith.
- installation of three new netball courts, floodlights and 61 additional car parking spaces at Jamison Park Netball Complex, Penrith. This project will enable Penrith District Netball Association to host two divisions of the State Age Netball Championship.
- extension to the Rowing Pontoon at Weir Reserve, Penrith, and
- floodlight upgrades at Parker Street Athletics Track, Penrith; Shepherd Street Reserve, Colyton; Peppertree Reserve, Erskine Park, and Ched Towns Reserve, Glenmore Park.

The Hickeys Lane Reserve, Penrith Canteen upgrade was completed, and the number two diamond at Andrews Road, Penrith baseball fields was extended to accommodate senior matches. We have completed concept designs for additional storage at Andrews Road baseball and rugby facilities.

The City was successful in receiving a number of community grant applications, including 13 community and Council applications in the 2017 Community Building Partnership Grants Program. A total of \$558,421 has been identified to deliver a range of community infrastructure improvement projects to meet community needs across the Penrith, Londonderry and Mulgoa electorates. Eighteen community and Council applications were submitted in the 2018 program due to be announced in December 2018. Grant submission projects total \$2.5m of works with a grant funding request of \$800,000 across the Penrith, Londonderry and Mulgoa electorates.

In partnership with Cranebrook United Soccer Club, we successfully applied for \$65,000 through the NSW Asian Cup 2015 Legacy Fund. The grant will partly fund a \$165,000 project to renovate the western field, complete floodlight upgrades and renovate the canteen. We also partnered with St Marys Soccer Club to submit another application through the NSW Asian Cup 2015 Legacy Fund for \$50,000. This will help renovate the canteen and provide drainage improvements to the fields.

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

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

Council is developing a 10-year Sport, Recreation, Play and Open Space (SRPOS) Strategy. We completed a comprehensive city wide assessment of current and future recreation needs, based on detailed information covering all recreation facilities, sports fields, play facilities and open space areas. This year we reviewed feedback received through a community survey, pop-up workshops and forums with residents and sporting groups in 2017. We also prepared and reviewed the first draft of the Strategy. Changes need to be made following the recent NSW Government announcement on the Western Sydney Transport Corridors, which will affect sport and recreation facilities within the corridor boundaries.

We contributed to the development of strategic facility plans for the Western City District Plan by the NSW Office of Open Space and Office of Sport. We also celebrated the official opening of the National Training Centre for Women's Rowing at Weir Reserve, thanks to Council's work with Rowing Australia and Rowing NSW.

We continued to promote and facilitate various sport and recreation initiatives across the City, and to actively market our City as a venue of choice for world-class sporting events. Major events we welcomed this year included the Queen's Baton Relay, BMX Australia Championships, Canoe/Slalom Australian Open, NSW State Rowing Championships, Matildas vs Brazil match, a Women's Big Bash League cricket match between Sydney Thunder and the Melbourne Stars, the NSW State Veterans Cricket titles tournament, and Penrith Tennis International.

#### **6.1.9 Support sport and recreation partners**

Council continued to support our City's sport and recreation partners by facilitating a range of network meetings, briefings and workshops focusing on 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, and monthly Penrith Valley Sports Foundation meetings.

Council assisted and advocated for Penrith Rugby Club following the decision from the Sydney Rugby Union Board to exclude it from the Intrust Super Shute Shield. Council made direct representation to Sydney Rugby Union, NSW Rugby and Australian Rugby as removal of the club affects many in our local community.

#### **6.1.10 Help promote responsible pet ownership**

Our Companion Animal Officers continued to promote responsible pet ownership and engage animal owners across the City by:

- talking to the community at shopping centres and preschool
- talking with dog owners at Tench Reserve, on the Nepean River walk, at Blue Hills Wetland in Glenmore Park and at off-leash dog areas, and
- putting signs up on River Road reminding owners to pick up after their dog.

We developed and launched our e-learning website for pet owners ([penrithpeteducation.com.au](http://penrithpeteducation.com.au)) the first of its kind, funded by the Office of Local Government.

We held two free microchipping and education days for pet owners experiencing financial hardship, which saw 350 animals microchipped.

We updated our procedures for dealing with dog attacks, in consultation with NSW Police. Council is now generally the lead agency in responding to dog attacks. Police will still be involved in serious dog attacks and Council will issue control orders on their behalf.

See Appendix 7 for full details of our Animal Services this year.

#### **6.1.11 Ensure privately owned swimming pools are safe and healthy**

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

Council's Swimming Pool Compliance team undertakes both reactive and proactive inspections on swimming pools, portable pools and spas. This year we carried out almost 500 inspections and 465 reinspections. We issued 325 formal orders and notices requiring compliance and 99 penalty infringement notices. We responded to 89

complaints, issued 227 Compliance Certificates and processed 80 referrals from private certifiers. We also sent 836 reminder letters for residents to register their pools.

We ran a community education program at the Glenmore Park Anglican Church in February-March, promoting swimming pool safety to mothers groups and grandparent groups. We have organised the first Swimming Pool Forum, to be held in August 2018. This forum is for surrounding Council Officers to attend and workshop Swimming Pool Barrier inspections, education programs and provide a networking platform between councils.

## CHALLENGES

All service activities and actions under this strategy are within budget and on track, with no significant challenges experienced this year. However, a number of projects require funds to be carried across to 2018-19 due to delays. These are:

- Outdoor Mobility Implementation
- Parks Asset Renewal
- Nepean Jobs for All
- Gipps St-Monitoring Leachate
- Designs for Stormwater Harvesting & Reuse
- Stormwater Treatment Devices Drawings
- Park Improvements - Spica Reserve, Erskine Park
- Natural Cooling Tree Planting South Penrith
- Sportsground Field Lighting Shepherd Street, St Marys
- Ched Towns Facility Embellishments
- Cambridge Gardens Skate Park Investigations
- Nepean District Historical Society Wagon enclosure, and
- Sporting Club Subsidies.

Upgrade works at Capella Reserve, Erskine Park were delayed until drainage works associated with the sale of the lots on this site are completed. As a result, works will be undertaken in 2018-19.



## STRATEGY 6.2

### Help build resilient, inclusive communities

SERVICE ACTIVITY	FUNCTION RESPONSIBLE
6.2.1 Support children and families, particularly those living in vulnerable circumstances.	✓ Children's Services
6.2.2 Develop effective responses to the impacts of growth, redevelopment and change in our community	✓ Community and Cultural Development
6.2.3 Work with partners to deliver events that strengthen our community	✓ Community and Cultural Development
6.2.4 Support community service organisations working in our City	✓ Community and Cultural Development
6.2.5 Work with Aboriginal organisations and residents to strengthen our community	✓ Community and Cultural Development
6.2.6 Conduct and support events that include all members of our community	✓ Marketing and Events

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

Council continued to deliver targeted education programs for children and families.

Over 340 families accessed our Mobile Playvan, which continued to run seven sessions a week during school terms at Caddens, Claremont Meadows, Glenmore Park, Jordan Springs, North Penrith, and North St Marys. The Playvan also attended many community events including Cinema in the Park, Music by the River, the NAIDOC Family Fun Day and the opening of the Jordan Springs Community Hub as well as Baby Time at the library. We continued our partnership with Mission Australia and were involved in the Paint Penrith REaD (PPR) initiative and Read with Rooby days and events.

More than 100 children with disabilities or additional needs are enrolled in Council's children's centres.

There are currently approximately 154 Aboriginal and/or Torres Strait Islander children enrolled across our Children's Services, which is representative of the percentage of Aboriginal people living in our city. The Indigenous Advancement Strategy funding for cultural

awareness training ceased in December 2017 (funding for access has been extended to December 2018). Under this project, one educator from each service has attended training and continued in a leadership role to embed culturally appropriate curriculum practice and become an Aboriginal and Torres Strait Islander cultural awareness coach within their service. Aboriginal and Torres Strait Islander cultural awareness conferences for staff continued to be mandatory for all children's services staff.

Three targeted parenting programs were delivered under the Children and Parenting Program (CAPPS) funded by the Department of Social Services. These provided individual support to over 30 families, 80 educators and 140 children. The programs delivered intensive speech and language intervention to ATSI children and vulnerable children aged 3-5 years, supported play sessions within Kingswood Park Public School and provided an evidence based parenting program in St Marys completed by 12 families. A new Children's Services CAPPS Coordinator was appointed, with the external funding for this project extended to June 2020.

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

- ✓ a. Facilitate delivery of the Jordan Springs Community Hub
- ✓ b. Coordinate the implementation of the Disability Inclusion Action Plan
- ✓ c. Establish and support the Multicultural Working Party
- ✗ d. Complete a demographic profile of the City

Jordan Springs Community Hub was handed over to Council in January 2018 and was operational in March. The official opening event held on 14 April was a huge success, with an estimated 800 people attending to see the new facility, enjoying a free healthy BBQ lunch, information about local services, and participating in a range of family activities. This was the culmination of a number of years of collaborative work between Council and Lendlease. Council has also been working with Landcom in preparation for the handover of the new Thornton Community Centre.

Individual Council services are implementing their actions from the *Penrith Disability Inclusion Action Plan 2017-21*, as set out in our Delivery Program. One of the priority actions in the plan is to improve employment opportunities for people with disability in the City, and our regional Nepean Jobs for All project worked with local businesses to encourage them to employ more people with disability.

Council continues to facilitate the Multicultural Working Party (MWP) which provides advice to Council on policies and issues relating to multiculturalism and the wellbeing of residents from Culturally and Linguistically Diverse (CALD) backgrounds in Penrith City. The working party is made up of three elected Councillors and eight community members and meets quarterly. The MWP held its Strategic Planning session in February and in May adopted an Action plan. It had the opportunity to present to the Multicultural NSW Advisory Board when it visited Penrith in May.

We are developing a demographic profile of the City, which will help community organisations and Council staff to understand the changing social profile of the City, and will support funding submissions and advocacy to benefit our community.

In October the Mayor presented a total of \$30,218 to community organisations to support 31 projects under the planned component of the Community Assistance Program.

We continued working on initiatives to address the growing challenge of homelessness in our City, including:

- liaising with community organisations, including mobile meal services and accommodation services to manage hot spots and associated impacts,
- endorsing a Mobile Local Food and Homelessness Support Services Policy, and
- supporting the Penrith Homelessness Interagency to improve integration between different service types, responding to hot spots and other challenges.

Our social planners have provided advice on a number of major proposed developments in the City, including Orchard Hills North and Glenmore Park Stage 3, an aged care facility and several childcare centres, boarding houses and places of worship.

### 6.2.3 Work with partners to deliver events that strengthen our community

Highlights this year included NAIDOC Week Celebrations (July), the inaugural Day of Peace event (September), the Multifaith Round Table, Grandparents Day (October), International Day of People with Disability (December); Harmony Day (March); the annual Reimagine Ageing Seniors Festival (April); Youth Week (April) and Refugee Week (June). See Appendix 3 for more details.

### 6.2.4 Support community service organisations working in our Community

The Penrith Youth Interagency (PYI) continued to meet each month, with an average attendance of 20-25 workers. The PYI annual Planning Day in November identified issues to be prioritised for 2018.

Council officers actively participated in the Nepean Domestic Violence Network to work to reduce the incidence of domestic violence in the City and proactively respond to the significant impacts domestic violence can have on women and families. Regular presentations were given at the Young Parents Network to encourage healthy eating among young pregnant women and their partners.

The Penrith Multicultural Interagency (PMI) held a planning day in March to define their priorities for 2018-19. Shared priorities include continuing to coordinate events such as Harmony Day and Refugee Week that contribute to social inclusion and community harmony in the City.

Council continued to coordinate the Penrith Homelessness Interagency, which actively advocates to other levels of government on homelessness issues and provides professional development opportunities for staff working in the sector. This training includes a session on older people and homelessness and service referrals. This year we produced and distributed an updated Homelessness Services Contact Resource Card, and Council endorsed the Mobile Local Food and Homelessness Support Services Policy in July 2017. We liaised extensively with funded and voluntary services to respond to the increased numbers of rough sleepers in the city centre. Significant efforts have been made to resolve complex cases of homelessness occurring in Judges Place Carpark and the Nepean District Tennis Centre in Woodriff Gardens. Implementation of Council's Homelessness Customer Service Protocol included training for Council staff and contractors (Nepean Regional Security staff).

Council officers have supported the Thornton Community Group regarding some of their priorities, including a street library and the opportunity to hold markets.

Council officers also continued to coordinate the Penrith Community Care Forum, an active network of agencies in the City delivering services to older people and people with disability. Guest speakers have included the NSW Mental Health Commission on their "living well in later life" principles and the NSW Public Guardian on "risk enablement" (empowering clients to make decisions while still managing risk) for service providers. Other forum meetings covered information from the NSW Energy and Water Ombudsman and the Multicultural Disability Advocacy Service. At the June forum the Federal Department of Human Services presented about how taking up residential care can affect the aged pension and how services in the City can assist their ageing clients to access qualified advice on what options best meet the individual's needs.

### **6.2.5 Work with Aboriginal organisations and residents to strengthen our community**

Highlights this year included the signing of a Working Together agreement between Council and the Deerubbin Local Aboriginal Land Council on 30 May; NAIDOC Week celebrations in July; a ceremony marking the 10<sup>th</sup> anniversary of National Apology Day and work on an Aboriginal Cultural and oral history project called 'The Hat Project' in partnership with the Penrith Regional Gallery and the Lewers Bequest, an Aboriginal artist and Aboriginal community members. See Appendix 3 for details.

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

As highlighted in our Calendar of Events earlier in this report, we delivered a diverse program of 52 civic and community events this year.

- The Real Festival returned to the Nepean River on November 3, 4 and 5 with an expanded program of free river, environment, arts and lifestyle activities and experiences for people of all ages to enjoy. More than 22,000 people attended this year's event, a 10% increase in attendance compared with 2016. The majority of attendees came from the Penrith community but more than 20% attended from outside the City.
- Council sponsored Ballet Under the Stars the same weekend, a free outdoor community performance of The Sleeping Beauty by the Australian Ballet at the Sydney International Regatta Centre. Across the Festival weekend a total of \$2.5m (based on the Destination NSW Economic Evaluation Model) was injected into the Penrith economy.
- Music by the River events were held in Tench Reserve in September and March. A Cinema in the Park event scheduled for December was unfortunately cancelled due to bad weather, but the one in February at Victoria Park, St Marys was popular.
- Our historical themed Australia Day event at Jamison Park was attended by around 5,000 people.
- Council successfully secured a three-year partnership with NSW Golf to support the annual NSW Open. The 2017 event was held at Twin Creeks in November across seven

days. Council staff worked with NSW Golf to promote the event to local residents and to market Penrith as a visitor destination.

- Council worked closely with the Football Federation of Australia to secure an International football match between the Westfield Matildas and Brazil. The event at Pepper Stadium in September was attended by more than 15,000 spectators with another 230,000 people tuning in to watch the live broadcast on Fox Sports and the ABC.

Highlights of Council's civic events program included:

- the Australia Day Awards Dinner
- the 10th Anniversary of National Apology Day
- the official opening of the Jordan Springs Community Hub
- Primary and Secondary School Leaders receptions, and
- citizenship ceremonies that saw approximately 700 people become new Australian citizens.



## CHALLENGES

All service activities under this strategy are within budget, and no major challenges were experienced this year. The completion of a demographic profile of the City has been delayed to 2018-19.



## STRATEGY 6.3

### Enhance the cultural vitality of the City

SERVICE ACTIVITY	FUNCTION RESPONSIBLE
6.3.1 Create opportunities for residents to learn about different cultures through national and international partnerships	✓ City Partnerships
6.3.2 Support and implement initiatives which contribute to culture and creativity	✓ Community and Cultural Development
6.3.3 Create opportunities for residents to learn about different cultures	✓ Marketing and Events

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

Council continued to deliver a range of cultural opportunities for residents through the city partnerships program. The annual student cultural exchange program coordinated by Council staff and the Penrith International Friendship Committee (PIFC) saw six students visit from Fujieda, Japan and stay with local host families for three weeks and four students from Penrith travelled to Fujieda for three weeks. The 2018 program is also underway, with six students from Penrith (selected in April) preparing to receive students from Fujieda on 28 July and Penrith students will reciprocate this visit in September/ October.

Year 5 and 6 students at Llandilo Public School continued to build relationships with Fujieda primary school students via the successful Skype program. This program gives students the opportunity to make friends, exchange ideas and share stories from their classroom using the online video program. Year six students from Our Lady of the Rosary, St Marys participated in the annual Christmas card exchange with Hakusan year six students.

#### 6.3.2 Support and implement initiatives which contribute to culture and creativity

- ✓ *a. Lead the implementation of the priorities from the 2015 Mayoral Arts and Culture Summit*
- ✓ *b. Implement mentoring initiatives for emerging creatives*

The Joan Sutherland Performing Arts Centre, Regional Gallery and Lewers Bequest and St Marys Corner continued to be great community

assets, encouraging and supporting culture and creativity. See Appendix 3 for details of the annual Queen Street Riches and Textures Art, Mentorship and Community Engagement project and ARTWEST Arts and Craft Exhibition.

One of the identified priorities from the Mayoral Arts and Culture Summit in 2015 was the establishment of a creative hub in the Penrith City Centre. The DiG Maker Space creative hub in Allen Arcade is delivering a two-year pilot program of creative and professional development initiatives for emerging multi-disciplinary digital artists and designers. The first 16-week DiG Mentorship and Residency Program ended on 25 May and expressions of interest are now open for the next one. Council receives ongoing support for this initiative from Create NSW, Western Sydney University, TAFE NSW and the Penrith Performing & Visual Arts (PP&VA).

The Penrith Symphony Orchestra held their Anniversary Gala concert at The Joan, presenting two new works by young Australian composers – joint winners of a competition held in conjunction with Western Sydney University.

#### 6.3.3 Create opportunities for residents to learn about different cultures

We continue to offer and support a range of cultural activities and events, as well as our international partnerships and student exchange program detailed above.

Council continued to support the Penrith Multicultural Interagency (PMI), a group of representatives from a range of organisations working with people from diverse cultural backgrounds, who meet regularly throughout the year. In 2017-18 we celebrated Harmony Day and Refugee Week with community events.

The Day of Peace event in September, an initiative of Council's Multifaith Working Group and funded by a grant received through Multicultural NSW's Celebration Grants Program, was attended by more than 150 people. It encouraged understanding, cooperation and good relations between organisations and people of different faiths in our City.

Penrith is home to a large Filipino-Australian community and on 23 June we hosted the Philippine Flag Raising Ceremony at St Marys Corner, reflecting Council's strong relationship with the Philippine Language and Cultural Association of Australia.

## CHALLENGES

All service activities and actions under this strategy are within budget, with no major challenges experienced this year. There is one project that needs to be carried over to 2018-19 - Resonances of Inspiration Embroidery Repairs.





# Outcome 7

## WE HAVE CONFIDENCE IN OUR COUNCIL

This outcome focuses on Council as a leader in the region, and the way we operate as an organisation and interact with our community and other stakeholders.

Our community has told us they want to know Council's finances are sound and sustainable. As well as managing our finances and assets responsibly, we need to continue to be ethical and transparent in our communication and decision-making. We will provide regular and genuine opportunities for our residents to have a say about decisions that affect them.

We are particularly focused on improving the customer experience for everyone who interacts with Council, whether in person, online, on the phone or in writing. Council is also committed to providing a fair, productive and safe workplace.

As an organisation Council will base its decisions on the principles of sustainability and social justice, and deliver our services in the context of agreed priorities, legislative requirements and our available resources.

We also have an important role in building strategic partnerships (including with neighbouring councils) and advocating to other levels of government to ensure our community's needs are met.

### WHAT ARE WE WORKING TOWARDS?

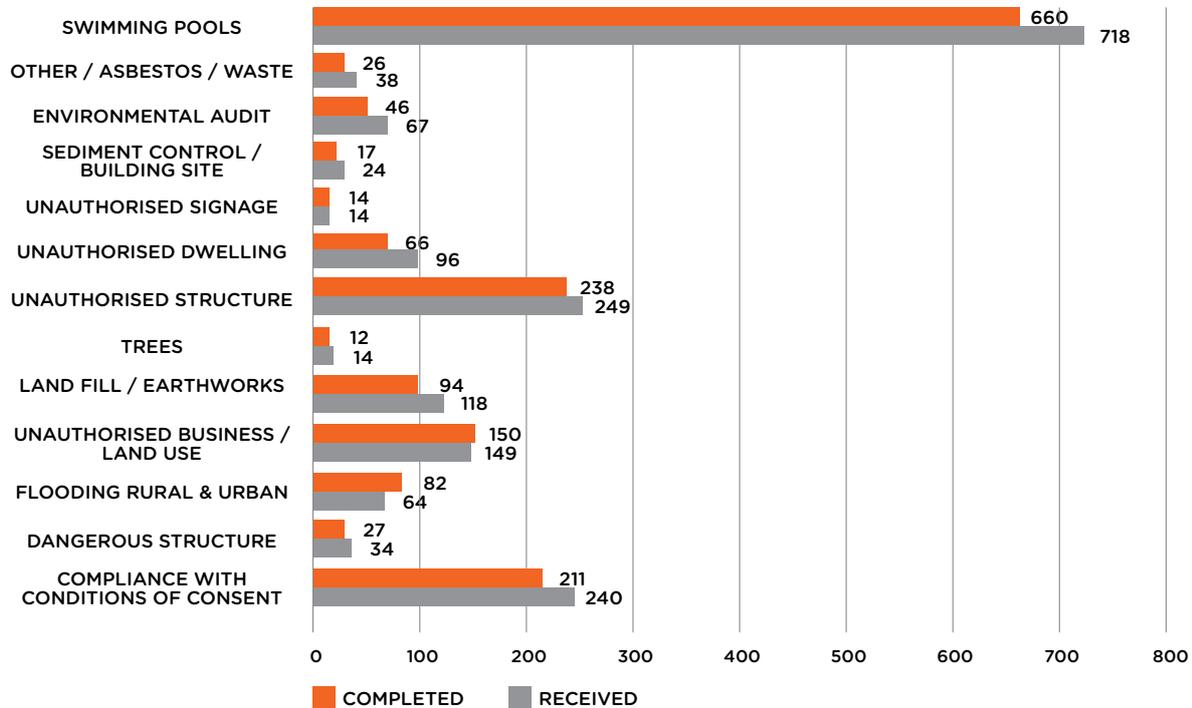
The activities and services we deliver under Outcome 7 aim to ensure Council is accountable, shows respect and encourages innovation. The following community indicators will measure how we're going as a City. We'll report on them in our End of Term Report every four years, and in our Annual Report whenever data is available.

1. % of residents who feel Council communicates well with residents
2. % of residents who know who to contact for representation and information
3. % of residents who feel Council understands the community's needs and expectations
4. % of residents satisfied with information on Council about services and facilities
5. % of residents who feel Council provides opportunities for residents to participate in planning and to have a say about the City's future
6. % of residents who feel that Council delivers value for the rate dollar
7. % of residents who are satisfied with the overall performance of Penrith Council
8. % of residents who feel Council acts responsibly

## HOW HAVE WE DONE OVER THE LAST 12 MONTHS?

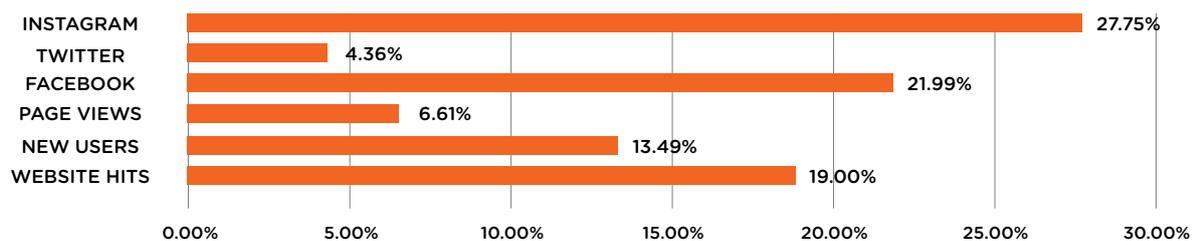
The following indicators track our organisational progress against some of the key strategies around our financial performance, community engagement, governance processes and staff wellbeing

### Compliance Matters



Council's Compliance team responds to a range of matters that impact the day to day lives of our residents. Tracking matters received, and matters completed both allows us to see which areas are increasing, and whether overall the team is able to respond to the workload. This indicator will tell us more as we track it over time.

### % Increase in Council's digital presence



Tracking our digital presence helps us understand how our community engages with us and where they go to for information. This helps us ensure we communicate with people well.

There was an increase of more than 150,000 in visits to the website, and an increase of 53,000 new users. There was an increase of 109,000 in page views, meaning that more of our website content was accessed. Most of the increase can be attributed to the by-elections held during May 2018.

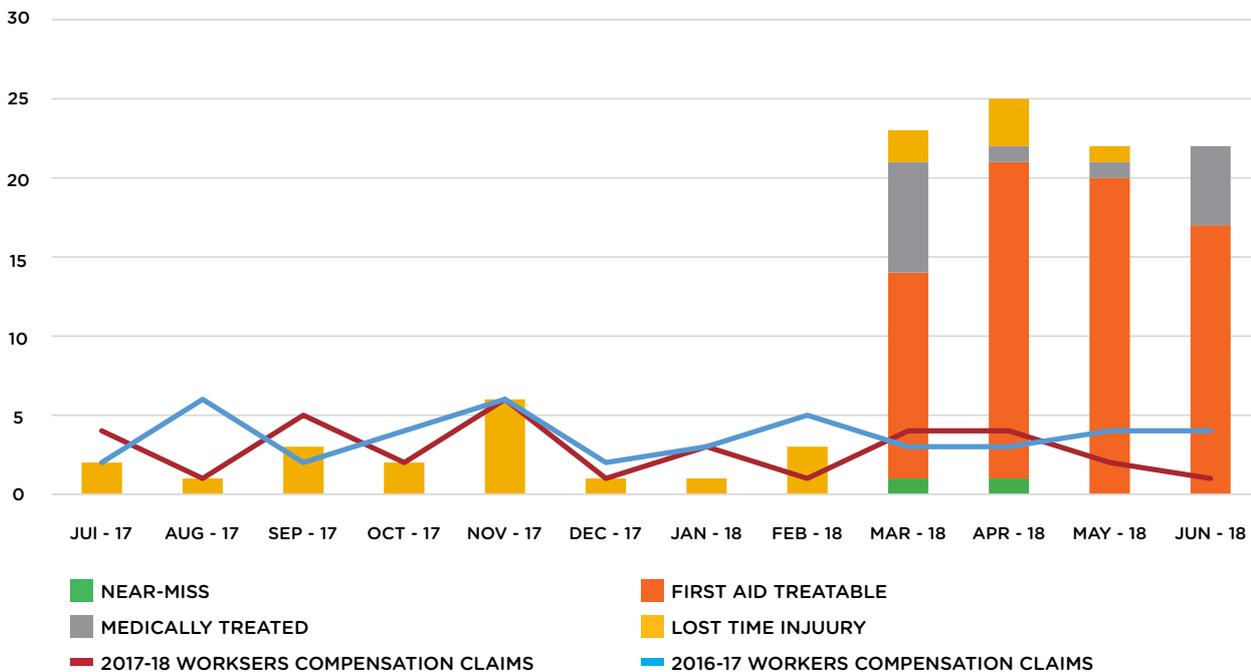
### Number of informed participants in community engagement activities: 7,700

An informed visitor to Your Say Penrith has taken the 'next step' from being aware and clicked on something. That might be another project, a news article, a photo etc. We now consider the visitor to be informed about the project or site. This is done because a click suggests interest in the project.

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

### Work Health and Safety Performance

The safety of our staff is a high priority for us and along with new Work Health and Safety (WH&S) programs we have started to improve our incident reporting. The figures from March onwards show not just lost time injuries but also other incidents, including ‘near misses’ where no incident occurred but a risk or dangerous situation almost caused an injury. The number of staff and the nature of the work they do make it inevitable that injuries will sometimes occur. Understanding this data will help us improve practices and processes to minimise both the number and severity of WH&S incidents.



### Annual Average Sick Leave Days Taken (per employee): 7

Tracking how sick leave is used can provide an indication of employee engagement – a high level of single days of sick leave taken could indicate that staff are not engaged. Single days of leave taken when staff are not actually sick significantly impacts on productivity as other team members must cover their work and it can cause morale problems generally across the team. It also shows that we need to do more work to understand the reasons why.

Tracking the average number of days taken per employee will help us identify areas where sick leave is higher than average, which may in turn help us look at where we may need to change things to increase employee satisfaction and engagement.

### Total number of Councillor decisions made in meetings closed to the public: 51

This measures the transparency of decisions made by the elected Council. Some decisions will need to be made in a confidential environment, but the majority should be in a forum where members of the public can be present.

A total of 51 decisions were made in the confidential Committee of the Whole in 2017-18.

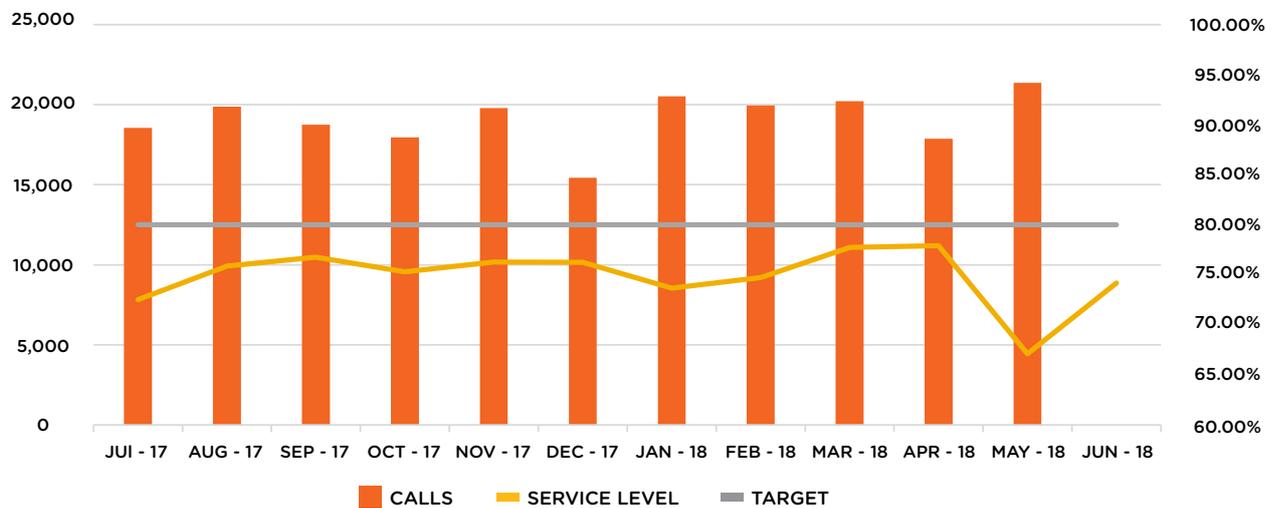
**Deviation from Budget: \$297,126**

Council has essentially managed its finances to achieve a \$297,126 budget surplus for 2017-18 (after proposed variations and Reserve Allocations).

**Number of successful liability claims against Council as a % of total claims: 15.29%**

NUMBER OF SUCCESSFUL LIABILITY CLAIMS AGAINST COUNCIL	JUL-DEC 2017	JAN-JUN 2018
Claims which were allocated payments for third party damages during the reporting period	4	13
Number of claims received and closed during the reporting period	37	70
Number of open claims as at 30 June 2018	-	15

**Service level of calls received by Council**



Service Level refers to the percentage of calls answered within 20 seconds.

Council has a target of answering 80% of calls received on our main switchboard within 20 seconds. Overall for the past year this target has not been met, however we have been impacted on several occasions by large scale telephone outages and software issues beyond our control. Work has been carried out to stabilise our systems where we can, and to negotiate with our telephone service provider to minimise future outages. We will continue to work to answer calls within our target timeframes.

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

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

## HOW HAVE WE DONE OVER THE LAST 12 MONTHS?

Council's activities and services under this Outcome are grouped into six strategies, which focus on the transparency and performance of Council in delivering value for money services and listening to our Community. Our achievements and challenges for the last 12 months are summarised in the following pages.

STRATEGY 7.1 Be open and fair in our decisions and our dealings with people		
SERVICE ACTIVITY		FUNCTION RESPONSIBLE
7.1.1 Provide accurate and timely planning information	✓	City Planning
7.1.2 Promote ethical behaviour and open and fair decision making	✓	Council and Corporate Governance
7.1.3 Manage Council's meeting calendar, meeting process and business papers	✓	Council and Corporate Governance
7.1.4 Support the Councillors in meeting their obligations and roles as community representatives	✓	Council and Corporate Governance
7.1.5 Provide advice to assist the organisation in meeting its lawful obligations	✓	Council and Corporate Governance
7.1.6 Implement Council's Code of Conduct to a high standard with respect to allegations, breaches and investigations	✓	Council and Corporate Governance
7.1.7 Provide a quality customer experience through the contact centre and front counter	✓	Customer Experience
7.1.8 Help improve customer experience for everyone that contacts council	✓	Customer Experience
7.1.9 Provide general legal services and advice to Council	✓	Legal Services
7.1.10 Provide dispute resolution and litigation services to Council	✓	Legal Services
7.1.11 Manage access to information requests	✓	Legal Services
7.1.12 Support compliance and risk management across Council	✓	Risk Management
7.1.13 Manage insurance and claims	✓	Insurance
7.1.14 Undertake audits to help ensure Council's operations are ethical and efficient	✓	Internal Audit
7.1.15 Manage Council's records responsibly	✓	Information Management
7.1.16 Respond to community requests for use of Council's land (licences, easements, road closures)	✓	Property Development and Management

.....

This strategy covers many of Council's day-to-day operations and ongoing programs around governance, customer service, audit and risk management. Where appropriate, comments on service activities have been grouped.

### **7.1.1 Provide accurate and timely planning information**

Our City Planning team has produced 6,833 section 10.7 (formerly s149) planning certificates with around 99% of the certificates being delivered to applicants within target timeframes.

### **7.1.2 Promote ethical behaviour and open and fair decision making**

Council continued to meet all of its governance and statutory requirements to ensure the organisation is run in an open, fair and transparent manner.

Delegations allow staff to undertake day to day tasks within various limitations, and exist across the organisation in relation to things like the amount of expenditure that can be approved, hiring of staff, drafting letters, entering premises and many other matters. In response to an organisational review of delegations the General Manager has made a number of sub-delegations and signed off on changes to ensure delegations are appropriate for each position and reflect any changes in legislation.

Council's Governance team has provided advice across the organisation in this period, and arranged the first of many corruption prevention training sessions from the Independent Commission Against Corruption.

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

Council's Governance team managed 14 Ordinary Council Meetings and 10 Policy Review Committee Meetings, with 18 members of the public addressing Council on various issues and items of business, as well as many Councillor Briefings. Activities included ensuring meetings were advertised, set up and coordinated; business papers prepared and distributed to Councillors and the community; answering enquiries and providing advice with respect to meeting process to Councillors and members of the public.

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

Councillors have continued to be supported in their role through the provision of advice and information on a variety of matters, regular memos and information through the online Councillor portal and through briefings on specific items.

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

#### **✓ a. Review delegations across Council**

Council's Governance team provides advice on a daily basis to the organisation on a variety of matters including secondary employment, conflicts of interest, pecuniary interests, probity, policy and delegations. During this period a significant review of policies has occurred to ensure Council's policies remain up to date and accessible on our website.

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

Council continued to meet all governance and statutory requirements to ensure the organisation is run in an open, fair and transparent manner.

Council's Governance team manages the Code of Conduct process. During this period Council has continued to manage one outstanding Code of Conduct complaint, and has kept Councillors informed of another matter that was finalised, then considered by the NSW Civil and Administrative Tribunal (NCAT).

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

#### **✓ a. Investigate opportunities to streamline the DA process from initial lodgement to handover to DA team**

#### **✓ b. Review how the front counter operates**

Council's Customer Experience Contact Centre received a total of 167,950 calls this year, with around 50% of these able to be resolved for the customer without needing to be transferred and an average call quality rating of 85%. Customer Experience now manages a high volume of Rates, Children's Services, City Presentation, Development Services and Switchboard calls.

Receipting of development applications (DAs) is now managed at a separate counter by the customer service team. Lodgement is completed within the DA administration team which gives Development Services greater control over the process.

A review of the functions of the front counter has been carried out with a push towards focusing on serving customers and away from the data entry and administrative work.

### 7.1.8 Help improve customer experience for everyone who contacts Council

#### ✓ a. Investigate an after-hours contact centre

We continue to focus on continuous staff training and quality assurance to ensure all staff have the skills, knowledge and confidence to provide accurate information and a high level of customer service.

We have started cross training of front counter staff in contact centre operations, which will allow better sharing of resources across both teams to meet demand.

A review of front counter operations at our Queen Street, St Marys centre has resulted in changes to the office layout to include front counter and library teams, and final plans are being reviewed for these improvements to take place.

Pricing and available options are being reviewed for the implementation of an after-hours contact centre solution.

### 7.1.9 Provide general legal services and advice to Council

Council's Legal Services team continued to provide effective and efficient legal services and advice for the organisation. On average there are 100 requests for advice, drafting and review of contracts per month. See Appendix 2 for details.

### 7.1.10 Provide dispute resolution and litigation services to Council

Council's Legal Services team continued to provide effective and efficient dispute resolution and litigation services to Council. See Appendix 2 for details.

### 7.1.11 Manage access to information requests

Council received 355 Government Information Public Access (GIPA) informal requests for internal plans and documents. All applications were processed within the statutory time frame. See Appendix 2 for details.

### 7.1.12 Support compliance and risk management across Council

Council continued to actively manage its risk and compliance through the Risk and Audit Service. Compliance is mainly reviewed through the conduct of internal audits, while risk management is supported through the ongoing development and implementation of the Enterprise Risk Management Framework. See Appendix 2 for more details.

A Risk Review was successfully completed in August 2017 which delivered a Risk Appetite Statement, updated Risk Management Policy, a Strategic Risk Register, and 25 new Operational Risk Registers. In December 2017, managers were asked to review their risk registers with their teams. Council also established the Audit, Risk and Improvement Committee during this period.

### 7.1.13 Manage insurance and claims

The annual insurance renewal process for Council commenced in July 2017 and culminated in the approval of a range of insurance contributions/premiums and excesses at an Ordinary Meeting of Council in August 2017. The total contribution payable for all of the reported insurance categories in 2017-18 is \$1,379,000, compared to \$1,344,000 for 2016-17. This is an increase of \$35,000 or 2.6%. All excesses remained unchanged.

Two significant property claims were successfully managed during the period. The first related to a fire in the basement of the Civic Centre in June 2017 that caused considerable damage to Print Room equipment, consumables and archived documents. The second related to the flooding of St Marys Library in December 2017 that caused extensive damage to the ground and first floors, including carpeting, roofing, walls, equipment and books. In both cases, Council's insurance cover came into effect, reimbursing Council for replacement costs over the policy excess.

All other claims have been managed in accordance with Council's procedures and timeframes. Public liability claims are thoroughly investigated and the number and value of claims for 2017-18 has remained stable in comparison to previous years.

A review of Council's claims management processes by an external consultant was finalised in April, and Council scored the highest possible rating ("continuous improvement") for the element "Claims Investigation and Management".

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

We have continued work under the Strategic Internal Audit Plan (2017-21) which commenced from 1 July 2017. Six internal audits have been completed this financial year and four are in progress. See Appendix 2 for more details.

### 7.1.15 Manage Council's records responsibly

Records are being managed appropriately and in line with Council's Records Management Program.

All incoming records are now being captured at their source making them immediately available to view, access and action, improving efficiency across the organisation. Council's archives have also been reviewed, with transfer or destruction of older records helping free up storage space. Records identified as state archives are prepared and transferred accordingly.

We are developing a new Information Management System, expected to be implemented in late 2018.

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

The Property Development team has continued to respond to requests to use Council's land for both community and commercial use in accordance with service level timeframes. Council has supported short term licensing of Council land for community projects and projects with city-wide benefits. We also granted licences for major infrastructure projects such as Mulgoa Road/Jane Street upgrade to support the overall city.

## CHALLENGES

As the demand for access to information held by Council increases the challenge is to ensure that all requests are dealt with in the statutory timeframe.

The integration of risk management into Council's decision making processes at all levels of the organisation is also an ongoing challenge.

All service activities and actions under this strategy are within budget and on track. However, the Information Management System project needs to be carried across to 2018-19.



## STRATEGY 7.2

Manage our money and our assets to be sustainable now and into the future

SERVICE ACTIVITY		FUNCTION RESPONSIBLE
7.2.1 Provide accurate information to Council and the community on council's financial activities	✓	Financial Services
7.2.2 Support financial sustainability through financial planning and budget management	✓	Financial Services
7.2.3 Manage Council's fleet, plant and equipment to minimise risk and reflect lifecycle costs	✓	Fleet and Plant Management
7.2.4 Manage Council's property portfolio to reduce reliance on rate income	✓	Property Development and Management
7.2.5 Support financial sustainability by managing Council's purchasing policies and procedures	✓	Purchasing and Supply
7.2.6 Manage Council's assets to minimise risk, reflect lifecycle costs and meet community needs	✓	Strategic Asset Management Planning
7.2.7 Help staff understand how to be sustainable in their everyday actions	✓	Sustainability
7.2.8 Identify ways Council can use resources more efficiently	✓	Sustainability

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

- ✓ *a. expand reporting to include new performance and improvement opportunity measures*

Council's financial activities and performance were reported through Quarterly Reviews, Monthly Investments Reports and End of Year Financial Statement Reporting at Ordinary Meetings of Council. Additionally, various financial matters including Council Rating and External Audits were tabled at Councillor Briefings and Working Parties.

A reporting system has been developed to keep track of all productivity initiatives agreed across the organisation, which will help ensure initiatives and timeframes remain on track.

### 7.2.2 Support financial sustainability through financial planning and budget management

- ✓ *a. Improve the design and delivery options for rate notices*
- ✓ *b. Undertake a review of cash handling processes*

A review of Council's financial position is undertaken each quarter., with a view to providing capacity to respond to current and emerging priorities including costs associated with the implementation of the City Deal. At this stage of the end of year process a favourable budget position is expected with the Annual Financial Statements due to be reported to Council on 24 September.

Financial Strategies are also focussed on productivity improvements with the aim of achieving \$10m in ongoing savings over four years to 2019-20, with \$5.1m in ongoing savings achieved to the end of 2017-18.

Ratepayers are now able to opt-in to receive their rates notices by email, reducing printing, postage and improving efficiency. Almost 5,000 ratepayers have chosen the email option, saving Council

around \$13,000 already. Replacement of the receipting system is also underway.

Following a series of workshops, a number of recommendations were made to improve the efficiency of the cash handling process. The revised process continues to be refined as required in consultation with all parties.

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

Council has an ongoing program to replace assets as they age, to improve productivity and reduce maintenance costs. The Plant Optimisation program also continues to be implemented, with the recently formed Plant Committee having regular input into plant replacement to ensure new plant meets the needs of staff and the community.

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

- ✓ **a. Start the Open Space Reinvestment Project for Jamisontown and Penrith**
- ✓ **b. Start the Open Space Reinvestment Project for Colyton / Oxley Park / North St Marys**

A review of Council's portfolio is currently underway to ensure effective use of land and consider income generating opportunities to support longer term portfolio stability.

For the first time in many years, Council's leased buildings are fully occupied by a diverse range of commercial, retail, residential and community tenants. With collaboration between a range of internal departments including Financial Services, Development Services, Legal and Governance, Asset Management and Environmental Health and Compliance, we streamlined the management processes, negotiated new leases and reported to Council.

The *Open Space Reinvestment Project* rezoned land in Erskine Park and has delivered a range of further upgrades to local open space in the area, including the redesign and upgrade of Skylark and Spica Reserve.

Further stages of this project (in South Penrith/Jamistown and Colyton) are awaiting the completion of the *Sport, Recreation and Open Space Strategy*.

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

Council's purchasing policies and procedures ensure proper governance and compliance so Council achieves the best procurement outcomes.

All staff that have delegation and access to Council's purchasing systems are trained in our purchasing policies and procedures and the Procurement team monitors and reviews compliance. External audits have identified where our purchasing practices could be improved in 2018-19.

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

- ✓ **a. Update the Asset Management Plans for all asset classes**
- ✓ **b. Review key asset management processes, including acquisition and disposal**

The Strategic Asset Management team structure has been finalised and a Strategic Asset Management Coordinator and Parks and Open Space Asset Coordinator have been appointed. A risk assurance framework has been developed and both an Asset Management Steering Committee and Asset Management Working Group have been created and meet regularly to evaluate asset proposals.

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

The 'My Idea' initiative continued to be promoted to all staff, encouraging them to speak up when they have an idea to improve health, happiness, the environment and/or efficiency in the workplace no matter how small or ambitious the idea might seem.

An online sustainability training module is now complete and awaiting roll out to staff. This module will provide staff with basic information around the sustainability programs run by Council and how they can be more sustainable in day-to-day work.

All new staff are given a basic overview of Council's sustainability programs and initiatives as part of the induction process. Reusable metal water bottles are provided to encourage staff to avoid single use plastic bottles.

The Sustainability team has continued to work with departments from across the organisation on a range of projects. Advice and input has been provided on a number of projects including the Asset Management Strategy and Water Working Group.

### 7.2.8 Identify ways Council can use resources more efficiently

Council has an ongoing commitment to becoming more sustainable. This year we:

- installed solar panels on an extra 11 facilities, with a combined output of more than 100kW
- installed online solar monitoring systems on an additional 8 facilities for detection of faults and issues. All remaining sites that are not currently monitored will have systems installed over the next financial year.
- established a Resilience Committee featuring Councillors, industry and state government representatives, and local residents. The Committee will help guide Council's work in creating a more sustainable and liveable city, and
- opened the Jordan Springs Community Hub, one of the most sustainable buildings in the region. Key features include cross laminated timber construction, passive solar design, geothermal heating and cooling, as well as other measures to improve energy and water efficiency.

See Appendix 8 for more detail.

Council's Sustainability team continues to work closely with staff from across the organisation to identify and encourage the uptake of resource efficiency projects.

We investigated a large solar system at Ripples Leisure Centre in St Marys, but the existing roof is unsuitable for the additional structural load. We are also investigating the viability of a 99kW solar system on Council's Civic Centre.

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. Our Sustainability and Financial Services teams are working together to review utility bills before payment as an extra measure of protection.

We are looking into the feasibility of further street lighting retrofits to replace inefficient existing lighting with energy efficient LEDs. Lighting upgrade projects for a number of facilities are also being investigated for implementation in 2018-19.

## CHALLENGES

All service activities and actions under this strategy are within budget, and no major challenges were experienced this year. Two projects need to be carried over to 2018-19 – the Cash Receipting System and Plant Replacement.



## STRATEGY 7.3

Deliver our services to provide best value for money

SERVICE ACTIVITY	FUNCTION RESPONSIBLE
7.3.1 Support the business performance of the organisation	✓ Innovative Performance
7.3.2 Tell our community and stakeholders about how we are delivering on our commitments to them	✓ Corporate Planning
7.3.3 Provide information technology to support efficient service delivery	✓ Information Technology
7.3.4 Manage our mapping and geographical information systems to meet Council's needs.	✓ GIS/Mapping

### 7.3.1 Support the business performance of the organisation

- ✓ a. Develop a process improvement program
- ✓ b. Implement a corporate process mapping tool

We are always looking for ways to do things better and our new Innovative Performance team is working on 31 improvement projects and has completed 19. To date, 61% of all improvements have been implemented, contributing to increased revenue and cost avoidance of over \$800,000 in the first year. Nearly 10% of Council employees have been part of an improvement project, with many more benefitting from the improvements put in place.

The team is implementing the changes from each project, tracking progress to ensure benefits are delivered and assisting with any implementation issues. A variety of other opportunities for improvement projects are being identified by management and front-line staff across the organisation, as understanding of the role of the team grows.

In May 2018 the team helped Children's Services reduce the lead-time to repay a childcare bond back to parents from six weeks to a few days by creating an electronic funds process.

The team is also working to build capacity across the organisation, mentoring staff undertaking improvement projects within their departments and organising Green Belt Training for 20 staff to run in August.

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

- ✗ a. Introduce a business performance measurement and reporting framework
- ✓ b. Implement improved corporate reporting processes

New, simplified organisational and service level indicators were adopted as part of the 2017-21 Delivery Program and will be monitored for data reliability and usefulness, and changed if needed. Service level indicators have also been endorsed, and will be monitored and tested during the year.

All quarterly, half yearly and annual reporting was delivered on time and met all reporting requirements. Our 2016-17 Annual Report won gold at the 2018 Australasian Reporting Awards. The judges described our report as a very good and informative report for the Penrith community, noting it used simple language and was easy to follow and navigate, and was "truly an open and accountable report with an emphasis on good governance and informing its constituents".

### 7.3.3 Provide information technology to support efficient service delivery

- ✓ a. Develop a service improvement program
- ✓ b. Implement a new Service desk tool
- ✓ c. Develop ICT Strategic Plan 2018+
- ✓ d. Coordinate a project to provide better access to key organisational information
- ✓ e. Develop and implement a system to track realisation of project benefits

Council's Information and Communication Technology (ICT) department continued to work towards improving overall service delivery for internal stakeholders and external customers. By improving digital systems overall Council is able to offer improved services and work more efficiently.

We have focussed this year on a range of initiatives and projects, including a project to digitally mobilise our outdoor field staff. This will transform the way they receive and respond to work requests from within Council and the community, improving efficiency and communication. We expect to start rolling out the training and technology in October 2018.

We are also working on replacing our current information management system, to improve efficiency, streamline processes and make sure we remain compliant with best practice and legislative requirements.

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

Our City is rapidly transforming, and new zoning, land division and flood risk information is regularly becoming available. Mapping technology is also rapidly developing. New 3D aerial imagery has been incorporated into our existing 3D model.

Council's Mapping and Geographical Information Systems team continued to provide a variety of information to Council staff and external customers. Approximately 190 maps and reports have been prepared for internal and external clients this year, including LEP amendments and flooding maps

New web pages have been delivered using Google Maps including an accessibility map showing items like accessible toilets and other facilities in the Penrith and St Marys CBDs.

### CHALLENGES

The ongoing need for technology versus competing budget and time demands and balancing the demands of the community and business in what they want and need from technology.

All service activities under this strategy are within budget. One action 'Introduce a business performance measurement and reporting framework' has been delayed and one project – 'SharePoint Project' - needs to be carried over to 2018-19.



## STRATEGY 7.4

Keep our community informed about what Council is doing and how they can have their say in decisions that affect them

SERVICE ACTIVITY		FUNCTION RESPONSIBLE
7.4.1 Seek to influence decisions made by other levels of government to ensure the best outcomes for our community	✓	Advocacy
7.4.2 Keep our community informed about what council is doing	✓	Communications
7.4.3 Talk with and listen to our community when planning for the future	✓	Corporate Planning
7.4.4 Ensure our corporate planning documents are a true reflection of current community needs	✓	Corporate Planning
7.4.5 Participate in reviews and forums and make submissions that affect the community in respect to local government governance	✓	Council and Corporate Governance

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

Council has a dedicated advocacy page on its website and has issued several media releases to help raise community awareness on advocacy activities and projects. Council's new Advocacy Strategy sets a strategic approach to building and maintaining our relationships with government, improving organisational capacity and community capacity to advocate for the infrastructure and services our growing city needs. See Appendix 2 for more details on advocacy.

In March 2018, Council joined the state and federal governments alongside seven other local councils, to sign the Western Sydney City Deal, which will unlock exciting opportunities for our City. Other signatories are Blue Mountains, Camden, Campbelltown, Hawkesbury, Fairfield, Liverpool and Wollondilly councils.

It's about planning first and building second, providing a bold new approach for how our region is designed and delivered in the coming years. It aligns all three levels of government around regional and major infrastructure projects to transform the lives of people living in our City. Working across eight local government areas will ensure the power of these projects is realised, as roads, rail and major transformation don't always stop and start at the boundaries of our cities.

These region shaping initiatives, like the transformative North South Rail Link and the

new Western Sydney Airport, will deliver local jobs and accessible employment hubs; increased opportunities for education and training; greater focus on our region's environment and liveability; and the delivery of smart housing development to cater for our growing population.

Council welcomed the Deal as it strengthens the delivery of our Community Plan with particular benefit for local jobs; better transport and access around the City; safe and vibrant centres and neighbourhoods; and a healthy environment. Working with state and federal government will bring businesses, other organisations and our community together to realise these shared outcomes.

Penrith Mayor John Thain continues to represent Council and the community on the Forum on Western Sydney Airport.

Council's senior officers have regular meetings with local state members and the Federal Member for Lindsay as well as state and federal ministers and Council continues to work closely with the Greater Sydney Commission to progress community and City issues with state agencies.

Council provided a detailed submission to the NSW Government's Transport Corridors consultation process. This included a recommendation to revert the Bells Line of Road/ Castlereagh Connection to a previously identified corridor in line with community advocacy and to extend a tunnel for the North South Rail Link in Orchard Hills to reduce impacts on homes. In June,

the state government announced that it would revert to the previously gazetted 1951 corridor.

Council also made submissions to the:

- Federal Budget 2018 in conjunction with the National Growth Areas Alliance
- Infrastructure Australia update of the Infrastructure Priority List
- Parliamentary Inquiry into Commuter Car Parking (August 2017)
- NSW Parliamentary Inquiry into Road Tolling, with the findings of this committee reflecting Council's submissions, including a recommendation for a journey cap, when they were handed down in October 2017. The Inquiry also had regard for the impacts of tolled roads on families in Western Sydney and the inequity of the current tolling environment.
- Federal Government's Parliamentary Inquiry into the Australian Government's role in the development of Cities. Council's submission highlighted the challenges of significant and sustained population growth and the impact of shortfalls and delays in infrastructure provision. The submission also detailed the opportunities and benefits of federal investment in growth areas such as Penrith.
- Future Transport Strategy 2056 process and the Greater Sydney Commission's Western City District Plan and Draft Greater Sydney Region Plan. The Western Sydney Rail Alliance (of which Council is a founding member) also made a submission to these processes, strongly advocating for the priority reservation of a North South Rail corridor.

#### **7.4.2 Keep our community informed about what Council is doing**

- ✓ ***a. lead a review of communication channels to ensure effective communication with the community***

Council uses a range of communication techniques and channels to keep the community informed about what we are doing. We continue to use print media to ensure statutory requirements are met for advertising Council notices, and to provide information about upcoming events, activities, decisions and policy positions. Council also produces posters, brochures and newsletters to keep the community informed on what is happening in their City.

Social media, including Facebook and Twitter, help Council get information out to those members of our community who may not use other channels and our followers on these platforms continue to increase. Council's website continues to receive large amounts of traffic as residents use the website to access a wide variety of information. The Your Say Penrith website has engaged the community and enabled them to provide input on a range of issues.

We continue to refine how we use social media and work to better understand community expectations of our website and other communication channels so we can be more effective in getting people the information they want, in a way that suits them.

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

Council ran a comprehensive community engagement process as part of preparing the 2018-19 Operational Plan. A range of new methods were used to promote the exhibition, including information in Council's email signature and as part of the switchboard 'on hold' announcements. A total of 1,180 people visited the Your Say Penrith site during the exhibition, the documents were downloaded 987 times, 573 people looked at additional information on the project page, and 42 submissions were received, a significant increase on previous years.

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

- ✗ ***a Trial a process to vary the agreed works program***

A Councillor Workshop was held in early December to ensure that the priorities identified in November 2016 are still valid, and discuss options for increasing capacity to deliver on key areas of parking, recreational facilities and other substantial community requests.

The 2018-19 Operational Plan (incorporated in the 2017-21 Delivery Program), and the 2018-19 Fees and Charges were adopted by Council on 25 June 2018, along with minor amendments to the Community Plan. These documents were changed following community feedback to make it easier for people to see what Council is doing in the

coming year, particularly in those areas which are of key interest to the community and Councillors. The process to vary the agreed works program is dependent on the business planning process and will be further developed as the business planning process gains more traction and matures.

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

Council's Governance team has made submissions in this period including in relation to the Remuneration Tribunal and local government rules changes. A submission was made on the draft Model Code of Conduct for Local Councils, raising concerns about some practical aspects of implementation and implications for demands on the time of staff and Councillors.

## **CHALLENGES**

Reaching specific communities and ensuring our engagement is representative of our community remains a challenge. A review of community engagement across the organisation is currently underway that will help us improve the tools we use to ensure everyone has the opportunity to have their say in the future of Penrith.

All service activities under this strategy are within budget. Three projects need to be carried over to 2018-19:

- Community Engagement
- Website Maintenance
- Strategic Research and Planning.



**STRATEGY 7.5****Invest in our people**

SERVICE ACTIVITY		FUNCTION RESPONSIBLE
7.5.1 'Future proof for tomorrow's success'. Build partnerships, improve productivity and make the best use of technology	✓	Workforce and Organisational Development
7.5.2 'Make your mark'. Build a values based organisation, that engages our workforce and develops their talents and capabilities	✓	Workforce and Organisational Development
7.5.3 'Council safe; Home safe – towards Zero'. Ensure our safety systems provide and respond to the current needs of both our staff and our organisation	✓	Workforce and Organisational Development

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

- ✓ *a. Implement a new recruitment and on-boarding system*
- ✓ *b. Streamline timesheets to increase efficiency*

Council has invested in new systems for recruitment, onboarding, succession planning and learning management. The new recruitment system (PageUp) has been successfully implemented and we are working to integrate systems to allow further improvements.

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

- ✓ *a. Create a reward/recognition framework to promote council values*
- ✓ *b. Define an eLearning module strategy*
- ✓ *c. Implement the Equal Employment Opportunity management plan*
- ✓ *d. Create action plans in response to the employee engagement survey*

Using the results of our 2017 Employee Engagement Survey, we started developing Council's Employee Value Proposition to identify what Council employees value about working here. This will play an important role in the future direction of Workforce policies and programs and inform the structure of Council's new career portal to help us attract and keep the best people.

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

- ✓ *a. Implementation of online Work Health and Safety management system*
- ✓ *b. Finalise and implement mental health and wellbeing strategy for employees*

We launched a Mental Health and Wellbeing vision statement and portal to all staff in October 2017, and have selected and trained internal volunteers for the role of mental health first aiders.

Council staff continued to be encouraged to be actively involved in the day-to-day safety matters across our varied work sites which include child care, outdoor construction and maintenance staff, public spaces and offices. We provided numerous training opportunities and consulted with our workers to ensure that the Council Safe, Home Safe message is part of the everyday culture of our organisation. We also implemented an online portal for our Work Health and Safety Management System.

## CHALLENGES

Issues around safety and worker's compensation are continually changing and evolving. Ensuring we maintain the resources and knowledge to minimise impacts on staff and provide a safe work environment is an ongoing challenge. We must also continue to maintain a robust injury management program that provides best care for our staff if they are injured at work.

All service activities under this strategy are within budget. One action 'Implement a new recruitment and on-boarding system' has been slightly delayed, and two projects that need to be carried over to 2018-19 are the Salary System Review and Workforce Policy Review.

### STRATEGY 7.6

Work with our alliance partners, Blue Mountains City Council and Hawkesbury City Council, to share skills, knowledge and resources and find ways to deliver services more efficiently

SERVICE ACTIVITY	FUNCTION RESPONSIBLE
7.6.1 Identify and explore employee and resource opportunities within the Alliance	✓ Workforce and Organisational Development

#### 7.6.1 Identify and explore employee and resource opportunities within the Alliance

Our Workforce team continues to network with Hawkesbury and Blue Mountains Councils to identify shared opportunities through our alliance with them.

## CHALLENGES

All service activities and actions under this strategy are within budget, and no major challenges were experienced within the past six months.





INTRODUCTION

OUR COUNCIL

OUR PERFORMANCE

OUR PEOPLE

APPENDICES



# OUR PEOPLE

Our people are the most valuable asset we have, and the key to our success. Without our people we cannot deliver our services. Innovation is achieved through our employees' ideas and suggestions, which improves 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.

## 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.

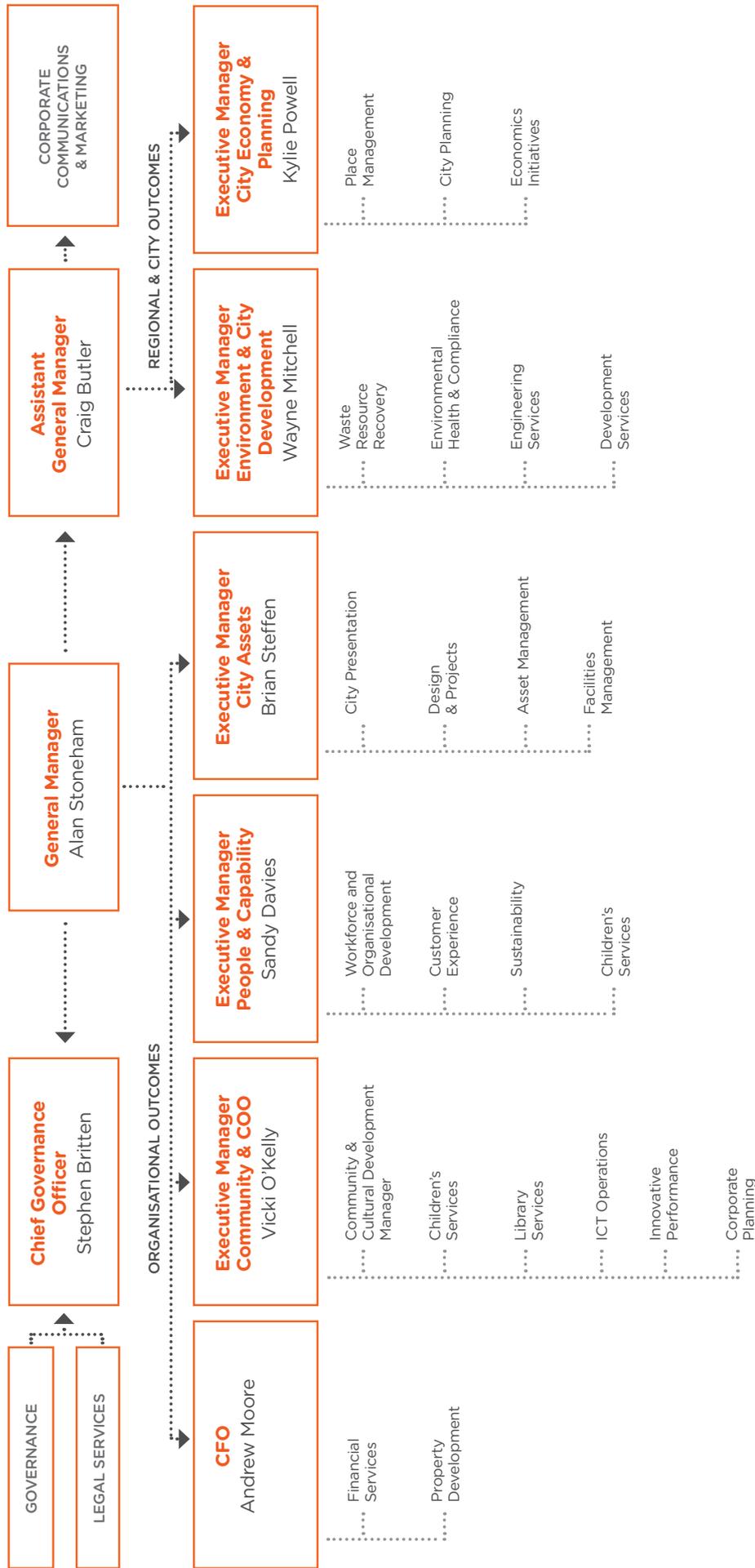
Alan Stoneham was appointed General Manager in July 2008, having served as Deputy General Manager for five years. He has over 40 years' experience in local government and has planning qualifications and extensive experience in Corporate Planning Management.

Craig Butler is Council's Assistant General Manager and has a qualification in Applied Science – Environmental Health. 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 are also within their responsibilities.

Council's Executive Manager City Economy and Planning, Kylie Powell; and Executive Manager Environment and City Development, Wayne Mitchell report 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. They also ensure Council's position is well represented to other levels of government, whenever decisions are made that may impact our community.

# ORGANISATIONAL STRUCTURE (AS AT 30 JUNE 2018)



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, Departments and Functions is summarised below:

### Chief Financial Officer

The Chief Financial Officer's Division includes Financial Services and Property Development and Management. This Division looks after all Council's financial planning, budgeting and property management and investment.

### 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 and Chief Operating Officer

The Community Division includes Community and Cultural Development; Library Services; Information and Communications Technology (ICT); Innovative Performance and Corporate Planning. This Division looks after Council's community based services, ICT, business improvement and planning and reporting.

### Environment and City Development

The Environment and City Development Division includes Development Services; Engineering Services; Environmental Health and Compliance and Waste and Resource Recovery. 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, legal services and records management.

### People and Capability

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

### Controlled Entities

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.



## WORKFORCE PROFILE

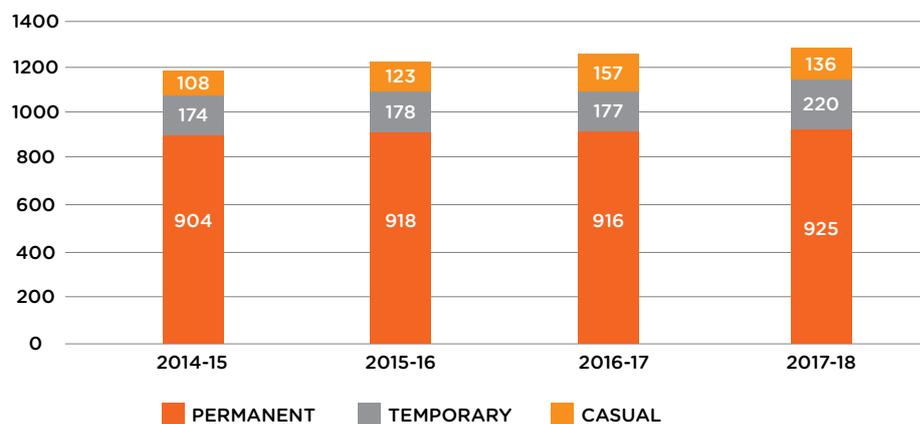
The workforce is an organisation’s most valuable asset. Without a capable and committed workforce, we could not deliver the range of services our community needs. It is important to Council that we are an employer of choice, that we offer satisfying and rewarding opportunities for our staff, and that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

Council has a total headcount of 1,281 employees in full-time, part-time, permanent, temporary and casual positions. We have a diverse workforce which includes engineers, planners, labourers, mechanics, child care workers, environmental officers, 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.



### Total Headcount

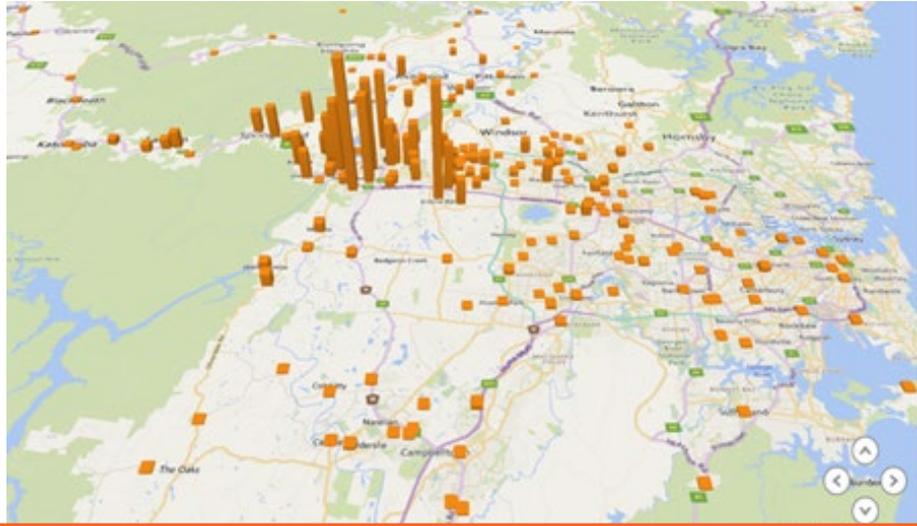


*Note: Includes 4 employees who are both temporary part-time and permanent part-time resulting in a permanent/temporary headcount of 1,141.*

### Employees Place of Residence

Many of our employees (almost 58%) are Penrith City residents, which shows the importance of Council as a local employer and helps us understand and serve our community. A further 26% live within 10km of the City.

- 57.93%** of employees live within the Penrith LGA
- 25.81%** of employees live within 10km of the LGA
- 16.25%** of employees live more than 10km outside of the LGA



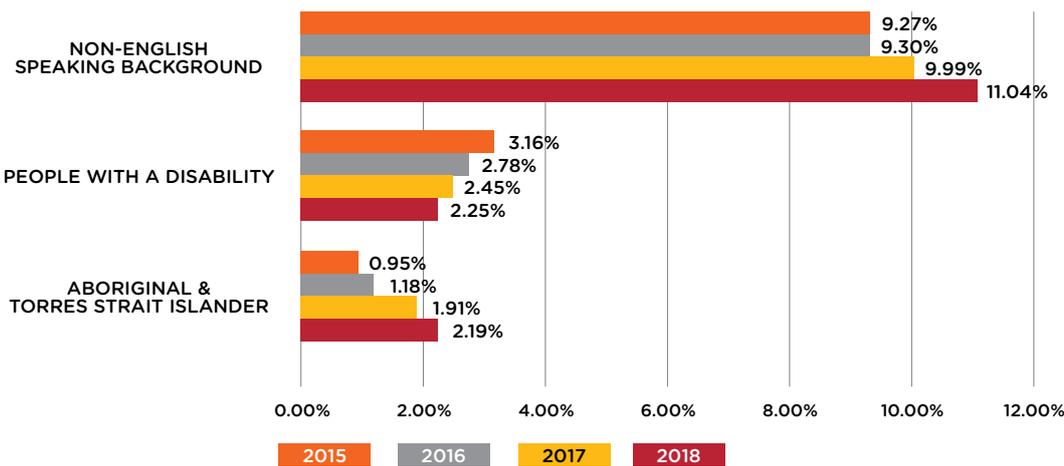
### DIVERSITY

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 Aboriginal and Torres

Strait Islander people, people with a disability and people from culturally and linguistically diverse backgrounds.

Council collects diversity data through its optional diversity survey. As a result, employees may opt not to disclose information which may impact on the below statistics.

#### Diversity Groups as a % of FTE



Council has continued to offer dedicated positions to people of Aboriginal and Torres Strait Islander background and people with a disability through our annual traineeship program.

CASE STUDY:

# Les calls it a day after 48 years at Council



Les Stimson retired from Council on 1 September after a remarkable 48 years and 265 days of working with Council – making him Council’s longest serving staff member on record.

Team mates, past colleagues and management joined together to wish him well at an afternoon tea on 24 August.

At the gathering, General Manager Alan Stoneham thanked Les for his dedicated service and shared a few stories with the guests.

“Les was employed by Council in December 1968 as a Field Operator in the Maintenance Department,” he said. “As you may or may not know, he conned his way into the job.”

In 1968 you had to be 20 to be a Field Operator with Penrith Council. Les was only 19, so, much like a keen armed service recruit, he put his age up to get the job.

In the end, it was the fact that Les wasn’t old enough to be on the National Service Register that rumbled him.

Having already proved himself a valuable team member, Les was allowed to stay, and the rest is history – 48 years of history.

Over his years at Council, Les progressed through all the grades of Field Operator – Plant Operator, and in 2009 he was promoted to the position of Field Operator Mechanical Sweeper.

In this role he worked both the day and night shifts – marking him as one of Council’s “invisible men” working the midnight to 7am shift driving a sweeper for the then Public Domain, Amenity and Safety Department.

“In losing Les, we’re losing one of the team’s go-to experts on this now remarkably sophisticated piece of plant,” Mr Stoneham said.

But Les will be missed for more than his technical knowledge. Colleagues describe him as a “happy go lucky” character and a great team player.

Les summed up his long stint at Council in a few short words at the afternoon tea.

“Overall it’s been pretty good,” he said.

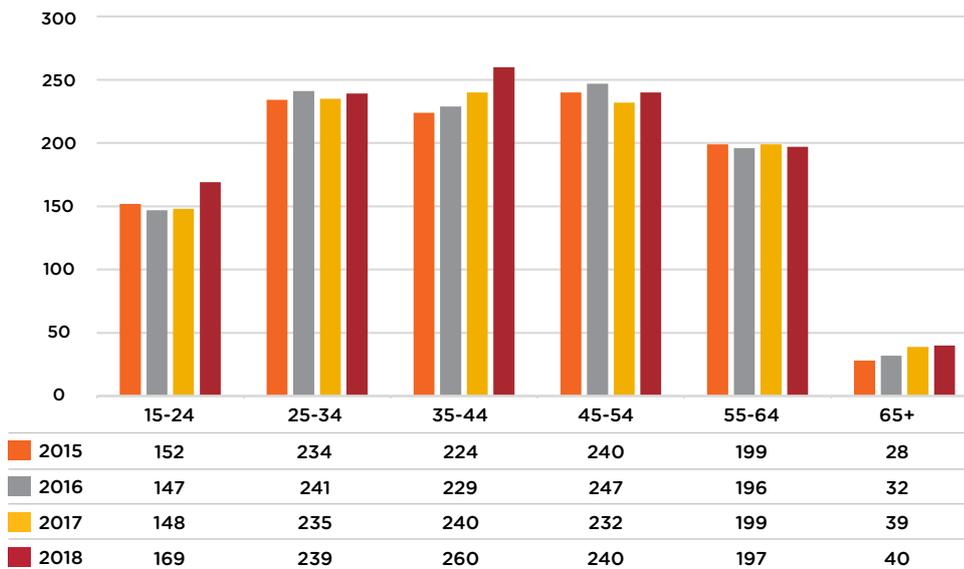
And, while he’s heading into retirement, Les won’t be downing tools. In fact, he’s replacing one form of work for another, putting his time and energy into restoring his heritage home, an important part of Penrith’s history.

## AGE PROFILE

A trend identified across all local government areas in the most recent LGNSW Workforce Report is that of an ageing workforce. Council's consistent age profile means Council is currently well placed in this space.

Council's traineeship program continues to attract the younger demographic of 15 to 24 year olds. Workforce is planning an internal careers expo to educate employees on the diverse career opportunities which could include avenues for retraining to prolong their career with Council.

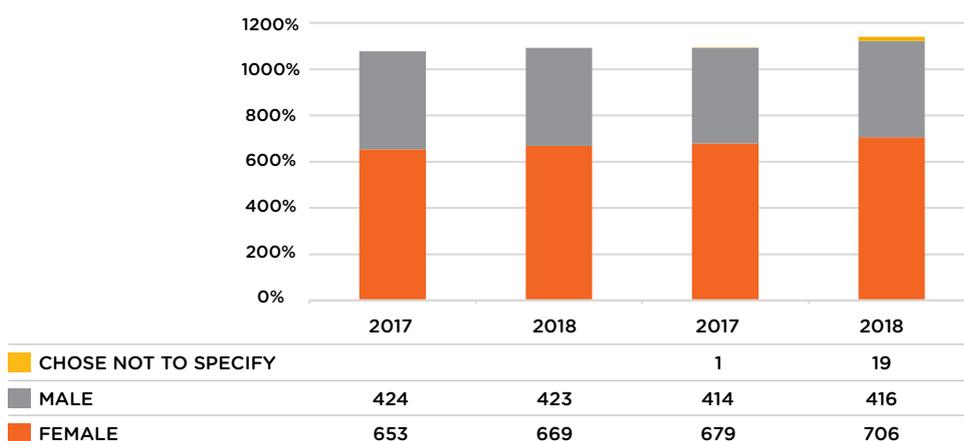
### Age Profile for Permanent and Temporary Staff



## GENDER PROFILE

Council's gender profile is 62% female and 36% male, with 2% choosing the option not to specify, which was first available in our data collection from 2016-17.

### Gender Profile for Permanent and Temporary Staff



Council continues to progress Gender Equity initiatives across the organisation, including strong support for a Gender Equity Steering Committee and Gender Equity Project Team. Council held an International Women's Day event on 22 March to promote gender equity called 'Be The Best You Can Be'.



*Council's Gender Equity Committee with Olympic medalist Louise Fox.*

## RECRUITMENT

Attracting and retaining qualified and experienced staff is critical for Council to deliver high quality services. Council recently introduced a new recruitment system, PageUp. The introduction of this system has seen the average time to recruit reduced by 15.95 days for external advertisements and 16.03 days for internal rounds.

### Our online presence

#### Council's Career Website

A total of 46,618 users accessed Council's careers page between October 2017 and June 2018, 79% new visitors and 21% returning.

Council's careers page was viewed a total of 112,752 times in the same period, with the main source of traffic being through direct access, followed by Facebook, the Indeed employment search engine and Google. This reflects an increased Council recruiting presence in social media including weekly job alerts, strategic campaigns and engaging content.

#### Facebook

Almost 60 career opportunity posts were placed on Facebook in 2017-18 with an average of 497 people engaging with each post and an average total reach of 5,108 users for each post. In total, Council's Facebook career posts reached a total of 29,334 unique users, in comparison to our 15,911 followers.

#### LinkedIn

We have significantly increased Council's presence on LinkedIn through video campaigns, increased posting, and encouraging departments to advertise most positions on this platform. As a result, we have seen a 24.9% increase in LinkedIn followers.

## LEARNING AND DEVELOPMENT

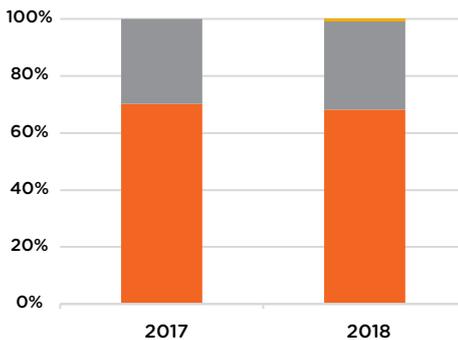
Council understands the importance of keeping our staff appropriately skilled, trained and engaged in the work they do. Council provides a variety of learning and development opportunities to support our staff in building their skills and knowledge.

Workforce have been developing a new Learning Management System (LMS) to provide further opportunities for staff development. A total of 88 eLearning modules have been developed in preparation for the roll out of the LMS.

### Education Assistance Program

Education assistance includes financial assistance and leave options. A total of 135 employees received education assistance in 2017-18.

#### Education Assistance Program



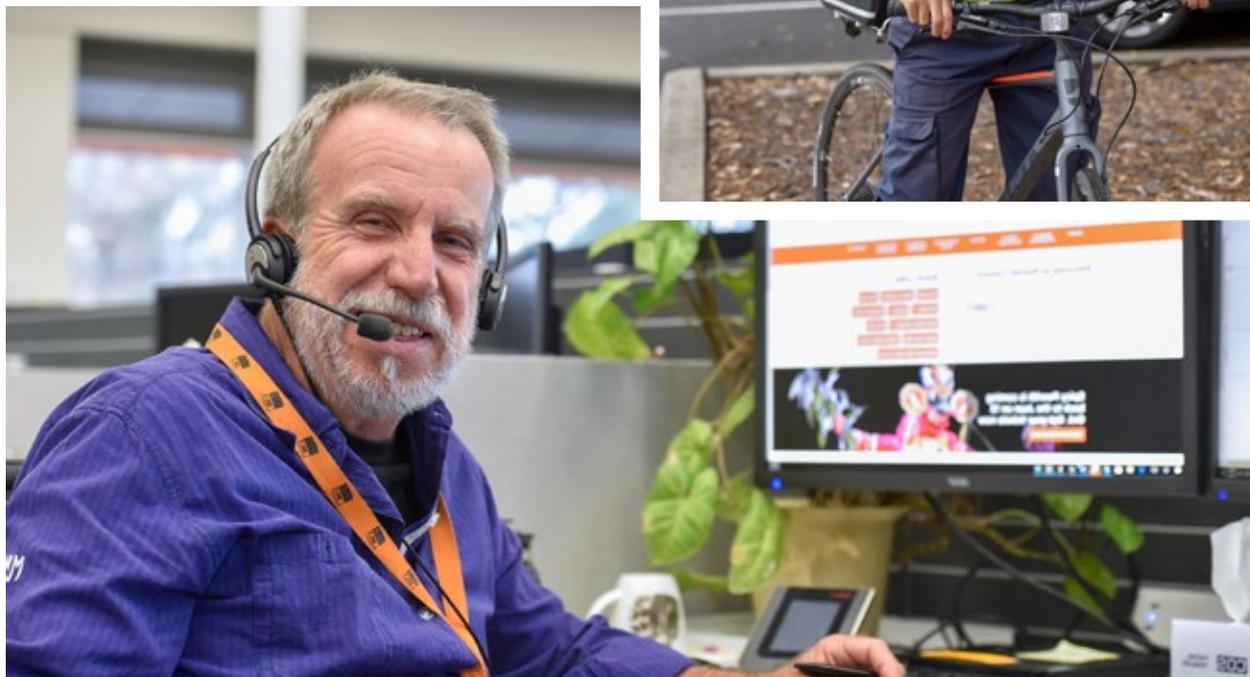
	2017	2018
NOT SPECIFIED	1	1
MALE	45	42
FEMALE	106	92

### Traineeship Program

Council's annual traineeship program provides opportunities for young people and people wishing to re-enter the workforce or people wishing to change career direction. The program enables trainees to develop some great skills, gain a nationally recognised qualification, and earn a weekly income. Our traineeship program has helped many people start or reinvent their careers. In 2018, Council appointed 18 Business Administration trainees, 32 Child Care trainees and 1 ICT trainee.

### Work Experience Program

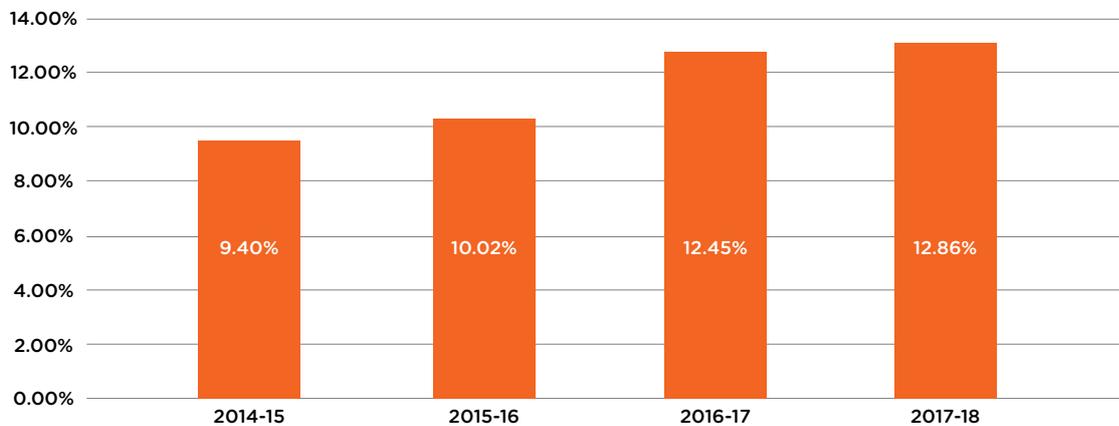
In addition to Council's annual traineeship program, Council supports a large and diverse work experience program. In 2017-18, Council provided opportunities to 260 students to gain valuable work experience.



## TURNOVER

Council's turnover rate has been on a steady increase over the past five financial years and was 12.86% for permanent employees in the 2017-18. While turnover has increased, Council's turnover rate is at an acceptable level and is below the industry average of 16%.

### Staff Turnover



## 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.

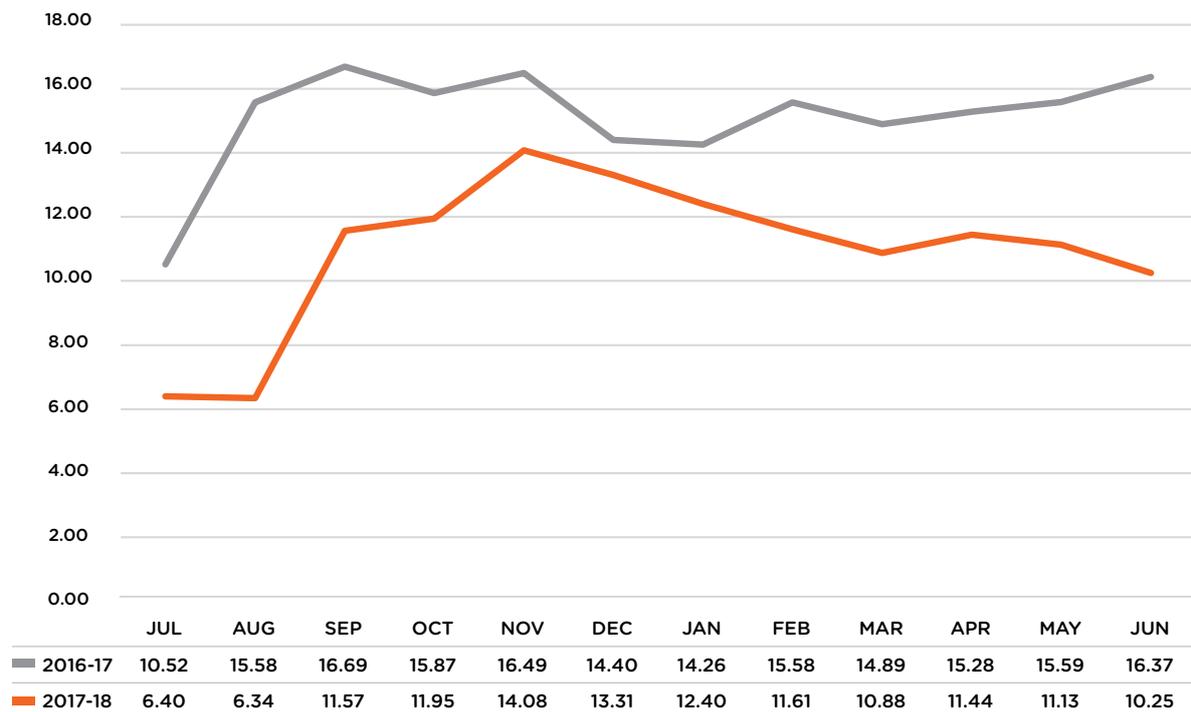


Council's launch of Council Safe, Home Safe - Towards Zero has resulted in an increased awareness of safety across our operations, which in turn has resulted in increased reporting of incidents that may have previously been disregarded as minor. Injuries to employees have decreased this year by 23%, lost time injury claims down 35% and Workers Compensation claims down by 23%. This is despite an overall increase in reported incidents.

During 2017-18 Council lodged 43 Workers Compensation claims on behalf of our employees. Of these, 22 claims were recorded as Lost Time Injuries (LTIs), while 21 claims were for medical assistance only. The 22 LTIs were shared equally (11 each) between Children's Services and City Presentation.

Council undertakes a number of safety inspections throughout our operations - from daily inspections by Children's Services and City Presentation employees, to weekly checks undertaken at Coordinator level, to formal inspections and audits undertaken by the WH&S Committee and Council's Safety Officers. This year the WH&S Committee undertook 49 inspections and Safety Officers carried out 60 audits on contractors, major projects and work sites.

## Lost Time Injury Frequency Rate



*This graph shows a reduction in this statistic over the two-year period.*

### Mental Health and Wellbeing Initiative

In October 2017 Council launched its Mental Health and Wellbeing Vision Statement and a Mental Health and Wellbeing section on our staff portal. These highlight the importance that Council places on helping staff to maintain good health across the organisation.

We also called for volunteers to be trained in Mental Health First Aid to become a contact point for staff looking for assistance and guidance. Participants have learnt the signs and symptoms of mental health conditions, where and how to get help and what sort of help is most likely to be effective.

CASE STUDY:

# A day in the life of Council



Did you know Penrith Council staff literally work around the clock to help our residents lead safe and healthy lives and provide the services and infrastructure they need?

While our City is waking up, Council's Civil Construction teams are already out making sure our roads, footpaths, kerbs and gutters are kept up to standard. The teams maintain over 1,000km of sealed roads and over 600km of drainage...that's a lot of pipes and a lot of early mornings!

By 7am, parents from across the City are bringing their children into the caring hands of Penrith Children's Services. Council understands the value of nurturing the next generation, providing quality care and stimulating education programs to close to 4,000 children aged 0-12 years across 43 services and projects.

Parents can then fit in a quick swim at one of Council's swimming pools or go for a run along the shared paths that follow the Nepean River before heading to work.

While parents fit in a workout, Council's City Presentation teams will be hard at work mowing grassed areas, tending public gardens and enriching soils with compost made from our resident's food and organic waste. With 105 sporting fields and over 540 playgrounds and parks to look after, not to mention median strips and other public land, City Presentation staff are busy all year round.

Working alongside the landscaping teams are carpenters, electricians and maintenance staff who make sure facilities like our child care centres, neighbourhood and community centres are well looked after.

The Penrith Civic Centre and Council's St Marys office open their doors at 8.30am. It's here residents can come for advice on a wide range of things, including development applications, hall hire and pool compliance. Of course, these



questions can also be answered over the phone by our friendly Customer Contact Centre or searched on Council's website.

Inside the Civic Centre is a busy office, with teams organising the events Council hosts, staff planning for the future and advocating for more investment in our City and our region.

At lunch time, The Mondo (the green space outside The Joan) or the newly activated Triangle Park provide welcoming places to relax or meet with friends. Each space has its own charm. You can challenge your friends on Council's giant chess board at The Mondo, or check out a busker performing in Triangle Park.

Thanks to Council's Environmental Health teams and their regular food inspections, you can enjoy quality food from 800+ local restaurants and cafés.

Other officers in the team monitor water quality in our river and creeks and keep track of mosquito populations and any viruses they may spread.

We also have staff who are out in the community investigating illegal dumping of rubbish, removing graffiti, assisting with stray animals, ensuring backyard pools are safe and inspecting sewerage systems.

Then there are our Neighbourhood Renewal staff who work alongside residents to renew spaces and places in our City through projects like playground design, murals and other public art.

Our three library branches cater for the whole community with generous opening hours, large physical and electronic collections, a home library and a toy library service. The Library team runs a digital help desk, organises events such as author talks and offers programs like its popular 'Tech Savvy Seniors'.

In the evening you can catch a show at The Joan Sutherland Performing Arts Centre, another Council owned facility in the heart of our City. Penrith is lucky to have this destination and the chance to enjoy the talented performing artists it attracts.

Meanwhile, as our City Presentation teams wrap up their work for the day, our workshop team takes over. In fact, without the trucks, cars, lawnmowers and tractors maintained by this crew, our City would come to a grinding halt. Often wrapping up around 11pm, only a few hours before our City Works and City Presentation teams clock on, our mechanics work hard overnight to make sure everything is refuelled and repaired.

When they call it a night, another group of Council staff start their shift. Known as Council's "invisible men", they work the midnight to 7am shift driving a sweeper through the quiet streets of Penrith.

And when this crew wraps up its work, the next round of staff is already hard at work and Council's day begins again.



# APPENDICES



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# APPENDIX 1 – COUNCILLOR AND COUNCIL INFORMATION

## 2018 BY-ELECTION

In February 2018 Council received the resignations of Councillors Joshua Hoole (South Ward) and Ben Price (East Ward).

Under the Local Government Act 1993, where a civic vacancy occurs and the term of office of the vacancy remaining is greater than 18 months, Council is required to conduct a by-election (s294). Under statutory requirements, by-elections are to occur within three months of the receipt of the resignation of a Councillor.

Therefore, Council resolved at the Ordinary Meeting on 26 February 2018 to have the General Manager administer the by-election, to engage the Australian Election Company to implement the operational aspects of the election and to inform the Office of Local Government.

Council held by-elections for the East and South Ward on Saturday 12 May, where Councillors Robin Cook (East Ward) and Brian Cartwright (South Ward), were elected.

### East Ward

Nominations for the position of East Ward Councillor opened on 3 April. At the close of nominations on 11 April, two candidates had been nominated, being Robin Cook (Labor) and Belinda Hill (Liberal).

The by-election for East Ward was held on 12 May, and the following results were recorded:

CANDIDATE	PARTY	%
Robin Cook	Labor	53.58%
Belinda Hill	Liberal	46.42%

Voter turnout was recorded at 66% of the total of enrolled voters for the ward.

Councillor Robin Cook was elected for the East Ward.

### South Ward

Nominations for the position of South Ward Councillor opened on 3 April. At the close of nominations on the 11 April, 2018, three candidates had been nominated, Brian Cartwright (Liberal), Liam Rankine (Labor) and Sue Day (Independent).

The by-election for South Ward was held on 12 May 2018, and the following results were recorded:

CANDIDATE	PARTY	%
Sue Day	Independent	31.85%
Liam Rankine	Labor	32.72%
Brian Cartwright	Liberal	35.42%

Following, the distribution of candidate Sue Day, the final result of the count for the election for South Ward, was:

CANDIDATE	PARTY	%
Liam Rankine	Labor	49.2%
Brian Cartwright	Liberal	50.8%

Voter turnout was recorded at 71% of the total of enrolled voters for the ward.

Councillor Brian Cartwright was elected for the South Ward.

### Cost of Running the Election

The total cost for running two by-elections was \$456,087.28. This was under the projected budget of \$500,000.

The cost includes the following:

- Wages of the Returning Officer, Deputy Returning Officer and all electoral officials
- Hiring venues
- Hiring furniture or equipment
- Cost of electoral material, including ballot forms, envelopes, production of candidate information sheets, stationery, cardboard material required for polling places, postage and handling
- Candidate information sessions
- Electoral services provided to candidates, groups and political parties, and
- Council staff, including Communications, Governance and ICT staff.

## Advertising for the by-election

Council is aware of community concerns regarding the promotion of the by-election. The special circumstances of a dual by-election, with no leverage by other councils also conducting elections, necessitated a focus on making the community aware. Therefore, Council formulated the following communication strategy:

- Council website updates
- Newspaper advertising in the Western Weekender
- Radio advertising on community radio, Vintage FM
- Billboards in South and East Ward
- Variable Message Signs in South and East Ward (flashing signs)
- Social media via Facebook and Twitter, with an audience reach of up to 40,000 people
- Signs and postcards placed in Council libraries and handed out at community events.
- A note on the most recent Council Rates Notice issued within the two weeks prior to the election
- An SMS to Council targeted ratepayers in the East and South Wards, and
- A community newsletter issued to every resident with notification of the election, either delivered with the Western Weekender or mailed directly for rural areas.

Independently, the Western Weekender, Nepean News and Penrith Press provided significant stories on the election, in addition to candidates placing their own advertisements.

The NSW Electoral Commission also placed reference to the by-election on their website on 9 May 2018 and sent two rounds of SMS and emails to people subscribed to their reminder service.

In the recent Penrith by-elections, we had a substantially reduced number of candidates campaigning across the two wards (5), compared to the last ordinary Council election, where we had 75 candidates across three wards. It would seem from anecdotal evidence, that this may have impacted general community awareness.

Some members of the community have advised that they do not read the local newspapers.

We will be working to improve community engagement before the next ordinary election.

For more information read Council's by-election Report which can be found on our website.

## 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 Council meeting and one Policy Review Committee meeting each month, usually on a Monday night at the Penrith Civic Centre. These meetings are held in an open environment, with our Code of Meeting Practice guiding how meetings are conducted. Our website 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. This is called the Committee of the Whole. Every effort is made to minimise the number of confidential reports brought before Council.

In 2017-18 Council held 14 Ordinary Meetings and 10 Policy Review Committee Meetings, with 18 members of the public addressing Council on various issues and items of business.

## COUNCILLOR ATTENDANCE AT MEETINGS: 2017-18

COUNCILLORS	ORDINARY MEETINGS		POLICY REVIEW COMMITTEE MEETINGS	
	NUMBER	ATTENDED	NUMBER	ATTENDED
Cr Aitken OAM	14	10 ■■■◆	10	7 ■◆◆
Cr Bernard Bratusa	14	13 ◆	10	6 ◆◆◆◆
Cr Marcus Cornish	14	14	10	7 ◆◆◆
Cr Kevin Crameri OAM	14	14	10	9 ◆
Cr Greg Davies	14	13 ■	10	10
Cr Mark Davies	14	10 ■◆◆◆	10	8 ◆◆
Cr Ross Fowler OAM	14	14	10	7 ■◆◆
Cr Tricia Hitchen	14	13 ■	10	8 ■■
Cr Karen McKeown OAM	14	14	10	10
Cr John Thain	14	14	10	9■
Cr Todd Carney	14	14	10	8 ◆◆
Cr Aaron Duke	14	14	10	10
Cr Joshua Hoole*	7	4 ■◆◆	7	4 ◆◆◆
Cr Ben Price*	7	7	7	6 ■
<b>Councillors Elected at By-Election May 2018</b>				
Cr Robin Cook**	2	2	1	1
Cr Brian Cartwright**	2	2	1	1

**\*Resigned from Council Feb 2018**

**\*\*Elected to Council May 2018**

◆ Apology

● Leave of Absence granted for Council related business

■ Leave of Absence granted

## MAYORAL AND COUNCILLOR FEES AND EXPENSES

COUNCILLORS		\$
<b>Mayoral and councillor fees</b>		
Mayor		63,738
Deputy Mayor		16,852
Councillors		423,413
<b>Overseas visits</b>		
<b>Expenses and facilities</b>		
Office equipment		18,660
<b>Usage charges</b>		
Mobile phone calls and data usage		19,841
Reimbursement to councillors for mobile phones (not Council owned)		2,494
Reimbursement to councillors for internet services (not provided by Council)		800
Conferences and seminars		24,763
Training and skill development		-
Interstate visits		28,605
Expenses for spouse or partner		-
Child care expenses		-
<b>TOTAL</b>		<b>634,758</b>



## COUNCIL COMMITTEES AND ENTITIES

Council has delegated functions to the following committees and entities in accordance with section 377 of the Local Government Act 1993 and they are authorised to exercise the delegated functions under s355 of the Local Government Act 1993 or by way of a Licence Agreement in the case of other entities. The committees/entities are as follows:

NO.	COMMITTEE NAME	TYPE	STATUS
1.	Jamison Park Netball Complex Management Committee	Section 355 Committee	Functional
2.	Penrith Schools Boatshed Management Committee	Section 355 Committee	Functional
3.	Ray Morphett Pavilion Management Committee	Section 355 Committee	Functional
4.	Penrith Valley Senior Citizens' Centre Management Committee	Section 355 Committee	Functional
5.	Andromeda Neighbourhood Centre Management Committee	Section 355 Committee	Functional
6.	Nepean Community and Neighbourhood Services (under licence agreement)	Community Development Organisation	Functional
7.	Community Junction Incorporated (under licence agreement)	Community Development Organisation	Functional
8.	Arms Australia Inn Management Committee	Section 355 Committee	Functional
9.	Penrith International Friendship Committee	Section 355 Committee	Functional
10.	Western Sydney Regional Committee for Illegal Dumping	Section 355 Committee	Functional
11.	Access Committee (Advisory)	Section 355 Committee	Functional
12.	Heritage Advisory Committee (Advisory)	Section 355 Committee	Functional
13.	Senior Staff Recruitment / Review Committee	Section 355 Committee	Functional
14.	Policy Review Committee	Standing Council Committee	Functional
15.	Audit, Risk & Improvement Committee (This committee has no authority granted to it)	Advisory	Functional
16.	Penrith Valley Community Safety Partnership (This committee has no authority granted to it)	Advisory	Functional
17.	Resilience Committee (This committee has no authority granted to it)	Advisory	Functional
18.	Regional Strategic Alliance with Blue Mountains City Council and Hawkesbury City Council	Section 355 Committee	Functional
19.	Floodplain Risk Management Committee	Section 355 Committee	Functional
20.	Property Development Advisory Panel	Section 355 Committee	Functional

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

During 2017-18 Council also had delegates or directors elected/appointed to the Boards and/or the Committees of the following organisations:

- Australian Local Government Women's Association
- Penrith Aquatic and Leisure Ltd.
- The Penrith Performing and Visual Arts Ltd.
- The Penrith Whitewater Stadium Ltd.
- Penrith CBD Corporation Ltd.
- St Marys Town Centre Ltd.
- Hawkesbury River County Council
- Sydney West Planning Panel
- CivicRisk Mutual
- CivicRisk West
- Western Sydney Academy of Sport Advisory Forum
- Western Sydney Academy of Sport Advisory Board
- Western Sydney Regional Organisation of Councils Limited (WSROC Ltd)
- National Growth Areas Alliance
- Western Sydney Regional Committee for Illegal Dumping
- Local Government NSW
- Local Government Super
- Council Ambassador to Lachlan Shire Council
- Penrith Valley Regional Sports Centre Ltd
- Penrith Valley Sports Foundation

Council also had representation on the following incorporated associations:

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

## PATRONAGE 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.

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

Council is a member of CivicRisk West which is a joint initiative, established by councils in Western Sydney to give cost effective civil liability protection insurance. Council also contributes towards a Regional Illegal Dumping (RID) Squad initiative along with several other Western Sydney councils.

## COMPANIES IN WHICH COUNCIL HELD A CONTROLLING INTEREST

Companies in which Council held a controlling interest during 2017-18 were:

- Penrith Aquatic and Leisure Ltd
- Penrith Performing and Visual Arts Ltd
- 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)

# APPENDIX 2 - CORPORATE GOVERNANCE AND ADVOCACY

## RISK MANAGEMENT

Council has an Enterprise Risk Management (ERM) Policy in place which highlights its commitment to a risk managed culture, by ensuring that every member and employee of 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, and reports to the Legal Services Manager.

In 2017-18 Council undertook a comprehensive review of its Risk Management function, and in particular Council's ERM Framework to better accord with the International and Australian Standard. The following outcomes were achieved:

1. review and adoption of Council's Risk Management Policy
2. the adoption of a Risk Management Strategy and Risk Management Plan
3. the adoption of a Risk Appetite Statement (RAS)
4. streamlining of the risk management process
5. adoption of a strategic risk register
6. improved operational risk registers which saw the risks reduced from 1,000 to 317
7. ongoing monitoring and reporting framework for operational and strategic risk
8. engagement with key internal stakeholders, and
9. training for all risk owners.

As a result of the reviews into the risk management and audit functions, Council is in a better position to oversee and manage its risks to improve organisational performance.

Council continues to be an active member of CivicRisk Mutual (formally Westpool and United Independent Pools/UIP) local government self-insurance scheme, and our ongoing commitment to risk management enables proactive claims prevention and management activities.

## INTERNAL AUDIT

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

In response to the Local Government Amendment (Governance and Planning) Bill 2016 which, among other things, provides that councils must appoint an Audit, Risk and Improvement Committee, Council undertook a comprehensive review of its Audit function. The outcomes of the review have led to:

1. The creation by Council of the Audit, Risk and Improvement Committee (ARIC) ahead of the requirements of the Act coming into force.
2. The appointment of four independent external members of Council's ARIC for a term of for years following a highly competitive recruitment process. The Chair of the ARIC is the former Chair of the Institute of Internal Auditors.
3. The adoption of a comprehensive ARIC Charter, and an Internal Audit Charter which adopts a range of KPIs.
4. The development and implementation of a strategic four-year Audit Plan based on Council's risk registers. Ten Audits per calendar year are to be carried out, and Council was on target to complete this for the first full calendar year.

## LEGAL PROCEEDINGS

### (section 428(2)(e))

As well as using external legal firms, Council's internal Legal and Governance Group, provided a range of legal services in 2017-18. The Legal and Governance Group dealt with Council's property transactions, providing legal advice, litigation and subpoenas, and other specific issues for the organisation.

Council paid \$1,099,043 for external legal services in 2017-18. This is compared to \$691,392 in 2016-17 and \$559,394 in 2015-16. This expenditure was for general advice, preparing for court hearings, defending appeals, barrister's costs, consultant expert costs and acting for Council in court actions.

Council has spent an estimated \$542,884 on the provision of legal services in-house during the financial year. This expenditure included an allocation for staffing costs, rent, maintaining a legal library and the provision of equipment. The Legal and Governance Department also derives income from cost orders in favour of the Council. Council will recover approximately \$400,000 from cost orders by undertaking its own in-house legal services with respect to conveyancing and litigation.

Fines in the amount of \$6,110 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
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 Environment Operations Act 1997. 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. The respondent's appealed the original decision of the Commissioner. The Chief Judge heard the appeal, and upheld the original decision of the Commissioner.	\$25,984
15 O'Connell Street, Kingswood	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.	\$1,474
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.	\$2,879
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 comprising of 50 residential units and a medical centre. Following the hearing of the matter, the Court approved the development on 1 March 2018.	\$118,050
25 Rance Road, Werrington	This matter relates to a class 1 appeal by the applicant against Council's refusal of subdivision application to create approximately 160 residential lots. The applicant has amended its application seeking consent for 99 lots with residue larger lots for future development.  Following extensive amendments over a period of about 18 months, the Court endorsed a s.34 agreement between the parties. The Court also awarded Council its costs on a party / party basis as a result of the applicant's conduct.	\$33,596
8 Farm Road, Mulgoa	This matter relates to Class 4 Proceedings. The 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. The Court declared that the premises were used and continued to be used a prohibited use of a junkyard, and made orders for the removal of items that were stored on the property. The Court also awarded Council its legal costs. The respondent has agreed to pay \$228,200 in Council's costs.	\$87,105

## MATTERS ONGOING FROM PREVIOUS YEARS IN THE LAND AND ENVIRONMENT COURT

MATTERS	STATE OR PROGRESS	COSTS INCURRED IN REPORTING PERIOD
1101-1105 Mamre Road, Kemps 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 respondent agreed to a set of orders requiring cessation of the use of the premises as a truck depot and for removing the glass material.	\$40,667
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 applicant to the appeal addressed all of the contentions by way of further information and the Court endorsed a s.34 agreement between the parties.	\$89,888
16 Chapman Street, Werrington DA16/1148	This first appeal 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 applicant to the appeal addressed all of the contentions by way of further information and the Court endorsed a s.34 agreement between the parties. This included the deletion of the 11 industrial allotments.	\$16,036
16 Chapman Street, Werrington DA14/0627.02	This second appeal 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 applicant to the appeal addressed all of the contentions by way of further information and the Court endorsed a s.34 agreement between the parties.	
16 Chapman Street, Werrington	This matter relates to a class 2 appeal by the applicant against Council's deemed refusal of a Section 68 application for stormwater drainage work. The applicant to the appeal addressed all of the contentions by way of further information and the Court endorsed a s.34 agreement between the parties.	\$10,276
Protect Penrith Action Group DA13/1271 and DA13/1467	This matter relates to the recovery of Council's legal costs which were awarded by the Land and Environment Court in relation to the Council's successful defence of 2 development consents issued for places of public worship. A liquidator has been appointed to look to wind up the organisation. That process is underway.	\$17,440

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## MATTERS ONGOING FROM PREVIOUS YEARS IN THE LAND AND ENVIRONMENT COURT

MATTERS	STATE OR PROGRESS	COSTS INCURRED IN REPORTING PERIOD
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 s.34 agreement was entered granting consent to an amended application.	\$1,688
27 Kent Road, Claremont Meadows (Universal Property Group Pty Ltd)	The matter relates to a class 1 appeal against Council's deemed refusal of a torrens title subdivision comprising of 55 lots, associated roads, drainage and landscaping works. A section 34 agreement was entered granting consent to an amended application.	\$20,114

## NEW MATTERS IN THE LAND AND ENVIRONMENT COURT

MATTERS	STATE OR PROGRESS	COSTS INCURRED IN REPORTING PERIOD
Samarpan Investments Pty Ltd (1-7 Markham Avenue, Penrith)	The proceedings relate to a merit review appeal of the actual refusal of a development application which sought consent for the construction of a five storey residential flat building containing 50 residential units over two basement levels. The matter is subject to an ongoing section 34 conciliation conference.	\$21,530
Angas Securities Ltd (88-89 Nepean Gorge Drive, Mulgoa)	The proceedings relate to a merit review appeal of the deemed refusal of a development application which seeks subdivision of one lot into two x 55 hectare lots in the Fernhill Estate.	\$11,329
Universal Property Group Pty Ltd (264-270 Mt Vernon Road, Mt Vernon)	The proceedings relate to a merit review appeal of the deemed refusal of a development application which seeks consent for the subdivision of one lot into five lots and the construction of dwelling houses. The matter is subject to an ongoing section 34 conciliation conference.	\$5,419
RN & NR Tolsons Management Pty Ltd (102-112 Thomas Road, Londonderry)	The proceedings relate to a merit review appeal of the deemed refusal of a development application which seeks consent for the subdivision of one lot into five lots. The matter is subject to an ongoing section 34 conciliation conference.	\$19,493

## NEW MATTERS IN THE LAND AND ENVIRONMENT COURT

MATTERS	STATE OR PROGRESS	COSTS INCURRED IN REPORTING PERIOD
Penmore Properties No. 2 Pty Ltd (72-74 Lethbridge Street, Penrith and 35 Doonmore Street, Penrith)	<p>The proceedings relate to the merit review appeal of the deemed refusal of a modification application which sought to modify waste servicing arrangements of an approved development at the property.</p> <p>The matter is subject to an ongoing section 34 conciliation conference.</p>	\$8,495
Janice AZZOPARDI (342 Second Avenue, Llandilo)	The proceedings relate to merit review of an Order issued pursuant to Section 121B of the <i>Environmental Planning and Assessment Act 1979 (NSW)</i> . The Order was withdrawn and the Appeal discontinued.	\$0
BJ Eldridge and ME Vincent t/a Crossbones Gallery (Unit 18/ 49 York Road, Penrith)	<p>The proceedings relate to an appeal against the imposition of a condition of consent of the approved light industrial use the property.</p> <p>The matter is subject to an ongoing section 34 conciliation conference.</p>	\$5,041
Adam Hughes Pty Ltd & Signature Group Pty Ltd (32-36 Lethbridge Street, Penrith)	<p>The proceedings relate to an appeal against Council's refusal of a development application which sought consent from the construction of a six storey residential flat building comprising of 43 apartments.</p> <p>The matter went to hearing where the applicant was granted consent and ordered to pay Council's costs.</p>	\$123,548

## MATTERS IN THE SUPREME COURT

MATTERS	STATE OR PROGRESS	COSTS INCURRED IN REPORTING PERIOD
Penrith Business Alliance	These proceedings relate to seeking Orders for the Penrith Business Alliance (PBA) and its Director, Paul Brennan to account for its financial records in relation to monies provided by Council to the PBA to carry out its functions. The Court made orders on 5 May 2017 which the PBA failed to comply with. As a result the Court made further Orders in a further set of proceedings requiring the PBA and Mr Brennan provide Council with the relevant records by 17 August 2018.	\$10,400

## MATTERS IN THE FEDERAL COURT

MATTERS	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

## MATTERS IN THE LOCAL COURT

MATTERS	STATE OR PROGRESS	COSTS INCURRED IN REPORTING PERIOD
Joseph THOMAS	The matter relates to an appeal against a penalty notice issued for failing to register a swimming pool. The matter was dismissed pursuant to Section 10(1)(a) of the <i>Crimes (Sentencing Procedure) Act 1999</i> .	\$2000
Leon James KING	The matter relates to an appeal against a penalty notice issued for failing to comply with a sign erected by Council. The defendant was convicted, a penalty of \$110 imposed, and an order for the payment of Council's costs in the sum of \$750.	\$1,500
EA Holdings Pty Ltd	The matter relates to an appeal against a penalty notice for failing to comply with conditions of a development consent. The defendant pleaded guilty and a penalty of \$6,000 was imposed.	\$0
Reecha DHITAL	The matter relates to an appeal against a penalty notice for failing to comply with parking restrictions. The matter was withdrawn and no conviction recorded.	\$0
LBC Group Pty Ltd	The matter relates to an appeal against a penalty notice for illegally transporting waste. The defendant pleaded not guilty and the matter is set for hearing on 28 August 2018.	\$0
Blake DREW and Sammy Jo SESSIONS (Plus Fitness 24/7, Jordan Springs)	The matter related to an appeal against Infringement Notices issued for failing to comply with a Prevention Notice under the Protection of the Environment Operations Act.	\$783

## MATTERS IN THE CORONERS COURT

MATTERS	STATE OR PROGRESS	COSTS INCURRED IN REPORTING PERIOD
Inquiry into the death of Kenneth Eberle	The Coronial Inquest was held on 31 May and 1 June 2018 into the death of Mr Kenneth Eberle who died on 14 January 2016 when a tree fell on his motor vehicle while he was travelling along the Great Western Highway in Emu Plains.  The Coroner is yet to hand down any findings.	\$3,000

## MATTERS IN THE SUPREME COURT

MATTERS	STATE OR PROGRESS	COSTS INCURRED IN REPORTING PERIOD
Sue WARWICK	The matter related to an appeal against Council's decision to charge for the costs of impounding four of the applicant's horses. The application was dismissed with Council agreeing to settle the matter by reimbursing the Applicant \$1,455.	\$1,840

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 2017-18. These figures relate to actions taken by Council against other individuals or organisations. There were no fines or sanctions imposed on Council in 2017-18.

COURT MATTERS	NUMBER	COST
Matters ongoing from previous years in the Land and Environment Court	13	\$465,197
New matters in the Land and Environment Court	8	\$194,855
Matters in the Supreme Court	1	\$10,400
Matters ongoing in the Federal Court	1	\$0
Local Court matters	5	\$4,283
Matters in the Coroners Court	1	\$3,000
New matters in the NSW Civil and Administrative Tribunal	1	\$1,840

Costs quoted are the costs incurred on those matters within 2017-18 only.

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

EXPENSES/RECOVERED MONIES	VALUE
External Legal Expenses	\$1,099,043
Internal Legal Expenses	\$120,039
Costs Orders	\$452,373
Recovered Fines	\$6,110

## ADVOCACY AND ECONOMIC DEVELOPMENT INITIATIVES

### Advocacy Strategy adopted in April

Council has been highly successful in advocating for the needs of the broader region over many years. In 2018 this philosophy was formalised with the adoption of Council's first Advocacy Strategy. The Strategy builds on the aspirations outlined in the Community Plan and sets out how Council and the community will work together to achieve this shared vision for Penrith through government investment. Three flagship priorities of the Advocacy Strategy focus on creating a connected city; implementing the Our River Masterplan, and positioning our City to investors as the "New West", the next phase of growth in Western Sydney and the most significant yet.

The outcome of our Advocacy Strategy is aimed at making Penrith a truly 30 minute city, maximising economic benefits and minimising impacts of the Western Sydney Airport and supporting development of government owned properties in the city centre.

### Active participation in the development of the Western Sydney City Deal

We played an integral role in development of the Western City Deal; a landmark agreement between three levels of government to deliver smart and responsible growth for Western Sydney.

City Deals are a new approach in Australia, bringing together the three levels of government, the community and private enterprise to create place-based partnerships to help to secure the future prosperity and liveability of our cities.

Following the agreement between state and federal governments to create a Western Sydney City Deal, we started working closely with other key Western Sydney councils to develop the first City Deal. The Western Sydney City Deal was signed by the Prime Minister, Premier and eight Western Sydney Mayors in March 2018.

### Commitment to North South Rail Link

Council has long been the leading advocate in Western Sydney for the North South Rail Link and has championed this transformational infrastructure for several years. We see it as a fundamental requirement to the success of Western Sydney Airport, as a stimulus for jobs growth, improved liveability and economic uplift of the region. In 2017-18 Council led a concerted advocacy campaign to highlight 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. These efforts resulted in a commitment by the state and federal governments to the North South Rail Link as part of the Western Sydney City Deal. A Business Case is underway for Stage 1 of the North South Rail Link, which will connect the aerotropolis with the western rail line at St Marys by 2026 when the airport opens.

### Success in securing our preferred corridor for the Bells Line of Road/ Castlereagh connection

As part of the NSW Government's planning for the long term transport needs of Western Sydney, Transport for NSW has been identifying and protecting corridors of land for future transport infrastructure. As part of that process, they investigated the most suitable corridor for the Bells Line of Road - Castlereagh Connection to provide an alternative route across the Blue Mountains.

The new proposed Castlereagh corridor caused particular concern for many people living in the Londonderry, Llandilo and Castlereagh areas. Council and the community successfully advocated that the most suitable corridor connecting the City's northern suburbs to the M7 would be the previously gazetted corridor alignment, first identified in 1951. The return to the original alignment reduces impact on the residents in these areas while still delivering an important future connection to the Blue Mountains and M7 Motorway.

## Recognition of The Quarter in the Greater Sydney Commission Awards

The Greater Sydney Commission recognised the development and promotion of The Quarter, Penrith's health and education precinct, as a "fantastic example of cross-government collaboration underpinned by broad engagement and clear direction" at their second annual Awards for Planning Excellence in June 2018.

The Quarter is a 300ha precinct and leading centre for health and education, committed to excellence in health care, medical research and world-class education in Western Sydney. The Quarter is a key centre for knowledge-intensive jobs, with an Action Plan in place to create 6,000 additional jobs and attract world class medical researchers, educators and innovators. Its development is being nurtured through collaboration across the nine key stakeholders including NSW Health, Nepean Private Hospital, Western Sydney and Sydney universities and TAFE.

Council has taken a holistic approach to strategy, planning and future development of the precinct, ensuring The Quarter is also an attractive community social hub. The Commission applauded our efforts to ensure a balance between residential opportunities and local jobs.

## Implementing the Economic Development Strategy

Council has been implementing an Economic Development Strategy and Penrith Progression, both of which identified target sector and job goals as well as specific actions to bring about prosperity and growth for our community. These initiatives are already supporting substantial jobs growth, with an increase of almost 10,000 jobs in the past five years, with 80,662 jobs located in Penrith City at June 2017, up from 70,076 local jobs in 2012. The largest share of the jobs growth has been in health, education and training, and in the transport and logistics industries, together accounting for 40% of new jobs. This growth in jobs is helping to reduce the gap between the number of employed residents and the number of local jobs, meaning more people can work closer to home, a key objective identified in the Community Plan

(Source: 2016-17 NIEIR-ID economic modelling data National Institute of Economic and Industry Research (NIEIR) ©2016).

## Facilitating city centre transformation of key Council sites

Council's Property Development Panel continues to help inform and advise on new opportunities for Penrith.

### Union Road

The transformation of the Penrith City Centre into a vibrant place to live, work and play is a priority for Council. Integral to this is the Union Road development to turn an at-grade car park into residential development with public parking. Council is currently negotiating a Project Delivery Agreement with Frasers Property Australia. Frasers will refine their concept and prepare a planning proposal which will involve extensive community consultation. Currently the 1.94 hectare site provides 631 at-grade public parking spaces, including 459 all day spaces.

Key benefits of Frasers' vision for the site include:

- six residential apartment buildings ranging in height from 17 to 34 storeys that will feature residential, retail and commercial space, a child care centre, public plaza and landscaped communal spaces
- a public carpark of at least 1,434 spaces (in addition to required residential parking) progressively delivered and designed to accommodate alternative future uses
- the opportunity for Council to reallocate funds towards other parking projects within the City to offset any parking loss at the Union Road site during development and provide a further 1,000 additional parking spaces through work that is already underway at North Street, Soper Place and a lease agreement with Penrith Paceway, and
- an estimated \$700m benefit to our local economy - up to 500 jobs each year, including construction, retail and associated local services.

### 50 Belmore Street

Council continues to promote Penrith City Centre as an ideal location for government, business services and professional jobs. In September 2017 a development application was approved for a Council-owned site at 50 Belmore Street. It will include a new landmark office building designed by award winning architects Bates Smart, targeting a 5 Star National Australian Built Environment

Rating System (NABERS) and designed to achieve a 5 Star Greenstar rating. Located in a prime position directly opposite the recently upgraded Penrith bus and rail interchange, the building offers up to 10,500m<sup>2</sup> of quality office space.

#### Reserve Street

Council continues to work with Greengate Development Pty Ltd on the Reserve Street site. It will be transformed into a premier aged care facility with Greengate preparing the Development Application, which is due to be lodged in December 2018.

### Maximising the economic opportunities of the Western Sydney Airport

We continue to investigate the best approach to maximise economic opportunities arising from the Western Sydney Airport. Council has commissioned leading global consultancy firm Ernst and Young to produce an economic enhancement strategy for the Western Sydney Airport for Penrith City. Findings from this report, due to be completed in late 2018, will provide insights and actions to capitalise on the investment associated with the Western Sydney Airport and supporting infrastructure that can be a catalyst for jobs for our region.

We were showcased at the NSW Government's Western Sydney Aerotropolis Investor Forum held in May 2018. The Forum included presentations from the Prime Minister, NSW Premier and senior executives from across government and industry and attracted nearly 200 representatives from national and international corporations.

### Promoting Penrith as the New West

The successful marketing program telling the Penrith New West story to investors and industry continues to build momentum. There has been continued growth in the number of subscribers to the eNewsletter and visits to the New West social media pages. In 2017-18 there were more than 11,000 views of the New West website and a 13% increase in eNewsletter subscribers from the previous year, up to 1,500 subscribers. Around 60% of subscribers are from local business, industry (builders, architects, design firms/marketing agencies), government (local Councils, local MP offices, state and federal departments), media, education providers (particularly Western Sydney University and TAFE). Facebook likes have grown by 25% and Twitter followers have grown by 7.5%.

## OVERSEAS VISITS

### Staff

There was one overseas visit undertaken by the Chief Financial Officer (CFO) to the United States between 31 May and 18 June 2018. This was to attend a Public Risk Management Conference and participate in a study tour of other public authority insurance mutuals. The CFO attended in his capacity as a Board member of CivicRisk Mutual, with the cost of the visit funded by CivicRisk Mutual.

### Councillor

There was one overseas visit undertaken by Councillor Ross Fowler to the United Kingdom between 30 September and 11 October 2017. This was to conduct presentations to London Insurance Underwriters and Insurance Brokers on behalf of the Member Councils of CivicRisk Mutual. The Councillor represented in his capacity as Chairman of CivicRisk Mutual. The cost of the visit was funded by CivicRisk Mutual.

## REMUNERATION OF GENERAL MANAGER AND SENIOR STAFF

Remuneration of GM for 2017-18 was \$434,558.11.

Remuneration of Senior Staff (Assistant GM) for 2017-18 was \$282,738.08.

## ACCESS TO INFORMATION: GIPA ACT 2009

*Clause 7A: Details of the review carried out by the agency under section 7 (3) of the Act during the reporting year and the details of any information made publicly available by the agency as a result of the review.*

REVIEWS CARRIED OUT BY THE AGENCY	INFORMATION MADE PUBLICLY AVAILABLE BY THE AGENCY
Yes	Yes

During the reporting period, we reviewed this program by updating Council's policy register to include any new or revised policy documents for 2017-18 and by making those documents freely available on Council's website. Council's Information Guide includes information held by Council under the following categories:

- Information about Council
- Plans and Policies
- Information about Development Applications
- Approvals
- Orders and Other Documents
- Other Information that may be contained in a Record Held by Council

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

- Policy Documents,
- Information about Council (including the Community Strategic Plan, Delivery Program, Operational Plan, Resourcing Strategy, Community Engagement Strategy, Annual Report, information about Development Applications).

*Clause 7B: The total number of access applications received by the agency during the reporting year (including withdrawn applications but not including invalid applications)*

### TOTAL NUMBER OF APPLICATIONS RECEIVED

32

*Clause 7C: The total number of access applications received by the agency during the reporting year that the agency refused either wholly or partly, because the application was for the disclosure of information referred to in Schedule 1 to the Act (information for which there is conclusive presumption of overriding public interest against disclosure)*

NUMBER OF APPLICATIONS REFUSED	WHOLLY	PARTLY	TOTAL
	15	9	24
% Total	63%	38%	



Schedule 2 Statistical information about access applications to be included in annual report

TABLE A: NUMBER OF APPLICATIONS BY TYPE OF APPLICANT AND OUTCOME*										
	Access Granted in Full	Access Granted in Part	Access Refused in Full	Information not Held	Information Already Available	Refuse to Deal with Application	Refuse to Confirm/Deny whether information is held	Application Withdrawn	Total	% of Total
Media	1	-	-	-	-	-	-	-	1	3%
Members of Parliament	-	-	-	-	-	-	-	-	-	-
Private sector business	4	7	2	-	-	-	-	3	16	50%
Not for profit organisations or community groups	-	-	-	-	-	-	-	-	-	-
Members of the public (by legal representative)	5	-	-	-	-	-	-	2	7	22%
Members of the public (other)	5	2	-	-	-	-	-	1	8	25%
<b>Total</b>	<b>15</b>	<b>9</b>	<b>2</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6</b>	<b>32</b>	
<b>% of Total</b>	<b>47%</b>	<b>28%</b>	<b>6%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>19%</b>		

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

TABLE B: NUMBER OF APPLICATIONS BY TYPE OF APPLICATION AND OUTCOME*										
	Access Granted in Full	Access Granted in Part	Access Refused in Full	Information not Held	Information Already Available	Refuse to Deal with Application	Refuse to Confirm/Deny whether information is held	Application Withdrawn	Total	% of Total
Personal Information applications*	4	7	2	-	-	-	-	3	16	50%
Access applications (other than personal information applications)	11	2	-	-	-	-	-	3	16	50%
Access applications that are partly personal information applications and partly other	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>15</b>	<b>9</b>	<b>2</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6</b>	<b>32</b>	
<b>% of Total</b>	<b>47%</b>	<b>28%</b>	<b>6%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>19%</b>		

\*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	-	-
<b>TOTAL</b>	<b>-</b>	<b>-</b>

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

**TABLE E: OTHER PUBLIC INTEREST CONSIDERATIONS AGAINST DISCLOSURE: MATTERS LISTED IN TABLE TO SECTION 14 OF ACT**

	NO. OF TIMES CONSIDERATION USED*	% OF TOTAL
Responsible and effective Government	-	-
Law enforcement and security	-	-
Individual rights, judicial processes and natural justice	11	100%
Business interests of agencies and other persons	-	-
Environment, culture, economy and general matters	-	-
Secrecy provisions	-	-
Exempt documents under interstate Freedom of Information legislation	-	-
<b>TOTAL</b>	<b>11</b>	

**TABLE F: TIMELINESS**

	NO. OF APPLICATIONS*	% OF TOTAL
No. of applications*	<i>% of total</i>	-
Secrecy provisions	-	-
Exempt documents under interstate Freedom of Information legislation	-	-
<b>TOTAL</b>	<b>-</b>	

**TABLE G: NUMBER OF APPLICATIONS REVIEWED UNDER PART 5 OF THE ACT (BY TYPE OF REVIEW AND OUTCOME)**

	DECISION VARIED	DECISION UPHELD	TOTAL	% OF TOTAL
Internal review	-	-	-	-
Review by Information Commissioner*	-	-	-	-
Internal review following recommendation under section 93 of Act	-	-	-	-
Review of NCAT	-	-	-	-
<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>% OF TOTAL</b>	<b>-</b>	<b>-</b>		

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

**TABLE H: APPLICATIONS FOR REVIEW UNDER PART 5 OF THE ACT (BY TYPE OF APPLICANT)**

	NO. OF APPLICATIONS FOR REVIEW	% OF TOTAL
Applicants by access applicants	-	-
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	-	-
<b>TOTAL</b>	<b>-</b>	<b>-</b>

**TABLE I: APPLICATIONS TRANSFERRED TO OTHER AGENCIES**

	NO. OF APPLICATIONS TRANSFERRED	% OF TOTAL
Agency-initiated Transfers	1	100%
Applicant-initiated Transfers	-	-
<b>TOTAL</b>	<b>1</b>	<b>-</b>

**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 2017-18 Council led and collaborated with community partners in many projects and activities to support community resilience. This included initiatives celebrating the cultures of our Aboriginal and Torres Strait Islander communities, supporting cultural development in the arts, promoting inclusion and access to services for all, and supporting residents to improve their health and wellbeing. For information about our Disability Inclusion Action Plan please refer to Appendix 9.

Some of the highlights are summarised below.

## CELEBRATING ABORIGINAL CULTURE

On 30 May Council signed a Working Together agreement with the Deerubbin Local Aboriginal Land Council (DLALC). Council has a long standing working relationship with the DLALC across a range of Council services and projects. This agreement will progress a number of more significant initiatives and contribute to the wellbeing of the Aboriginal community and the broader community. The agreement requires the establishment of a Working Group made up of representatives of both parties to develop a 12 month project plan which will incorporate priorities of mutual interest.

Council hosted a Civic Reception to launch 2017 NAIDOC Week celebrations, paying tribute to the contributions Aboriginal community members make to Penrith City. We also helped coordinate the annual NAIDOC Family Gathering on 7 July at Jamison Park attended by approximately 5,000 people. NAIDOC provides Council with an opportunity to participate with partners on an event which is of major symbolic and practical importance to Aboriginal and Torres Strait Islander people.

Planning for 2018 NAIDOC celebrations in July is underway. Once again Council will host a Civic Reception and facilitate the NAIDOC Family Gathering Day at Jamison Park. Council is facilitating the regular meetings of the NAIDOC organising committee. This year the committee

has attracted some new partners and sponsorship for the event. We have been successful in seeking funding from the Department of Aboriginal Affairs and Office of the Prime Minister and Cabinet and there have been further contributions from the Deerubbin LALC, Penrith RSL and Wentworth Community Housing. The commitment and enthusiasm of the committee should ensure the day is a great success.

Council hosted a tenth anniversary National Apology Day event in the Council Chambers on 13 February, supported by \$700 funding from the Healing Foundation. The event recognises then Prime Minister Kevin Rudd's apology in Federal Parliament to members of the Stolen Generation.

Council is working on an Aboriginal Cultural and oral history project called 'The Hat Project' in partnership with the Penrith Regional Gallery and The Lewers Bequest (PRGLB), an Aboriginal artist and Aboriginal community members. The project will include a workshop series (hat making and decorating), participant oral history and an exhibition. The project is particularly concerned with a period of time in Australia's history and the evolution of Aboriginal and Torres Strait Islander dress. Although this project was unsuccessful in receiving grant funding from Create NSW, the project team is pursuing further grant opportunities for this innovative project.

## CULTURAL DEVELOPMENT

Creative works from the St Marys Queen Street Riches and Textures 2017: A Temporal Skin were presented at an exhibition in October 2017 at the Penrith City Council Library Theatre. The project involved two mentors and seven students developing digital video and virtual reality projections in collaboration with the community. The project was guided by the Queen Street Riches and Textures framework of art, mentorship and community engagement, and the principal artist's current body of work.

We launched a new St Marys Corner website, and the Corner again coordinated the annual Queen St Riches and Textures Art, Mentorship and Community Engagement project. This year's project, Windows on Queen, tells the story of Queen Street through colourful posters in selected local shopfronts, a catalogue and extended educational web content that captures moments in Queen Street's past and present.

ARTWEST Arts and Craft Exhibition opened on 1 June, showcasing emerging artists, artisans and crafts people from our region. This annual exhibition offers the chance for local artists to connect, share their work and experiences and raise their profiles.

The DiG Maker Space project, partly funded by Create NSW, began in 2017 with the securing of a shopfront in the Penrith CBD. It is a unique 16-week residency and mentorship program, which offers selected creative professionals the opportunity to work with a leading mentor who will guide, support and inspire the artist team to deliver a specified project. The DiG Space Program showcases the breadth and quality of talented creatives we have in our region, and highlights the economic value of supporting creative industries in Western Sydney.





## CELEBRATING CULTURAL DIVERSITY

Council actively engages with the City's culturally and linguistically diverse communities, building social connections and inclusion between all our communities.

Council supports the Penrith Multicultural Interagency (PMI), a group of representatives from a range of organisations working with people from diverse cultural backgrounds, who meet regularly throughout the year. In 2017-18 with the PMI, Council celebrated Harmony Day and Refugee Week with community events.

More than 300 people from a wide range of backgrounds attended the Harmony Day 2018 event held in the Mondo, which included various information stalls including health and multicultural services and free activities. Speakers included Councillor Ross Fowler OAM representing the Mayor, Federal Member for Lindsay Emma Husar MP, and the State Member for Penrith Hon Stuart Ayres MP. Cr Fowler led the 'Walk for Harmony' through Penrith CBD along with a local drumming group.

The Refugee Week 2018 event, held at St Marys Community Centre, was attended by 130 people and acknowledged and celebrated refugees in the local community. Refugee Week events encourage awareness about who refugees are, their rights, their settlement experiences and their contribution to the community. This year speakers from South Sudan, Bhutan, Uruguay and Bosnia gave insights into the experiences of being a refugee. Carolyn Gartside, Council's Aboriginal Liaison Officer also spoke about Aboriginal cultural heritage and how the Aboriginal and refugee communities share some similar experiences and how the two communities can learn from each other and work together.

In May 2018 Council hosted a visit from the board of Multicultural NSW and their engagement team to consult with local community members and service providers. Students from Chifley College Dunheved Campus and Cambridge Park Primary had the opportunity to talk to Multicultural NSW about their work in supporting community harmony and understanding between students from different cultural backgrounds.

## SENIORS

This year's Reimagine Ageing Festival from 4 -15 April included over 60 events and activities for seniors across Penrith City, focussing on the idea that 'old' is just a state of mind. The Festival's launch event in the Mondo showcased local musicians and dancers, games and activities for all to enjoy, and a range of stalls for services providing information to seniors and their families. The Seniors Festival booklet offered seniors discounts and specials at a range of local restaurants, exercise classes, and learning opportunities over the 10 days of the festival.

As part of annual NSW Grandparents Day celebrations, Council again hosted a free family friendly event recognising the positive role grandparents and older people play in Penrith's communities. The celebration on 15 October at Jamison Park included a variety of activities for all ages to enjoy including a billy cart race, crochet lessons, NSW Cricket's backyard cricket games and a range of old fashioned games like tug-of-war, sack races, and egg and spoon races. Local organisations including the Nepean Men's Shed and Community Junction helped on the day by running activities and providing a free healthy lunch for over 500 people.

## YOUNG PEOPLE

National Youth Week is an opportunity for Council to support young people organising activities and events for young people. In April 2018 Council supported 3 events – a Colour Run at Sherringham Oval Cranebrook, Youth Week @ Mondo and 'Skate Clair' at St Clair.

Youth Week @ Mondo was a very successful night attended by approximately 400 people. The night saw fantastic talent from local bands and singers, and more than 15 organisations contributed staff and resources to support the event.

## WOMEN

In March 2018 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 brought together local women from diverse backgrounds and different ages to celebrate this year's theme *Press for Progress*. There were over 200 people in attendance with VIPs including the Mayor John Thain, the Deputy Mayor Cr Tricia Hitchen, Cr Karen McKeown OAM, Aunty Carol Cooper, and Denele Crozier CEO of Women's Health NSW. The celebration also featured inspiring and thought provoking entertainment and information stalls from numerous local service providers including the Australian Breastfeeding Association.



## HEALTH

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

Under the Penrith Health Action Plan, a unique agreement between the three levels of government which focuses on health promotion, prevention and early intervention, Council promoted suicide prevention training, flu vaccinations and provided information to residents about healthy weight and falls prevention.

Council partnered with NSW Active Living to host an *Active Living and Healthy Built Environment Workshop* about planning for more active and healthy communities in the region. This workshop highlighted the links between health and the built environment and was attended by staff from a range of councils across Greater Sydney.

We promoted good health and wellbeing at a number of community activities and events this year. A bike workshop was held for Vacation Care children in Cranebrook. The 'Staples Bag' project in North St Marys offered the community's low income earners easy access to low cost and high quality nutritious food. Council offered a demonstration of outdoor gym equipment to older members of the community during the Reimagine Ageing Seniors Festival, and interactive mental health sessions were held at the St Clair District Men's Shed.

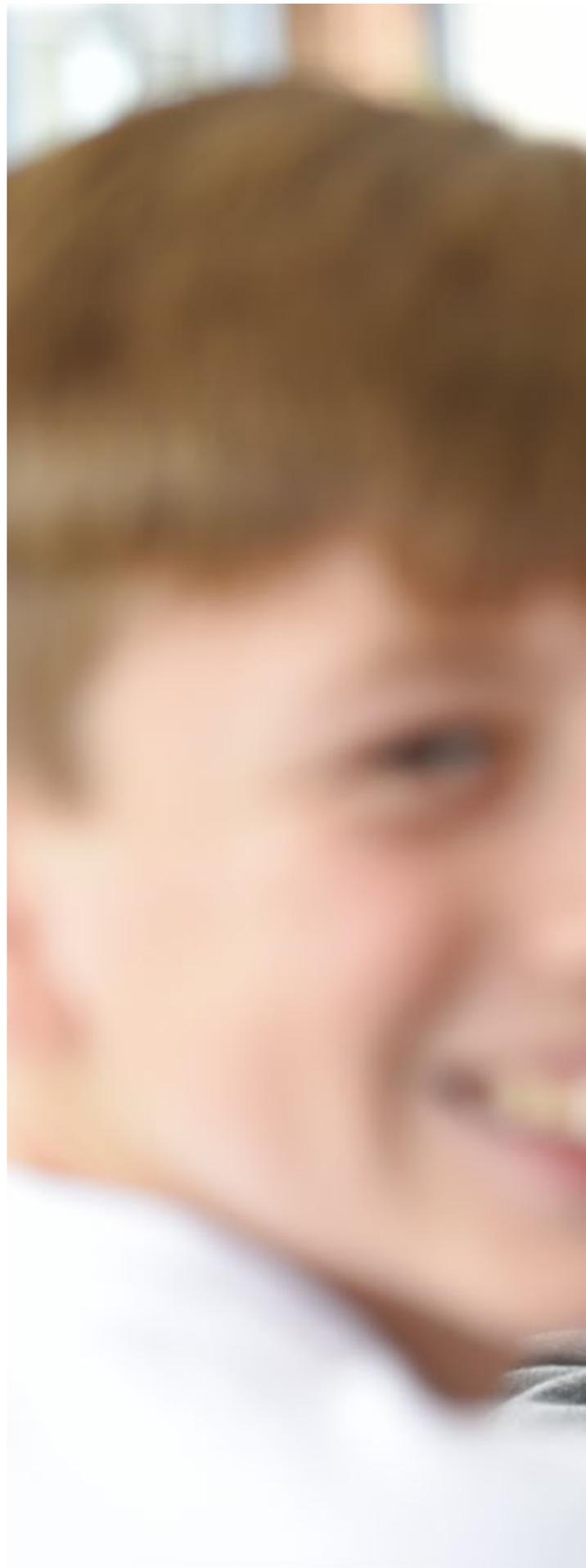
## FINANCIAL ASSISTANCE

In 2017-18 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 43 projects at a cost of \$41,758.

To encourage the delivery of cultural programs and activities, Council funded nine local cultural clubs and associations at a cost of \$21,375.

Council was able to provide Youth Week grants to the value of \$7,126 (\$3,563 from the NSW State Government and \$3,563 from Council) for three projects focused on young people.





INTRODUCTION

OUR COUNCIL

OUR PERFORMANCE

OUR PEOPLE

APPENDICES

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

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.

## CHILDREN’S SERVICES

Council achieved its objective of providing diverse and extensive quality education and care services to meet the needs of local families in 2017-18 through the following services managed by a Cooperative Board:

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

Council also directly managed a range of other children’s services and projects: the Mobile Playvan service, the Children and Parenting project, the Indigenous Advancement Strategy, Supporting Aboriginal Access to Children’s Services (SAACS), Middle Years Mentoring program 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 from three to six years and in recreation programs for children from five to 12 years.
- providing care and education programs for children aged 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.
- facilitating a Middle Years Mentoring Project to support school aged children through a mentoring and sports and recreation based program to promote resilience and inclusion.
- focussing 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 disability
- with diverse family backgrounds including Aboriginal and Torres Strait Islander families
- whose home language was 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 the NDIS (National Disability Insurance Scheme)
- a music program in collaboration with Nordoff Robbins and art program with Penrith Regional Gallery and The Lewers Bequest
- 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 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 2017-18 Council continued to review our Children’s Services and:

- achieved Meeting and Exceeding the National Quality Standard ratings for all services entering the process in 2017-18
- expanded to include the provision of out of school hours services in four local schools
- 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 31 approved 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.



Computer Coding Workshop



Baby Time

## LIBRARY SERVICES

Penrith City Library provides access to a range of quality children's resources at our three library branches, plus a digital branch available via the internet. These resources include board books, picture books (English and a variety of other community languages), educational toys, graded readers, junior fiction and non-fiction, an online homework help service 'Studiosity', DVDs, CDs, parenting magazines and books, as well as an evolving digital collection of eBooks and downloadable audio items. Our children's digital collection includes a huge range of titles that are on the Premiers' Reading Challenge list. A reading pod is also available at our Penrith branch for children to listen to stories and play games in English and other languages.

Free library membership is available to all children living or going to school in the Penrith LGA. We have a dedicated Library Children's team (three full time staff) to develop and deliver a range of activities for children from 0 to 16 years old. Penrith City Library's children's activities are now more inclusive and well planned to cater for our City's growing CALD (Culturally Linguistically Diverse) communities.

In 2017-18, our Library's Children's team produced a Children's Newsletter each term providing information on relevant activities and events and delivered 279 sessions of the following activities for 7,717 children and 4,561 adults:

- free weekly Baby Time sessions for children from 0 to 18 months old.
- free weekly Story Time sessions at all branches for 2 to 6 year olds (three sessions per week during school terms) as well as special story time sessions for playgroups, childcare centres and school groups.
- 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 (five sessions per week across all library branches). The Children's Inclusion Officer also facilitated library and home visits for children with disabilities.
- after School Activities for primary and high school students held weekly during school terms at Penrith Library. Each term had a different activity like chess, art, science, computer coding, writing and illustrating workshops.
- school holiday activities including magic shows, puppet shows, wildlife shows, cartooning and writing workshops and STEAM activities (Science, Technology, Engineering, Arts and Mathematics).
- special events and activities including National Simultaneous Storytime, Children's Week activities, Sydney Writers Festival, Book Week activities, author talks and library tours, and
- lectures to help HSC students in areas such as English, Business Studies and Maths.

CHILDREN'S ACTIVITIES	ADULTS	CHILDREN	SESSIONS
0-5 years old	4,561	5,589	165
5-12 years old	0	1,835	76
12-15 years old	0	293	38
<b>TOTAL</b>	<b>4,561</b>	<b>7,717</b>	<b>279</b>



Teen Manga Drawing Workshop

# 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) is being phased in from 2016-17 to 2019-20 and includes renewal of the Asset Renewal and Established Areas Strategy (AREAS) SRV, which funded part of our road asset renewal and building asset renewal programs from 2006-16, as well as essential funding for public domain maintenance, and investment in public spaces and social programs in established suburbs. In 2017-18 this SRV generated an additional \$3.687m above the rate peg increase of \$1.58m. Under the 'Planning our Future' SRV funding for projects and initiatives previously funded under the AREAS SRV continued – providing extra capacity in our road asset renewal, building asset renewal, public domain maintenance, neighbourhood renewal and urban design programs. Additional funds were used to subsidise building rental for community groups, fund loan repayments for the City Park, establish the Parking Reserve to address parking issues particularly in the Penrith Town Centre, increased investment in ICT to continue productivity improvements that will generate additional capacity in future years, and design and implementation costs for major projects.

## 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 \$5m road maintenance and renewal program, of which just over \$1.7m 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. It works directly with local 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 \$387m - 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 to the total ICT spend of just under \$3.6m this year. This significant level of investment has been needed to support a range of new initiatives including our continued progress towards mobility, particularly for our outdoor staff; commencement of a new information management system; and continued migration to the cloud to improve reliability and flexibility. 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 2017-18 \$207,000 was split between two major projects

- River Road and Regatta Park as part of the Our River Masterplan, and the upgrades to the Kingsway playing fields. Design work for several other smaller project designs were also brought forward to be completed this year ahead of future construction.

## 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. Funds are allocated through a process which looks at need across the organisation, community benefit, existing service levels and overall community and organisational priorities. In 2017-18 these funds were allocated to:

- Innovation Seminars \$47,336
- Street tree pilot project \$200,000 was allocated, however all funds have been revoked and will be spent in 2018-19.
- Real Festival contribution \$300,000
- Development Compliance Officer (this funding provides for 2017-18; 2018-19 and 2019-20) \$359,536
- Strategic Asset Management Coordinator (ongoing contribution will be indexed for Award) \$105,072

The 2018-19 'one off' funding from the SRV will be reduced by \$35,000 to allow for the overrun in 2017-18.

# APPENDIX 6 – FINANCIAL INFORMATION

## CAPITAL AND OPERATING PROJECTS

Council undertook a range of Capital and Operating Projects during 2017-18. Further information on the projects can be found in the Our Performance section of this report and Council's Financial Statements.

## 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 \$1,952,921 in income in 2017-18, with an opening balance of \$1,108,159.

Almost \$1.6m was spent on environmental and drainage programs this year.

- Audit Industrial, Commercial and Agricultural Activities: funding of \$130,779 was allocated with \$136,663 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 with \$338,127 spent during the year. All GPTs were maintained as per program with 786 tonnes of waste removed from the stormwater drainage system in 2017-18.
- Floodplain Management Resourcing: \$123,222 was allocated and \$128,194 spent.
- Integrated Catchment Management: \$133,568 was allocated and \$129,348 spent.
- Waterways Health Monitoring Program: \$35,000 allocated and \$20,453 spent.
- Penrith CBD Drainage Upgrade Program: \$564,703 allocated and \$567,889 spent (NOTE: This was loan funded in 2017-18 with the debt being serviced by the SMSC).

## VOLUNTARY PLANNING AGREEMENTS

Council has entered into 14 Voluntary Planning Agreements (VPAs) that apply to selected sites or precincts within our City.

1. 73 Great Western Highway Emu Plains. This VPA has been actioned and concluded.
2. 731-769 Great Western Highway, Werrington. Delivery of drainage, roadworks and associated infrastructure continued during 2017-18.
3. Caddens Planning Agreement. No effect this period.
4. Caddens Knoll Planning Agreement. This VPA has been actioned and concluded.
5. Claremont Meadows Stage 2 South Western Precinct Planning Agreement. Transfer of land has occurred in accordance with the delivery schedule in the agreement.
6. Glenmore Park Stage 2 Planning Agreement. In accordance with the agreement no Affordable Housings contributions were received during 2017-18. In accordance with the agreement an Employment Contribution of \$28,503 was received during 2017-18. Transfer of E2 land and further contributions are to occur in accordance with the delivery schedule in the agreement.
7. Second Glenmore Park Stage 2 Planning Agreement. In accordance with the agreement contributions of \$1,293,150 were received during 2017-18. Infrastructure delivered (eg pathways and parks) in accordance with the agreement.
8. Amended Second Glenmore Park Stage 2 Planning Agreement. Delivery of infrastructure has occurred in accordance with the delivery schedule in the agreement.
9. Panthers Roadworks Voluntary Planning Agreement. No effect this period.
10. Panthers Outlet Centre Voluntary Planning Agreement. No effect this period.
11. South Werrington Urban Village Planning Agreement. Affordable Housing contributions owing under this agreement have been paid.

12. St. Marys Penrith Planning Agreement.

Delivery of local open space and pathways infrastructure and financial contributions occurred in accordance with the delivery schedule in the agreement.

13. Sydney Science Park Voluntary Planning Agreement. This Agreement was entered into by Council 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 2018.

14. Legpro Pty Ltd (Caddens East) Voluntary Planning Agreement, January 2018.

In accordance with the agreement contributions of \$2,015,162 were received during 2017-18. Delivery of infrastructure will occur in accordance with the delivery schedule in the agreement.

## WORKS CARRIED OUT ON PRIVATE LAND

In 2017-18 Council carried out a range of works on private land:

1. **Project:** CW05427 - River Embankment Stabilisation Work @ Blaxland Crossing Reserve  
**Estimate:** \$60,000 -Actual: \$101,761  
**Report to Council:** 27/02/2017
2. **Project:** CW95800 - Jane Street, Penrith: Shared Path Construction  
**Estimate:** \$12,000, Actual: No variation from estimate. Work in Progress, expected to be completed in this financial year.  
**Report to Council:** 30/04/2018

# PRIMARY FINANCIAL REPORTS

For detailed information on Council's financial performance for 2017-18, please refer to the 2017-18 Financial Statements available on Council's website.

## INCOME STATEMENT

For the year ended 30 June 2018

BUDGET <sup>(1)</sup> 2018	\$ '000	ACTUAL 2018	ACTUAL 2017
<b>Income from Continuing Operations</b>			
<b>Revenue:</b>			
141,670	Rates & Annual Charges	143,674	134,188
41,017	User Charges & Fees	42,061	40,834
2,994	Interest & Investment Revenue	3,962	3,437
4,293	Other Revenues	7,004	6,196
39,449	Grants & Contributions provided for Operating Purposes	24,975	37,233
29,100	Grants & Contributions provided for Capital Purposes	43,724	35,032
-	Fair value increment on investment property	7,431	1,419
50	Net Share of interests in Joint Ventures & Associates using the equity method	716	837
258,573	<b>Total Income from Continuing Operations</b>	<b>273,547</b>	<b>259,176</b>
<b>Expenses from Continuing Operations</b>			
98,037	Employee Benefits & On-Costs	93,177	89,267
2,344	Borrowing Costs	2,145	2,744
84,833	Materials & Contracts	61,261	64,299
25,419	Depreciation & Amortisation	27,042	26,198
15,227	Other Expenses	22,239	23,059
486	Net Losses from the Disposal of Assets	205	1,547
226,346	<b>Total Expenses from Continuing Operations</b>	<b>206,069</b>	<b>207,114</b>
<b>32,227</b>	<b>Operating Result from Continuing Operations</b>	<b>67,478</b>	<b>52,062</b>
<b>32,227</b>	<b>Net Operating Result for the Year</b>	<b>67,478</b>	<b>52,062</b>
3,127	Net Operating Result for the year before Grants and Contributions provided for Capital Purposes	<b>23,754</b>	17,030

## STATEMENT OF COMPREHENSIVE INCOME

for the year ended 30 June 2018

	ACTUAL 2018	ACTUAL 2017
<b>Net Operating Result for the year (as per Income Statement)</b>	<b>67,478</b>	<b>52,062</b>
<b>Other Comprehensive Income:</b>		
Amounts which will not be reclassified subsequently to the Operating Result		
Gain (loss) on revaluation of I,PP&E	124,467	(6,676)
<b>Total Comprehensive Income for the Year</b>	<b>191,945</b>	<b>45,386</b>



## STATEMENT OF FINANCIAL POSITION

as at 30 June 2018

\$ '000	ACTUAL 2018	ACTUAL 2017
<b>ASSETS</b>		
<b>Current Assets</b>		
Cash & Cash Equivalents	5,764	18,643
Investments	128,246	93,091
Receivables	13,374	10,427
Inventories	733	700
Other	2,037	2,382
<b>Total Current Assets</b>	<b>150,154</b>	<b>125,243</b>
<b>Non-Current Assets</b>		
Investments	20,970	25,000
Receivables	881	867
Infrastructure, Property, Plant & Equipment	1,889,147	1,737,684
Investments accounted for using the equity method	7,623	6,907
Investment Property	34,455	19,874
<b>Total Non-Current Assets</b>	<b>1,953,076</b>	<b>1,790,332</b>
<b>TOTAL ASSETS</b>	<b>2,103,230</b>	<b>1,915,575</b>
<b>LIABILITIES</b>		
<b>Current Liabilities</b>		
Payables	19,819	19,936
Income received in advance	3,670	3,269
Borrowings	11,050	11,758
Provisions	28,354	28,843
<b>Total Current Liabilities</b>	<b>62,893</b>	<b>63,806</b>
<b>Non-Current Liabilities</b>		
Payables	3,896	3,896
Borrowings	39,265	42,630
Provisions	849	861
<b>Total Non-Current Liabilities</b>	<b>44,010</b>	<b>47,387</b>
<b>TOTAL LIABILITIES</b>	<b>106,903</b>	<b>111,193</b>
<b>Net Assets</b>	<b>1,996,327</b>	<b>1,804,382</b>
<b>EQUITY</b>		
Accumulated surplus	1,197,515	1,130,037
Revaluation Reserves	798,812	674,345
<b>Total Equity</b>	<b>1,996,327</b>	<b>1,804,382</b>

## STATEMENT OF CHANGES IN EQUITY

for the year ended 30 June 2018

	ACCUMULATED SURPLUS	REVALUATION RESERVE	TOTAL EQUITY
<b>2018</b>			
<b>Opening Balance</b> as per Last Year's Audited Accounts	<b>1,130,037</b>	<b>674,345</b>	<b>1,804,382</b>
<b>Net Operating Result for the Year</b>	<b>67,478</b>	-	<b>67,478</b>
<b>Other comprehensive income</b> Gain (loss) on revaluation of IPP&E	-	124,467	124,467
<b>Total Comprehensive Income (c&amp;d)</b>	<b>67,478</b>	<b>124,467</b>	<b>191,945</b>
<b>Equity – Balance at end of the reporting period</b>	<b>1,197,515</b>	<b>798,812</b>	<b>1,996,327</b>

	COUNCIL INTEREST	NON-CONTROLLING INTEREST	TOTAL EQUITY
<b>2017</b>			
<b>Opening Balance</b> as per Last Year's Audited Accounts	<b>1,077,975</b>	<b>681,021</b>	<b>1,758,996</b>
<b>Net Operating Result for the Year</b>	<b>52,062</b>	-	<b>52,062</b>
<b>Other comprehensive income</b> Gain (loss) on revaluation of IPP&E	-	(6,676)	(6,676)
<b>Total Comprehensive Income (c&amp;d)</b>	<b>52,062</b>	<b>(6,676)</b>	<b>45,386</b>
<b>Equity – Balance at end of the reporting period</b>	<b>1,130,037</b>	<b>674,345</b>	<b>1,804,382</b>



## STATEMENT OF CASH FLOWS

for the year ended 30 June 2018

BUDGET 2018	\$ '000	ACTUAL 2018	ACTUAL 2017
<b>Cash Flows from Operating Activities</b>			
<b>Receipts:</b>			
132,138	Rates & Annual Charges	143,479	134,400
42,770	User Charges & Fees	44,016	42,672
3,280	Investment & Interest Revenue received	3,736	3,078
45,797	Grants & Contributions	45,993	42,974
4,376	Bonds, Deposits & Retention amounts received	1,711	3,896
14,752	Other	14,162	12,821
<b>Payments:</b>			
(91,258)	Employee Benefits & On-Costs	(93,767)	(89,398)
(70,118)	Materials & Contracts	(75,035)	(68,317)
(2,710)	Borrowing Costs	(2,145)	(2,744)
(2,398)	Bonds, Deposits & Retention amounts refunded	-	(1,967)
(25,321)	Other	(21,221)	(25,124)
<b>51,308</b>	<b>Net Cash provided (or used in) Operating Activities</b>	<b>60,929</b>	<b>52,291</b>
<b>Cash Flows from Investing Activities</b>			
<b>Receipts:</b>			
226,468	Sale of Investment Securities	284,715	245,069
-	Sale of Investment Property	-	857
10,556	Sale of Infrastructure, Property, Plant & Equipment	1,386	4,491
-	Deferred debtors receipt	32	214
<b>Payments:</b>			
(288,796)	Purchase of Investment Securities	(315,839)	(273,936)
(31,683)	Purchase of Infrastructure, Property, Plant & Equipment	(40,028)	(19,240)
<b>(83,455)</b>	<b>Net Cash provided (or used in) Investing Activities</b>	<b>(69,734)</b>	<b>(42,545)</b>
<b>Cash Flows from Financing Activities</b>			
<b>Receipts:</b>			
3,212	Proceeds from Borrowings & Advances	7,100	1,625
10	Deferred Debtors Receipts	-	-
<b>Payments:</b>			
(8,229)	Repayment of Borrowings & Advances	(11,173)	(11,631)
(141)	Deferred Debtors & Advances Made	-	-
<b>(5,218)</b>	<b>Net Cash Flow provided (used in) Financing Activities</b>	<b>(4,073)</b>	<b>(10,006)</b>
<b>(37,365)</b>	<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>(12,879)</b>	<b>(260)</b>
<b>18,643</b>	<b>plus: Cash &amp; Cash Equivalents – beginning of year</b>	<b>18,643</b>	<b>18,903</b>
<b>(18,722)</b>	<b>Cash &amp; Cash Equivalents – end of the year</b>	<b>5,764</b>	<b>18,643</b>
<b>Additional Information:</b>			
	plus: Investments on hand – end of year	149,215	118,091
	<b>Total Cash, Cash Equivalents &amp; Investments</b>	<b>154,979</b>	<b>136,734</b>

## CONTRACT INFORMATION

Contracts awarded in 2017-18 for amounts greater than \$150,000.

CREDITOR NAME	PAYMENTS FOR 2017-18 (\$) (INCL GST)	DESCRIPTION OF GOODS/SERVICES
Acron Building Services Pty Limited	259,392.10	Building Services
Cardia Bioplastics ( Australia ) Pty Ltd	495,373.47	Compostable bags
DFSI Valuation Services	399,554.73	Valuation Residential Rates
F E Technologies Pty Ltd	230,146.95	RFID for Libraries
Robert Owen Francis T/A Aqua Pool Renovations	177,182.50	Pool Renovations
JK Williams Contracting Pty Ltd	550,219.50	Civil Engineering Contractors
Newys Contracting Services Pty Ltd	167,035.17	Civil Works
Rees Electrical Pty Ltd	175,176.75	Sports Lighting Installation
Fischer's Cleaning Pty Ltd T/A Steamatic	737,078.40	Cleaning and Restoration Services
Triforce Australia Pty Ltd	186,186.11	IT Reseller
Velrada	173,404.00	Business Applications , Data & AI

Contracts awarded in previous years with expenditure in 2017-18 greater than \$150,000

CREDITOR NAME	PAYMENTS FOR 2017-18 (\$) (INCL GST)	DESCRIPTION OF GOODS/SERVICES
Academy Services ( NSW ) Pty Ltd	458,197.37	Cleaning Contractors
Acer Computers Australia Pty Ltd	201,010.52	Computer Hardware
J Blackwood & Son Pty Ltd	205,104.59	Engineering & Hardware Supplies
AECOM Australia Pty Ltd	216,330.16	Planning Consultants
A & J Patten Turf Supplies	175,702.30	Turf - Contracted Supplier
Allards Plant Hire Pty Ltd	172,530.60	Plant Hire
Allstaff Australia Pty Ltd	160,842.77	Contract IT Specialist
Warren Linden Trading as All Season Design & Landscapes	363,967.49	Design & Landscapes
Arcs Building Group Pty Ltd	215,235.60	Building works
Aten Systems Pty Ltd	296,703.00	IT Products
A_Space Australia Pty Ltd	321,980.97	Playground Equipment
Australia Post	390,126.85	Bulk Collection Charges
Australian Election Company	458,490.08	Election
B G Enterprises (NSW) Pty Ltd	735,368.21	Contractor - Plumbing Services
Because We Care	269,870.83	Biodegradable Products
CA & I PTY LTD	7,105,539.60	Construction
Casiluma Pty Ltd	253,495.00	Project Management Services
Civil Constructions Pty Ltd	413,657.93	Civil Works Projects

CREDITOR NAME	PAYMENTS FOR 2017-18 (\$) (INCL GST)	DESCRIPTION OF GOODS/SERVICES
Cockerill Contracting Pty Ltd	661,887.63	Hire of Plant
Complete Office Supplies Pty Ltd	166,330.44	Stationery
Co-Ordinated Landscapes Pty Limited	1,476,516.30	Landscape Contracting
Coverit Building Group Pty Ltd	2,169,170.69	Building Services
Data 3 Limited	1,195,425.77	Software
Del Rocchio Concreting Pty Ltd	1,735,298.09	Concrete Contractor
Dentons Australia Pty Ltd	673,072.03	Legal Services
Devivo Pty Ltd t/as Friendly Freds Tree Services	200,905.00	Tree Services
Express Waste Pty Ltd	280,995.48	Waste Services
GHD Pty Ltd	282,089.14	Consultant
Gilbert & Roach	226,771.95	Automotive Parts & Repairs
Hi Quality Recycling Services Pty Ltd	1,224,648.94	Haulage Contractors
Hirotec Maintenance Pty Ltd	1,412,115.64	Maintenance
Hix Group Pty Ltd	1,778,303.46	Electrical & Data Services
IBZ Restaurant Pty Ltd	161,217.30	Catering
Impact Environmental Conferences	180,853.00	Seminars & Conferences
JBS&G Australia Pty Ltd	159,267.90	Contamination Assessment
KBR Pty Ltd	333,710.63	Road & Drainage Design
Klenall Industrial Suppliers Pty Ltd	241,558.16	Cleaning Materials Supplies
L J Follington Constructions Pty Ltd	207,146.00	Erthmoving & Landscaping
Mack Civil Engineering Pty Ltd	449,180.38	Engineers
Metal Fencing Specialists	624,550.63	Fencing
Millennium Hi Tech Holdings Pty Ltd	355,277.16	Maintenance and Service
Nepean Regional Security Pty Limited	609,711.80	Security Contractors
Orbital Traffic Management Aust. Pty Ltd	154,519.21	Hire of Traffic Control
Pageup People Pty Ltd	277,113.12	HR Functions
Park Pty Ltd	155,841.50	Petroleum
Payclear Svices Pty Ltd T/A Super Choice	978,891.50	Service
Penrith CBD Corporation	462,416.91	Community Support
PF Concrete (NSW) Pty Ltd	369,515.52	Readymixed Concrete
Programmed Maintenance Services Ltd	309,460.12	Maintenance Service
Remondis Pty Ltd	681,510.32	Waste Service
Rocla Pipeline Products	218,624.73	Sealing Services & Materials
Schiavello Systems NSW Pty Ltd	233,160.95	Office Furniture-New Call Centre
Sinclair Ford	419,478.00	Plant Parts Repairs & Purchases
Sparke Helmore Lawyers	426,847.78	Legal Services

CREDITOR NAME	PAYMENTS FOR 2017-18 (\$) (INCL GST)	DESCRIPTION OF GOODS/SERVICES
Sportz Lighting	346,194.20	Lighting
SRS Roads Pty Ltd	277,718.03	Roadworks
Suez Environnement	23,493,424.74	Waste Contractor
Sydney Water	351,253.44	Payment Of Water Rates
Sydney Water Corporation - Bulk Billing	728,974.64	Water - Bulk Bill
Talis Civil Pty Ltd	1,992,786.29	Civil Construction
Technology One	787,186.28	Computer package systems
Telstra Corporation Limited Master a/c 009 8991 600	173,580.71	Telephone Services
Telstra Corporation Ltd	1,383,169.45	Telephone Service
Total Earth Care	494,288.30	Bush Regeneration
Trisley Hydraulic Services Pty Ltd	167,861.47	Pool Plant Filtration & Maint
TST Property Services	224,902.52	Cleaning of Amenities
Visy Recycling	2,804,758.85	Cardboard Recycle
Westco Building Consultants Pty Ltd	1,121,246.22	Carpentry
Winc Australia Pty Ltd	246,410.89	Office Products

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 Council's (WSROC).

CREDITOR NAME	PAYMENTS FOR 2017-18 (\$) (INCL GST)	DESCRIPTION OF GOODS/SERVICES
Bernipave Pty Ltd	693,214.63	Asphalt
Caltex Australia	492,894.24	Petrol Products-Council Cars
Combined Traffic Management Pty Ltd	390,005.84	Linemarking
Endeavour Energy	2,429,194.62	Electricity Provider
ERM Power Retail Pty Ltd T/A ERM Business Energy	1,459,665.47	Energy Supply
Fuji Xerox Australia	411,598.96	Printers-Supplies/Consumables
Fulton Hogan Industries Pty Ltd	515,663.04	Road Sealing
GYC Pty Ltd	276,034.73	Garden Yard & Construction Equipment
Hays Specialist Recruitment(Aust) Pty Ltd	356,508.16	Hire of Accountancy Personnel
J & G Excavations & Asphalt(NSW) Pty Ltd	2,329,068.21	Excavations & Asphalt
Leonard Advertising	242,210.22	Consultant Advertising/Design
Origin Energy	1,157,046.43	Electricity Supply
Penrith City Automotive Pty Ltd	474,154.03	Plant Parts Repairs & Purchases
Penrith Subaru	931,032.47	Plant Parts & Services

CREDITOR NAME	PAYMENTS FOR 2017-18 (\$) (INCL GST)	DESCRIPTION OF GOODS/SERVICES
QBE Insurance (Australia) Ltd	277,695.88	CPT Green Slips
RMA Contracting Pty Ltd T/as Ross Mitchell & Associates	714,540.34	Hazardous waste removal and site remediation
Site Group Pty Ltd	557,740.06	Traffic Control Services
Stabilised Pavement Of Australia Pty Ltd	1,835,792.96	Sealing Services & Materials
State Asphalts Services Pty. Ltd.	11,108,719.49	Asphalt
Treeserve Pty Ltd	246,003.11	Vegetation Management
United Petroleum Wholesale	399,898.17	Fuel Supply

## RATES AND CHARGES WRITTEN OFF

The Local Government Act classifies various transactions as being write-offs of rates and charges. The reasons for write-offs include properties becoming exempt from rates, pensioner rebates, changes in rating category, roundings, postponed rates, domestic waste corrections, small balance write-offs and valuation objections.

The following tables summarise the rates and sundry debtor amounts written off during 2017-18 under legislation, delegated authority, or pursuant to Council resolutions.

RATES AND CHARGES WRITTEN OFF	\$
General Rates	158,526
Extra Charges	43,890
Domestic Waste	49,779
<b>TOTAL</b>	<b>252,195</b>

PENSIONER REBATE ABANDONMENTS	\$
General Rates - Statutory	1,810,088
Domestic Waste - Statutory	652,884
Stormwater – Voluntary	216,669
<b>TOTAL</b>	<b>2,679,641</b>

SUNDRY DEBTOR ABANDONMENTS	\$
Sundry Debtor	43,932
<b>TOTAL</b>	<b>43,932</b>

Extra charges include interest and legal costs, and are written off due to financial hardship, and where the original rate or domestic waste charge is required to be written off.



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## 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 2017-18 was \$698,000. We received a further \$10,000 of grant funding from the Office of Local Government to develop a Responsible Pet Ownership eLearning Program which was launched in June. It will form the basis of an education program with numerous modules for pet owners to relate to. At the completion of a multiple choice test participants will receive a certificate with their own photo and their pet's photo imprinted.

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

- providing information about cheaper registration fees for desexed animals
- conducting two free microchipping and education days for low socioeconomic pet owners, with 350 animals microchipped
- conducting education days at various locations across the City such as community events and shopping centres, including information on the benefits of desexing cats and dogs
- advertising and organising editorial coverage about companion animal issues in the local media, and
- monitoring companion animal compliance within Council's parks and reserves, and issuing approximately 1,000 notices to residents who have yet to lifetime register their companion animals under section 10(b) of the *Companion Animals Act 1998*.





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

- return animals to their owners: 294 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 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 2017-18 to the Office of Local Government.

Council impounded 688 dogs and 629 cats at Hawkesbury City Council's Animal Shelter councils contracted animal shelter. This is down from 749 dogs and 685 cats in 2016-17. 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, and
- signposted area off Victoria Street (near Shaw Street), Werrington

In accordance with section 85(1) (a) of the *Companion Animals Act 1998*, Council received \$80,000 from the Office of Local Government's Companion Animals Fund in 2017-18.

Council issued penalty infringements to the value of \$142,000 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 Force when requested.

CASE STUDY:

# Annalise Fairall



*Trainee Annalise Fairall in her element at a local dingo sanctuary.*

Annalise Fairall, 23, joined Penrith Council as an Animal Services Trainee in January 2018.

Council's Traineeship Scheme is open to people of all ages. Each year, more than 50 positions are offered in Children's Services, Business Administration and Information Technology.

The 12-month program includes on-the-job experience and study toward a nationally recognised qualification. It's also a great taster of a career.

For Annalise, the experience has confirmed she's on the right path.

"I love it here so much. Everyone in my team is very nice, but I just want one of them to leave so I can have their job!" she said laughing.

Annalise has always loved the idea of working with animals. When she was younger she dreamt of running an animal shelter or a "doggy day care". But when the time came to make career decisions she let these dreams slide.

"I knew I couldn't study vet science or vet nursing because I couldn't bear to see animals in pain," she said. "And I didn't know what other opportunities there were for working with animals."

Encouraged by family, Annalise took on a degree in Social Science – Psychology.

"I knew quite quickly that it wasn't a good fit and, after two years, I withdrew from the course," she said.

It was her uncle who suggested Annalise apply for Council's Traineeship Scheme.

"He'd worked for Council for many years and spoke really highly of the traineeships," she said. "When I applied, I put Animal Services down as my first preference and I was lucky enough to get a spot."

Six months in, Annalise speaks just as highly of the scheme and said the experiences she's had so far have been invaluable.

"It's shown me there are lots of options when it comes to working with animals, and it's shown me that it's absolutely what I want to do."

According to Annalise, the TAFE course she's studying as part of her traineeships is very manageable.

"I've learnt so much on the job, including how much the Council does to educate residents about the importance of microchipping and responsible pet ownership," she said.

While her role is largely office based, Annalise has had the chance to go out in the community.

"I went to a local dingo sanctuary with a colleague," she said. "Council works with the sanctuary to microchip the animals it takes in. They were so beautiful, I just loved it."

"I've also been out with the dog catcher and to the companion animal shelter in Mulgrave. It was great to learn how it all works and how hard the staff at the shelter work to make sure the animals are rehomed or go to rescue services."

While Annalise isn't sure exactly what her future will hold, she hopes to go on to study animal services and zoology. But whatever she decides, animals will play a starring role.



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# APPENDIX 8 - SUSTAINABILITY REPORT

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 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 practices within our community.

## ENERGY AND WATER MANAGEMENT

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

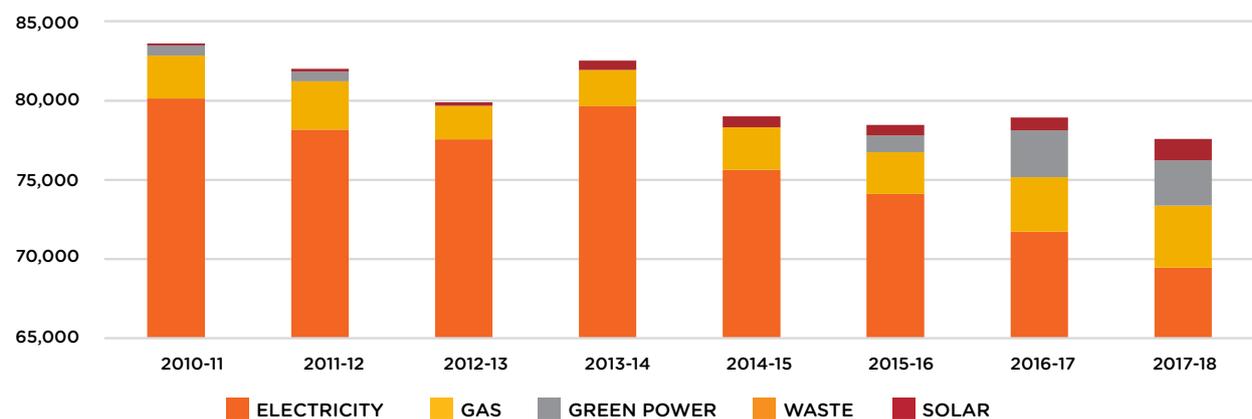
- 10% of Council's electricity supplied from low carbon sources by 2030
- 40% reduction in greenhouse gas emissions by 2030 based on 2010-11 levels
- Maximise opportunities for sustainable water sources

Since the baseline year (2010-11) combined energy consumption across all Council assets and facilities has been trending downwards from a high of 83,603GJ in 2010-11 to 77,572GJ in 2017-18, a drop of 7.2%. This is a result of ongoing energy management and the upgrading and improvement of plant and fixtures at our facilities. The number of assets owned and managed by Council has increased over this period.

At the same time the mix of energy used to power our facilities has been changing. The contributions from accredited GreenPower and rooftop solar has been increasing, while the contributions from supplied electricity have been reduced. 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 future energy efficiency projects.

Energy Consumption - All Council Assets (GJ)

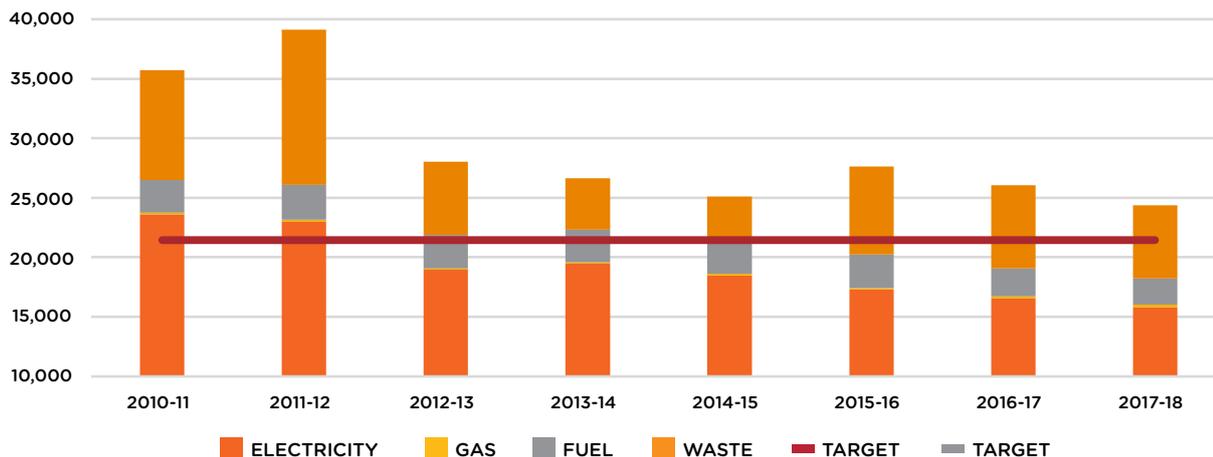


## EMISSIONS

The following graph shows emissions associated with electricity and gas consumption for the same period of time, along with emissions generated from fuel consumption from Council's fleet, and the disposal of corporate wastes. Combined emissions for 2017-18 were 24,357 tonnes of CO<sub>2</sub>e equivalent, which is a decrease of 6.5% compared

with the previous year, and a reduction of 31.8% from the 2010-11 baseline year. Council's emissions target is shown as the red line. Emissions across electricity, fuel and waste have decreased over time. Emissions associated with gas have increased over time, however the overall contribution of these emissions is very low.

### Total Emissions (Tonnes CO<sub>2</sub>e)



## SOLAR INSTALLATIONS AND GREENPOWER

In 2017-18 Council generated 1,339GJ of electricity from rooftop solar systems located on 35 sites, up by 62% from the previous year. New installations during the financial year included 10 systems at a range of Council facilities including eight childcare centres, St Marys Memorial Hall and the Penrith Regional Gallery. These systems have a combined capacity of more than 80kW. We also investigated additional solar installations, with more installations planned for the next financial year.

Council also purchases 10% accredited GreenPower for our facilities, excluding street lights. In 2017-18 this accounted for 2,848GJ 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 4,187GJ or 5.4% of our total energy consumption in 2017-18. This is a move towards our renewable energy target of 10% by 2030, up from 4.6% in 2016-17.

## SUSTAINABILITY REVOLVING FUND

Council's highly successful Sustainability Revolving Fund was established in 2003 and enables the savings made as a result of sustainability initiatives to be diverted into a designated fund to provide financial support for future sustainability projects.

Since its inception the fund has supported 46 projects to the value of more than \$1.5m. 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, and LED street lighting. Combined, these projects result in savings of more than \$600,000 each year, along with abatement of more than 3,100 tonnes of CO<sub>2</sub>e.

In 2017-18 the fund enabled the installation of solar systems at two Council facilities, and funded a feasibility study to investigate solar at Council's Civic Centre. Funding for the completion of a social profile for the City was also approved.

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 three years, so the fund can continue to support more projects into the future.

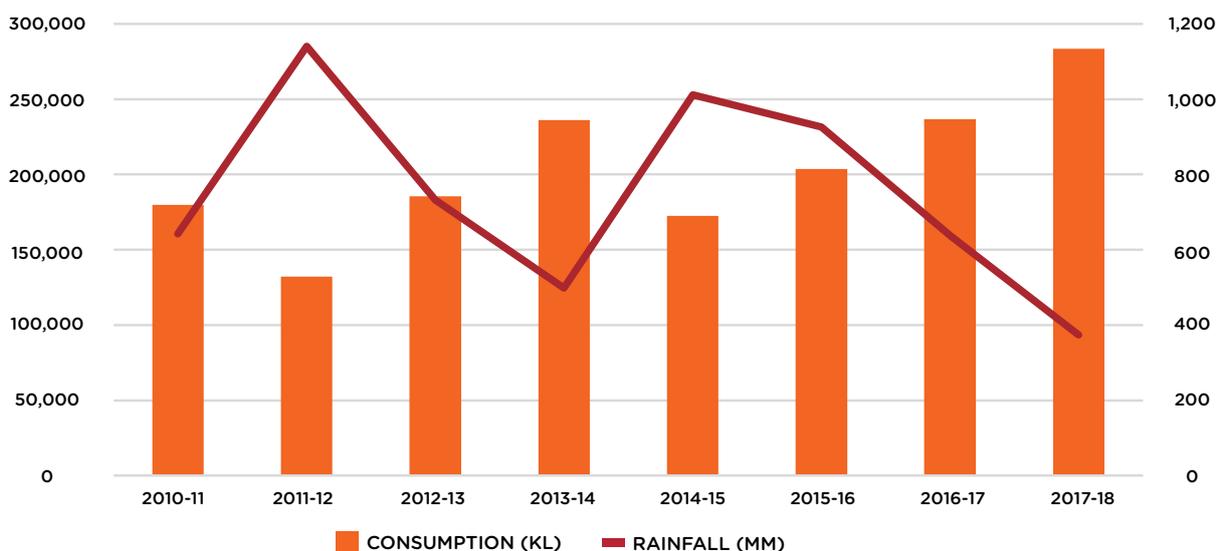
## WATER USE

Council's potable water consumption across all assets in 2017-18 was 283,499kL, an increase of 20% compared with the previous year.

Recycled water is used at four playing fields, and consumption also increased significantly to 36,626kL in 2017-18 up from 21,803kL in the previous year, an increase of 68%.

The overall increase in water use is primarily due to a 41% reduction in rainfall from the previous year, with only 374mm of rainfall recorded, compared with a long term average rainfall of 719mm. The dry weather led to an increased need to irrigate Council's parks and playing fields, with irrigation a major component of Council's overall water consumption.

### Potable Water Use & Annual Rainfall





Enviro Photo Comp - Forest Tunnel by Laura Payne

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# APPENDIX 9 – DISABILITY INCLUSION ACTION PLAN

In August 2017 Penrith City's Disability Inclusion Action Plan (DIAP) was launched, which provided the opportunity for Council to inform people who participated in the DIAP focus groups about what Council is doing to respond to the issues raised.

Council strives to be a Local Government leader with regard to access and inclusion, and to include people with a disability in community places, programs and events. Council has integrated our Disability Inclusion Action Planning within the overall community strategic planning process and the 2017- 21 *Delivery Program*.

The DIAP Guidelines for Local Government identify four key focus areas which have been nominated by people with disability as being of primary importance in creating an inclusive community. These are:

- » Developing positive community **attitudes and behaviours**
- » Creating **liveable communities**
- » Supporting access to **meaningful employment**, and
- » Improving access to services through better **systems and processes**.

These focus areas have been used as the framework for Council's response to the concerns and issues identified through the DIAP consultation process.

There are approximately 36,000 residents identified as living with disability in our City, including over 11,000 with a profound or severe disability who need assistance with daily activities. Penrith's growing ageing population will also experience the challenges associated with increasing frailty, including mobility issues, hearing loss and vision impairment.

A variety of access improvement initiatives have been undertaken such as a pool hoist, training for staff, and other accessibility adjustments at Ripples Hydrotherapy Centre, St Marys.

Council continues to support organisations working in the aged and disability sector, through the regular Penrith Community Care Forum. This has been particularly important as the sector adapts to the changes with the implementation of National Disability Insurance Scheme (NDIS). Council has also hosted and supported workshops which have helped people with disability to gain information on the NDIS.

The 'Nepean Jobs For All' project included a series of business breakfasts across the region to educate local businesses about the benefits of employing people with disability and address some common myths and stereotypes. It was led by Penrith Council in partnership with Blue Mountains City Council, Hawkesbury City Council, and the Regional Strategic Alliance. The project has resulted in the employment of three people with disability as well as enhanced links between Disability Employment Service providers and local businesses.

The following table presents a summary of the focus areas, the priority actions identified from our community consultation, and the Delivery Program Outcome and Strategy that will deliver the actions over the next four years. Also presented is the progress achieved for each priority action in 2017-18.

## PENRITH CITY COUNCIL ACCESS COMMITTEE VISION

A universally accessible environment  
and inclusive community.

DIAP PRIORITY	OUTCOME AND STRATEGY NUMBER	2017-18 PROGRESS
<b>Attitudes and behaviours</b>		
<b>Promote diversity and inclusion through media stories and positive Council imagery</b>	<p>Outcome 6 - We are healthy and share strong community spirit</p> <p>Strategy 6.2 Help build resilient, inclusive communities</p> <p>Activity 6.2.6 Conduct and support events that include all members of our community</p>	Council's 2018 Re-imagine Ageing Festival and Nepean Jobs For All project provided opportunities for positive portrayals of older people and people with disability engaging with meaningful community activity.
<b>Develop and implement creative projects that are inclusive of people with disability</b>	<p>Outcome 6 - We are healthy and share strong community spirit</p> <p>Strategy 6.3 Enhance the cultural vitality of the City</p> <p>Activity 6.3.2 Support and implement initiatives which contribute to culture and creativity</p>	<p>ARTWEST Arts and Crafts Exhibition displayed work by emerging artists, artisans and crafts people from Penrith and right across the wider Western Sydney region. This year artists from Nepean No Boundaries Art Group (for artists with disability) exhibited many pieces.</p> <p>A Mentored Creative from Council's DiG (Digital) Maker Space program also assisted with the creation of short films about people with disability for Council's "Nepean Jobs For All" project.</p>
<b>Provide training to staff in quality service and responding to individual customer needs</b>	<p>Outcome 7 We have confidence in our Council</p> <p>Strategy 7.5 Build our organisation as "Penrith City Council, the place to be"</p> <p>Activity 7.5.2 Build the talents and capabilities of our staff</p>	Key customer service staff from across many Council departments received training in Deaf Awareness in 2017-18.
<b>Liveable communities</b>		
<b>Facilitate accessible and adaptable housing in future housing / development strategies</b>	<p>Outcome 2 We plan for our future growth</p> <p>Strategy 2.1 Facilitate development in the City that considers the current and future needs of our community</p> <p>Activity 2.2.1 Plan for and facilitate development in the city</p>	In 2017-18, the Penrith Affordable Housing Project, a partnership project between Council, Wentworth Community Housing and FACS, delivered 49 units, all designed to the gold level standard of the Liveable Housing Australia Guidelines.

DIAP PRIORITY	OUTCOME AND STRATEGY NUMBER	2017-18 PROGRESS
<p><b>Review accessibility elements within Council's Development Control Plan</b></p>	<p>Outcome 2 We plan for our future growth</p> <p>Strategy 2.2 Protect the City's natural areas, heritage and character</p> <p>Activity 2.2.1 Ensure our policies, strategies and plans set a clear direction for managing the growth of our City</p> <p>Strategy 2.3 Ensure services, facilities and infrastructure meet the changing needs of our City</p> <p>Activity 2.3.1 Ensure our policies, strategies and plans provide for the services and infrastructure our City needs</p>	<p>Not commenced yet</p>
<p><b>Implement the adopted programme for the roll out bus shelters that are compliant with the Disability Discrimination Act</b></p>	<p>Outcome 3 We can get around the city</p> <p>Strategy 3.1 Work with partners to improve public transport</p> <p>Activity 3.1.2 Work with providers to review existing and plan for new public transport services</p>	<p>Program completed.</p>
<p><b>Ensure the adopted PATHS strategy is implemented (*this is unfunded and so may not be able to be included?)</b></p>	<p>Outcome 3 We can get around the city</p> <p>Strategy 3.2 Provide a safe and efficient road and pathway network</p> <p>Activity 3.2.3 Implement the footpath and shared pathway program</p>	<p>2,090m of shared pathway, and 1,918m of footpath installed within 2017-18</p>
<p><b>Finalise and implement the Pedestrian Accessibility Mobility Plan (PAMP) (*subject to RMS funding)</b></p>	<p>Outcome 3 We can get around the city</p> <p>Strategy 3.2 Provide a safe and efficient road and pathway network</p> <p>Activity 3.2.3 Implement the footpath and shared pathway program</p>	<p>In planning stages</p>
<p><b>Improve accessibility to the river at Tench Reserve</b></p>	<p>Outcome 4 We have safe, vibrant places</p> <p>Strategy 4.1 Make our public places safe and attractive</p> <p>Activity 4.1.9 Manage the delivery of Council's major capital projects</p>	<p>Following a detailed design and consultation process, tenders for this upgrade work have been sought. Once awarded, the project will head to site construction phase.</p>

DIAP PRIORITY	OUTCOME AND STRATEGY NUMBER	2017-18 PROGRESS
<p><b>Identify opportunities in Council's Sport, Recreation, Open Space, and Play strategy for provision of access and participation that is inclusive and accessible</b></p>	<p>Outcome 6 We are healthy and share strong community spirit</p> <p>Strategy 6.1 Provide opportunities for our community to be healthy and active</p> <p>Activity 6.1.6 Manage sport and recreation facilities, programs and services to meet community needs</p>	<p>This strategy is a comprehensive, City wide assessment of Council's current and future needs, based on detailed information covering recreation facilities, sporting fields, play facilities and open space areas. Work has significantly progressed on the development of the strategy, and a first draft is currently being reviewed by internal stakeholders.</p>
<p><b>Accessible infrastructure improvements are incorporated into asset management plans</b></p>	<p>Outcome 7 We have confidence in our Council</p> <p>Strategy 7.2 Manage our money and our assets to be sustainable now and into the future</p> <p>Activity 7.2.1 Manage Council's assets to minimise risk, reflect lifecycle costs and meet community needs</p>	<p>East Lane St Marys amenities were modified in 2017-18 to include adult Change facilities.</p> <p>Adult change facilities are now available in both Penrith CBD and St Marys Town Centre.</p>



DIAP PRIORITY	OUTCOME AND STRATEGY NUMBER	2017-18 PROGRESS
<b>Systems and processes</b>		
<b>Ensure that the community is aware of Council's Access Committee</b>	<p>Outcome 6 We are healthy and share strong community spirit</p> <p>Strategy 6.1 Provide opportunities for our community to be healthy and active</p> <p>Activity 6.1.3 Deliver programs and work with government and community organisations to improve health and wellbeing</p>	<p>There are opportunities for Access Committee community members to promote their work through presenting to disability sector meetings, and suitable awards nights scheduled for 2018-19.</p>
<b>Review the accessibility of Council's front counter</b>	<p>Outcome 7 We have confidence in our Council</p> <p>Strategy 7.1 Be open and fair in our decisions and dealings with people</p> <p>Activity 7.1.7 Provide a quality customer experience through the contact centre and front counter</p>	<p>Steering group established, and consultations sought to establish current concerns.</p>
<b>Improve the accessibility of Council's website</b>	<p>Outcome 7 We have confidence in our Council</p> <p>Strategy 7.4 Keep our community informed about what Council is doing and how they can have their say in decisions that affect them</p> <p>Activity 7.4.1 Keep our community informed about what Council is doing</p>	<p>Council engaged Media Access Australia to conduct an Accessibility Audit on Council's website and the recommendations of the audit were implemented on the website.</p> <p>Council staff attended a Web Accessibility Guidelines &amp; Techniques workshop hosted by Vision Australia and as a result are continually using the techniques to maintain the accessibility of the website.</p>
<b>Provide training about accessible documents and access to information across relevant Council services</b>	<p>Outcome 7 We have confidence in our Council</p> <p>Strategy 7.5 Build our organisation as "Penrith City Council, the place to be"</p> <p>Activity 7.5.2 Build the talents and capabilities of our staff</p>	<p>Initial training for key staff is scheduled to be delivered in 2018-19.</p>

DIAP PRIORITY	OUTCOME AND STRATEGY NUMBER	2017-18 PROGRESS
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**Employment**

**Undertake projects that support local business to increase employment of people with disabilities**

Outcome 6 We are healthy and share strong community spirit  
 Strategy 6.1 Provide opportunities for our community to be healthy and active  
 Activity 6.1.3 Deliver programs and work with government and community organisations to improve health and wellbeing

Nepean Jobs For All project was undertaken in collaboration with Blue Mountains and Hawkesbury Councils. Detailed information about the project and outcomes is available on Council's website.

**Council's "Equal Employment Opportunity" (EEO) management plan includes an objective to increase the number of people employed by Council with disability**

Outcome 7 We have confidence in our Council  
 Strategy 7.5 Build our organisation as "Penrith City Council, the place to be"  
 Activity 7.5.1 Promote our values of Respect, Being Accountable, and Innovation

EEO Management Plan is in draft form



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# GLOSSARY

**Action(s):** A resourced critical project or action that will be completed in a 1-2 year timeframe. Actions form part of the annual Operational Plan.

**Ad valorem:** The method of calculating the amount payable by multiplying the value of land by a rate in the dollar.

**AREAS:** Asset Renewal and Established Areas Strategy.

**Capital Budget:** Council's planned expenditure on purchase, sale or construction of items that will provide benefits in future years.

**Capital Projects:** Projects, which involve expenditure on capital works.

**Capital Works Program:** Council's adopted program for the provision of capital projects.

**CBD:** Central Business District.

**CCC:** Child Care Centre.

**City Strategy:** Examines the key issues facing us over the next 10-20 years and outlining how Council will respond. The City Strategy includes issues that are not within Council's direct control. The issues and policy responses in the City Strategy inform the Community Plan and Council's 4 year Delivery Program. The City Strategy addresses seven themes – housing, jobs and economy, transport and access, infrastructure delivery, community wellbeing, the environment and places.

**Civil Assets:** Includes roads, drainage systems, bridges, traffic facilities, footpaths, cycleways, signs and street furniture.

**Community Plan:** Identifies the long term aspirations our community want to see delivered in the City over the next 20 years. As the 'big picture' plan for the City, the Community Plan identifies some outcomes that are beyond Council's responsibilities. The Community Plan recognises that others in our community (individuals, businesses, governments and agencies) also contribute to future outcomes.

**Community Outcomes:** The Community Outcomes are high level objectives or aspirations of the community for the future of our City – the things that define more specifically what the long-term vision for our City will look like. The outcomes are established by the community, through community engagement and feedback on their aspirations for the future of the City.

**Community Engagement Strategy:** The Community Engagement Strategy outlines how Council engaged with its community and partners in developing the Community Plan. Over time it will be reviewed to outline how Council will ensure regular engagement and discussion with our communities about their needs and aspirations for the City.

**DA:** Development Application.

**Delivery Program:** Council's work program over 4 years. The Delivery Program sets out clear priorities, ongoing activities and specific actions Council will undertake, within its responsibilities and capacity, towards achieving the community outcomes in the Community Plan.

**EEO:** Equal Employment Opportunities

**Indicators:** Assessment methods for determining whether the community outcomes in the Community Plan are being achieved. These are found in the Community Plan.

**Integrated Planning and Reporting Legislation and Framework (IPR):** The IPR framework for Local Government was introduced in 2009 as an amendment to the *Local Government Act 1993*. These reforms replace the former Management Plan and Social Plan with an integrated framework.

The IPR framework consists of a hierarchy of documents including a long-term Community Strategic Plan, a Community Engagement Strategy, a Resourcing Strategy and a Delivery Program (including Operational Plan) for each elected Council term. The IPR framework was developed to assist Councils to improve their long term community, financial and asset planning.

**LEP:** Local Environmental Plan.

**LTFP:** Long-term Financial Plan.

**OH&S:** Occupational Health and Safety.

**Operating Budget:** A record of annual transactions that are not Capital (see Capital Budget).

**Operating Projects:** Projects which involve expenditure on services or programs of a non-capital nature.

**Operational Plan:** Council's annual plan which outlines specific actions, tasks or projects to be undertaken. It includes Council's annual budget.

**Performance Measures:** The assessment methods to determine the effectiveness of the service and activities detailed in the Delivery Program.

**Resource Strategy:** Outlines Council's capacity to manage assets and deliver services over the next ten years. The Resource Strategy includes three key elements- a Workforce Plan, an Asset Management Plan, and a long term Financial Plan. To prepare the Resource Strategy, Council determines its capacity and how to effectively manage its finances, the sustainability of its workforce, and the overall cost of its community assets.

**Restricted Assets (Reserves):** Cash and investments that may only be spent on the purpose for which the money was received.

**Results Based Accountability (RBA):** RBA is a framework for developing performance measures and community indicators. It is a framework that aims to set indicators that measure not just what you do, but also the effectiveness of what you do, and whether what you are doing is actually having an achieving the outcomes that you intended it to and therefore providing benefit to the community.

**RFS:** NSW Rural Fire Service.

**Section 7.11:** The section of the Environmental Planning & Assessment Act, which allows Council to require developers to contribute to the cost of community facilities, (formerly section 94).

**Section 7.11 Plan:** The formal plan whereby Council collects contributions under section 7.11, (formerly section 94).

**Service Activities:** The principal activities that each of Council's services delivers each year and generally accounts for more than 20% of a service's resources delivered over the 4 years of the Delivery Program. The term 'manage' when used in service activities includes coordinating, implementing, reviewing and researching to contemporary standards, up to date.

**Stakeholders:** Individuals, groups and organisations who have an interest in Council's operations.

**Strategies:** Strategies are the responses outlining how we will achieve the community outcomes in the Community Plan. Each community outcome must be accompanied by a list of strategies that respond and will be implemented to achieve each community outcome.

**Untied Income:** Money received by Council that is not required to be spent on any particular program.

**WHS:** Work Health and Safety

# INTERPRETING ASSISTANCE

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

Contact: Penrith City Council Telephone: 02 4732 7777  
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601 High Street Email: council@penrith.city  
Penrith NSW