

Annual Report



2022-23



About This Document

Penrith City Council's 2022-23 Annual Report provides a comprehensive account of our achievements and performance during the past 12 months. This report is prepared in line with our responsibilities under section 428 of the Local Government Act 1993, Local Government (General) Regulation 2005, Integrated Planning and Reporting Guidelines and other legislation to provide a range of information to our community, stakeholders and other levels of government.

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

This is the first Annual Report under our Delivery Program 2022-26. Council's Delivery Program 2022-26 and 2022-23 Operational Plan have been guiding our activities during the 12-month reporting period from 1 July 2022 to 30 June 2023. This report provides a summary of each of our five Community Outcomes, identifying our achievements and the challenges we faced, as well as required statutory information to give an overall picture of the year.

This report should be read in conjunction with Council's 2022-23 Financial Statements which are available on our website.

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

Council values the unique status of Aboriginal people as the original owners and custodians of lands and waters, including the land 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.

Acknowledgments

Penrith City Council would like to acknowledge all staff and photographers who have contributed to the completion of the 2022-23 Annual Report. Thank you for your assistance through the various stages of the production process.

All figures are reported at 30 June 2023 unless otherwise stated.

If you would like to provide feedback or obtain a copy of this report, please contact our Corporate Planning and Performance team:



corporate.planning@penrith.city



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Penrith City Council
*Attention: Corporate Planning
and Performance*

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Penrith NSW 2750.

Our Year In Review	11
Who We Are	37
How We Engage	51
How Did We Go?	63
Our People	127
Appendices	141
Appendix 1: Our Council	142
Appendix 2: Our Corporate Governance	147
Appendix 3: Strengthening Our Community	162
Appendix 4: Our Program of Works	169
Appendix 5: Our Financial Report	174
Appendix 6: Our Compliance Report	203
Appendix 7: Our Sustainability Report	208
Appendix 8: Our Disability Action Plan	219
Reference Material	238

Our Mission

We will...

Deliver the services,
facilities and infrastructure
that our community needs

Maintain our long term
financial sustainability

Work with our community
and partners to achieve
more than we can alone

Provide an excellent
customer experience
to everyone who
contacts us

Value and engage
our staff

Our Values

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

Our values and behaviours are:

We show respect

We are accountable

We encourage innovation

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



Our Customer Promise

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



BE PROACTIVE

We will be friendly, professional and show initiative.



KEEP IT SIMPLE

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



BUILD RESPECTFUL RELATIONSHIPS

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



LISTEN AND RESPOND

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

Community Vision

Our regional city is inclusive and prosperous and offers the best in urban living and a sustainable rural environment.



A message from the Mayor



This Annual Report not only reflects Council's progress over the past 12 months, but it also celebrates what makes Penrith such a great place to live, work and invest.

With the Western Sydney (Nancy Bird-Walton) International Airport due to open in three years, and Penrith being the closest city and St Marys being the only city centre connected by rail when the airport opens, Council's city shaping projects, together with government and private sector investment, continue to deliver improved infrastructure, better connectivity, more job opportunities, and an enhanced lifestyle for residents. During the year, Council continued to be proactive by meeting regularly with businesses, investors, organisations, and stakeholders to discuss the opportunities for our region.

To showcase what our City has to offer, Council launched its new Positively Penrith brand, produced a new visitor guide and developed an investment prospectus. We also hosted two symposiums, Connected St Marys and Amplify Penrith, to help connect investors and businesses with the opportunities unfolding across our region.

In November 2022, Council took a major step in establishing our vision for St Marys by endorsing the St Marys Town Centre Structure Plan. The Plan was developed in consultation with the community and will see St Marys become a modern, vibrant, connected, and sustainable strategic centre. Part of this vision is to create an iconic central park in the heart of St Marys, following the NSW Government's announcement that through its WestInvest program, Council will receive \$21 million to build St Marys Central Park.

We also opened the new St Marys Community Centre following an extensive upgrade funded by Council and the Australian Government, with better facilities and improved accessibility that will support local groups in their valuable work for our community.

Projects to revitalise the Nepean River Precinct forged ahead with the restoration of the historic Emu Plains Police Cottage completed, transforming this landmark into a waterside restaurant and café. Stage one of the tri-government funded upgrade to Regatta Park and the opening of the \$13 million upgrades to Tench Reserve—funded by the NSW Government and delivered in partnership with Council—nearly completed. Tench Reserve now boasts more green open spaces, seating and picnic areas, improvements to the Riverwalk, an inclusive playspace for children of all abilities, as well as easier access to our most prized natural asset, the Nepean River.

As part of our commitment to creating a cleaner, more energy efficient City, we introduced our second electric vehicle. With low emissions and low running costs, it's become the perfect eco-friendly resource for our library staff to get around to our community.

We also began introducing our unique FOGO (Food Organics Garden Organics) recycling program (green lid bin) to residents in multi-unit complexes. Since becoming the first Sydney metropolitan council to introduce FOGO in 2009, Council has diverted over 440,000 tonnes of FOGO waste from landfill, using it to enrich the soil in our parks, gardens, and sports fields.

We celebrated 30 years of Council's Access Committee and launched our Disability Inclusion Action Plan 2022–26 to help make Penrith more accessible for everyone. The Plan's Social Stories Stretch Project that supports children and families to enjoy visits to playspaces was completed, and our Pedestrian Access Mobility Plan is almost complete. In line with this plan, I was delighted to open the David Currie playspace in St Clair—one of the most outstanding inclusive playspaces I have seen and a fitting tribute to David, who was a remarkable advocate for people with disability. We also helped support businesses to be more accessible and inclusive as part of the Zero Barriers project, and we continued to install more accessible toilets and changerooms as part of amenity improvements across our region.

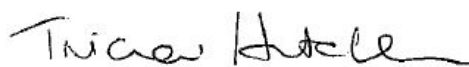
With domestic violence an issue of concern for many communities—including ours—I was proud to host the Mayoral Charity Ball in May 2023, with local businesses and our community banding together to raise \$60,000 to help support the valuable work of The Haven—Nepean Women's Shelter.

Penrith also became one of the first NSW councils to support the DV Safe Phone initiative. To date, our community has generously donated 200 spare mobile phones that are wiped, refurbished and given to service providers who pass them on to those who need urgent access to support. I'm thrilled our campaign has encouraged other councils to get on board this valuable initiative.

In addition to Council-run events, we also worked with diverse organisations on a range of community events, including to celebrate Refugee Week, International Women's Day, and we were Silver Sponsors for the Nepean Disability Expo in September, and supported the Starburst Film Festival at Penrith and St Marys in February 2023.

I'm proud we received many awards and accolades during the year with Council recognised for our outstanding and innovative contributions in the areas of climate change and resilience, habitat and wildlife conservation, recycling, sustainability, planning, communications, cooling the City, landscape architecture, road safety education and staff capability.

It has been both a privilege and pleasure to serve as Mayor and I thank our fantastic community, my fellow Councillors and Council staff for their wonderful support. I look forward to continuing our work in making Penrith a vibrant, connected, and inclusive place, and a leader in Western Sydney.



Councillor Tricia Hitchen
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.

After being appointed General Manager in April 2023, I feel honoured to be leading the organisation through a period of significant progress. In the face of growth and change in Penrith, Council is continually looking for opportunities to improve the effectiveness and efficiency of our processes and we have shown great innovation and resilience during another remarkable year.

We continued to offer our full range of services and remain financially sound despite continuing to recover from the global pandemic and flooding emergencies. Our emphasis on financial sustainability and strong financial management has helped us achieve a budget surplus which will better position us to manage emerging priorities and future challenges.

It has been a productive year with a number of our community's and Council's long-held aspirations for our City being realised, with others in the pipeline.

As part of our Sport and Recreation Strategy, in partnership with the NSW and Australian governments, we completed the upgrade of Harold Corr Oval, Cambridge Park into a high-quality athletics precinct, featuring our first all-weather synthetic track. This has been welcomed by the thousands of members of Little Athletics and athletics clubs across our area, as well as the broader community.

Our City's first mixed recreation space at Trinity Drive, Cambridge Gardens neared completion; and amenities, surface, irrigation and facility upgrades were completed at several reserves across Penrith.

Council started construction on the 32-hectare Gipps Street Recreation Precinct at Claremont Meadows to deliver a landmark recreation destination in our City. Our successful bid for WestInvest funding saw \$7 million committed by the NSW Government to this \$43 million project.

We were also successful with several of our other WestInvest submissions, with the NSW Government committing an additional \$173 million to fund a range of transformational projects that will benefit residents now, and in the future, and help position Penrith as one of NSW's most liveable cities.

Our revitalisation of Penrith's City Centre saw construction begin on our iconic City Park on the corner of Henry and Station Streets, with work progressing well on all aspects of the project. Due to open at the end of 2023, the 7,000 square-metre City Park will provide a green sanctuary for people to enjoy by day and by night.

To help cool and green our City, 15,156 native plants and over 8,000 trees were planted across our region, and we celebrated 16 years of our Trees for Mum event in May, with a record 300 people participating and 380 trees planted, culminating in an award at the LGNSW Local Government Week Awards. We also co-hosted an industry event called Where Shade Hits the Pavement, to discuss urban heat and propose solutions to mitigate the impacts for our community.

We completed our three-year playspace shade program in 98 playspaces across Penrith and held workshops with local schools to co-design playspace upgrades at Illawong Reserve, Kingswood and Wilson Park, Llandilo, with both upgrades now under construction.

Council continued to lead the way to ensure an environmentally, sustainable future with a range of initiatives to reduce waste, save our community money,

and contribute to a circular economy. Most notably, and in an Australian first, recycled coffee cups are now being used in our road asphalt mix to resurface our roads. This revolutionary initiative complements our use of recycled glass, and together they are being used to create more durable road surfaces across our City. Importantly, we reduce cups and bottles going to landfill, improve the longevity of our roads and reduce maintenance costs in the future.

In 2022–23, more than 136,000 coffee cups and 1.2 million glass bottles were used in the road mix to resurface sections of Jamison Road, South Penrith and Swallow Drive, Erskine Park, and we continued using this innovative method to resurface another 17 roads across the local government area.

Helping to support families, our Children's Services expanded with the introduction of five new Out of School Hours Care services on school grounds, and Council now operates the Somerset Cottage Early Childhood Education and Long Day Care Centre on the grounds of Nepean Hospital.

We celebrated the 40th anniversary of our popular mobile children's playvan, and our libraries continued to deliver innovative and engaging programs and events.

We continued to consult and collaborate with our community on a range of plans and projects and adopted our Community Engagement Strategy and Participation Plan 2022–26 to ensure our community continues to have a strong voice in our decision-making. We also endorsed our new Advocacy Strategy to help ensure our region receives the infrastructure and services it needs now and into the future.

Council-run events to connect our community and support local business were popular and included the two-day ROAM Festival in Penrith and two Penrith Producers events. We held a Family Fun Day in Glenmore Park; the Meet Me in the Park event series in Kingswood; NAIDOC Week celebrations; and seven outdoor cinema events in St Marys, Penrith and Kingswood. Our NRL Grand Final live site allowed our community the chance to cheer on our beloved Penrith Panthers as they won the 2022 Premiership for a second consecutive year.

On a final note, I'm pleased to say our 2022 Annual Report received a Gold Award at the prestigious Australasian Reporting Awards, Celebrating Excellence in Reporting—our eighth year securing gold.

It has been an incredible year for Penrith, and Council is well placed to continue our work in realising the vision for Penrith as a vibrant place to live, work, visit and enjoy.



Andrew Moore
General Manager





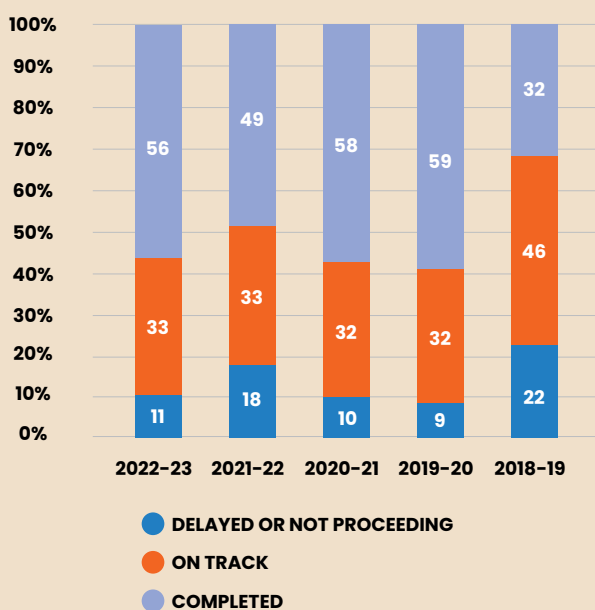
Our Year In Review

Our Performance Summary

Our Projects

At 30 June 2023, 56% of reportable projects (Capital and Operational) were completed, 33% were on schedule for completion, and a further 11% were experiencing delays or no longer proceeding. Although we do our best to anticipate what needs to be done each year, unexpected challenges and opportunities inevitably arise. In some cases, this affects our ability to undertake the work we had planned, while in others we can respond without affecting our agreed program of work.

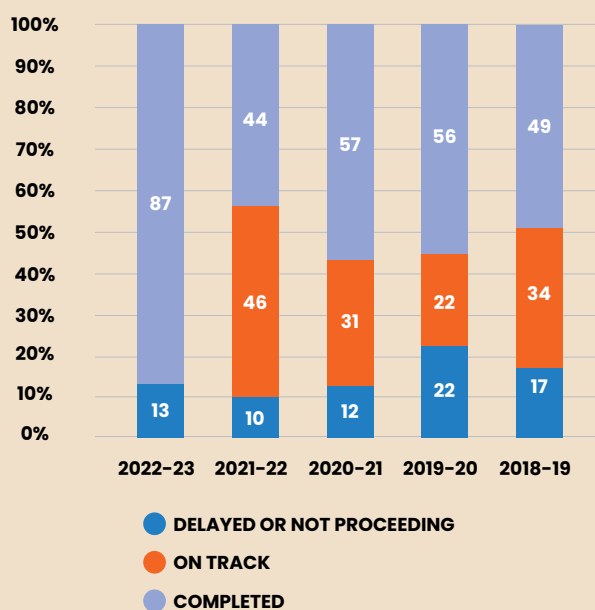
Figure 1: Our capital and operational projects by status over the last 5 years



Our Operational Plan Actions

At 30 June 2023, 87% of reportable 2022-23 Operational Plan Actions were reported as completed, and 13% were experiencing delays or no longer proceeding.

Figure 2: Our operational plan actions by status over the last 5 years



Note: In 2022-23, we changed the way we capture our progress on actions to better reflect completion of what was planned for the reporting year. "On Track" reporting status was not available.

Our Impact

Infrastructure

Roads resurfaced **79,114** square metres

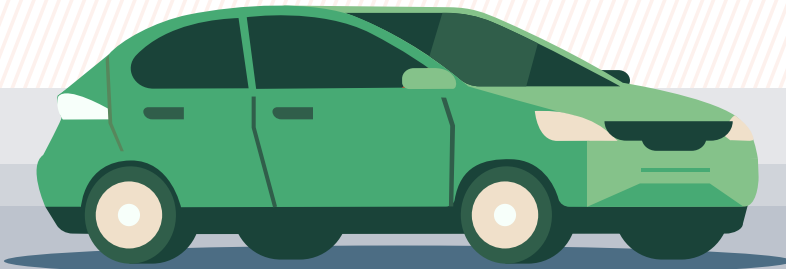
Footpaths constructed **785** metres

Shared footpath reconstructed **860** metres

Roads reconstructed **49,622** square metres

Shared footpaths constructed **1.9** kilometres

Drainage constructed **174** metres



1,046 tonnes of recycled glass



136,000 recycled coffee cups

IN OUR PROGRAM OF WORKS WE USED:

WE MAINTAINED THE CITY'S ROADS AND PATHWAYS:

Repaired road pavement **81,958** square metres



Responded to **1,949** pothole requests

66% of pothole requests were completed within five working days

Bushcare

2,000 people volunteered

2,842 native plants planted by volunteers

3,491 volunteer hours

200+ kilograms of litter collected



Greening Our City

About **8,000** trees planted across 13 suburbs at 83 locations

Our emissions of carbon dioxide equivalent decreased by **19%** compared to last year

Our Financial Summary

Figure 3: Where our money came from in 2022–23 (\$million)

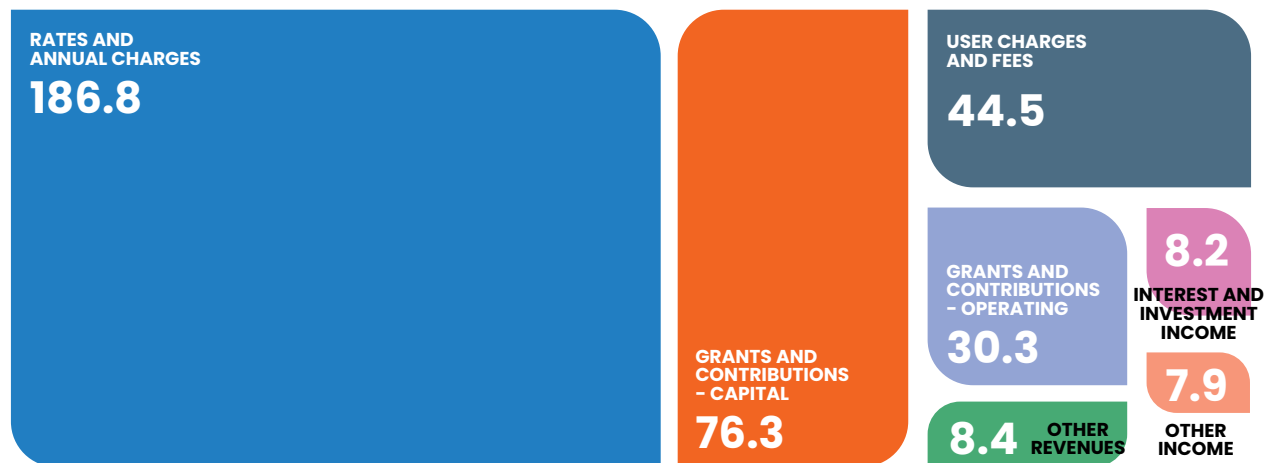


Figure 4: Where our money went by Outcome in 2022–23 (\$million)



Figure 5: Where our money went by Expenditure Category (\$million)



Figure 6: Comparison of income over 5 years (\$million)

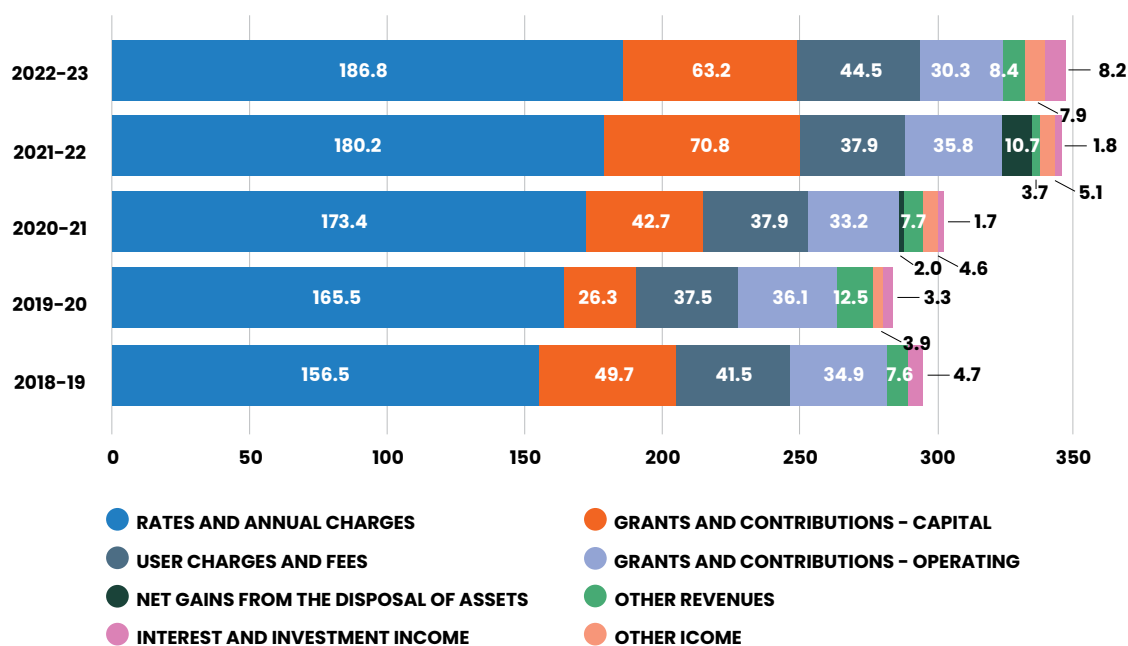
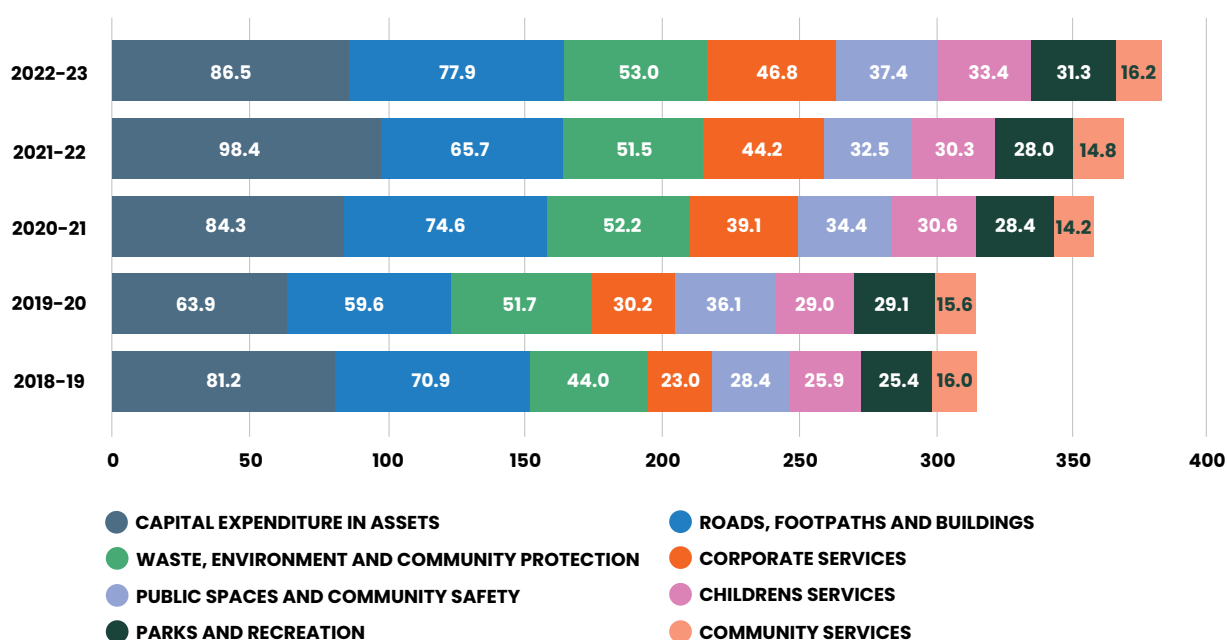
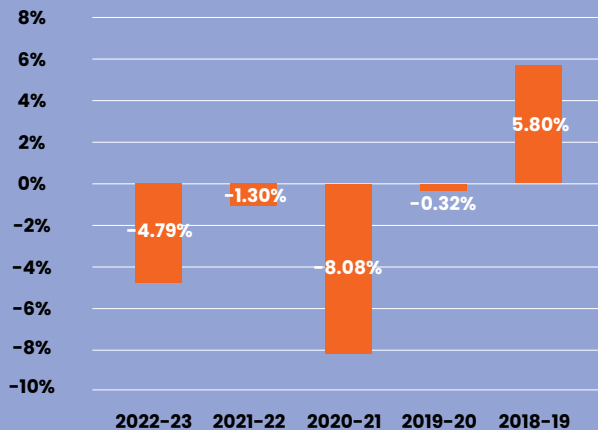


Figure 7: Comparison of expenditure over 5 years (\$million)



Our Financial Performance

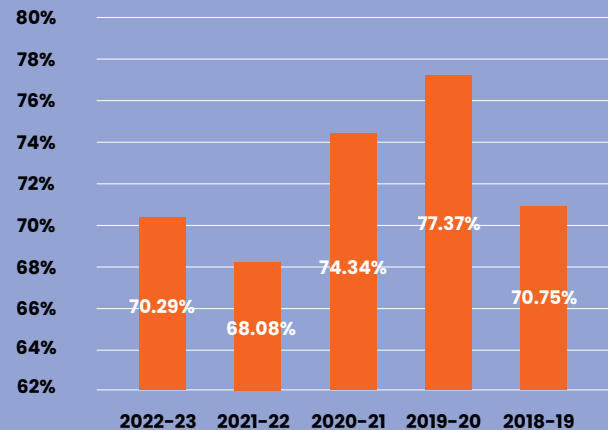
Figure 8: Operating Performance Ratio over 5 years



This ratio measures Council's achievement of containing operating expenditure within operating revenue.

Benchmark: Greater than or equal to breakeven average over 3 years

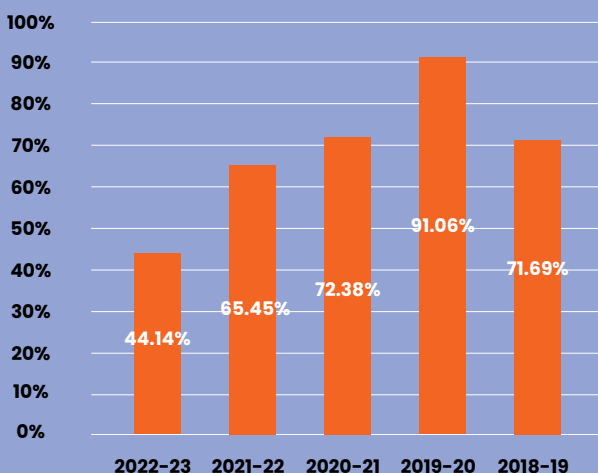
Figure 9: Own Source Revenue over 5 years



This ratio measures the degree of reliance on external funding sources.

Benchmark: Greater than 60% average over 3 years

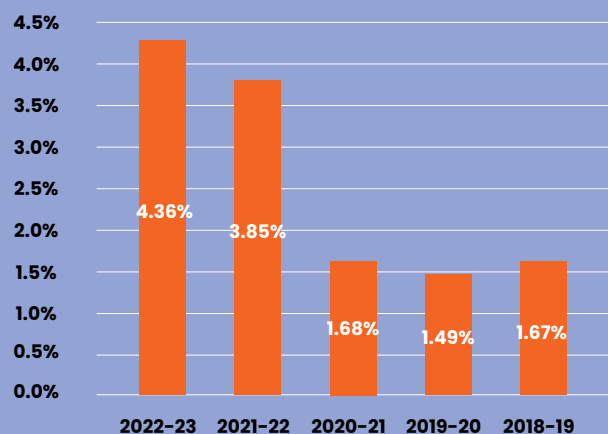
Figure 10: Infrastructure Renewal Ratio over 5 years



This ratio is used to assess the rate at which infrastructure assets are being renewed against the rate at which they are depreciating. Includes Buildings, Roads and Drainage assets.

Benchmark: Greater than 100% average over 3 years

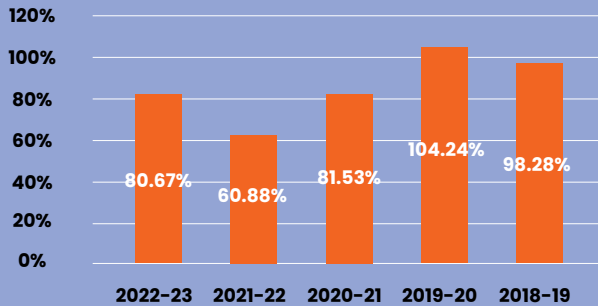
Figure 11: Infrastructure Backlog Ratio over 5 years



This ratio shows what proportion the backlog is against the total value of Council's infrastructure. Includes Buildings, Roads and Drainage assets.

Benchmark: Less than 2%

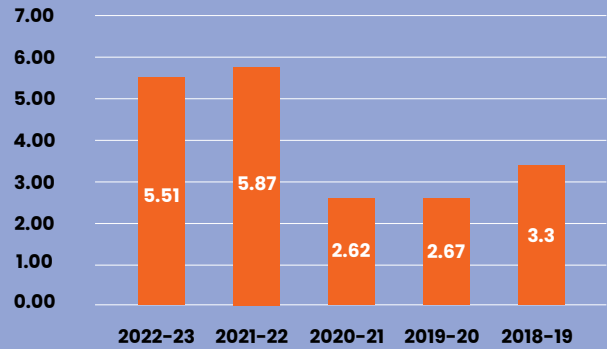
Figure 12: Asset Maintenance Ratio over 5 years



This ratio compares the actual versus required annual asset maintenance.

Benchmark: Greater than 100% average over 3 years

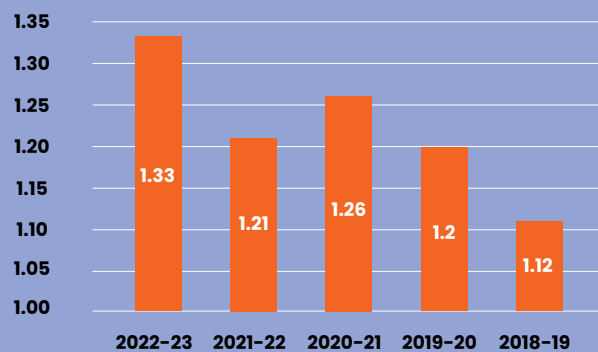
Figure 13: Debt Service Cover Ratio over 5 years



This ratio measures the availability of operating cash to service debt including interest, principal and lease payments.

Benchmark: Greater than 2.0 times

Figure 14: Real Operating Expenditure over 5 years



This ratio measures the cost of delivering Council's services per capita. Decreases in this ratio indicates efficiency improvements by Council. Based on estimated population of 220,908.

Benchmark: A decrease in Real Operating Expenditure per capita over time

For more detailed information on our Financial Performance for 2022-23, please refer to Council's 2022-23 Financial Statements on our website.

Our Awards and Recognition

During 2022–23, Council's efforts and achievements were recognised in numerous ways. The following provides an overview of awards and recognition that we received during the year.

Internal Auditor of the Year

Risk and Audit Coordinator, Anthony Robinson, won the Internal Auditor of the Year Award from the Institute of Internal Auditors Australia (IIA-Australia).

The award applies to all government and non-government sectors and recognises the individual standing and contribution of an internal auditor in their organisation and beyond. It awards a person who is a leader, advocate and champion for the internal audit profession.

Anthony was nominated for the Emerging Internal Auditor of the Year Award, but after considering his nomination, IIA-Australia decided the Internal Auditor of the Year Award was better suited to his achievements.

The win is recognition of Anthony's outstanding work, commitment and passion for the industry. It is also a nod to the credibility of our Audit Framework, which Anthony has driven, as well as the efforts of our Internal Audit and Risk team. Special mention goes to Risk, Compliance and Policy Officer, Stuart Benzie; Senior Internal Audit Leader, Anu Raizada; and Insurance and Claims Officer, Sharon Hall.

NSW Landscape Architecture Award

We were proud to receive the NSW Landscape Architecture Award in the Small Projects category at the 2023 Australian Institute of Landscape Architects (AILA) Landscape Architecture Awards.

Our 'Let it Bee' Wildflower Meadow at Grey Gums Oval in Cranebrook was designed to improve soil quality and prepare tree beds for planting through the installation of the temporary wildflower meadow along the Great West Walk. It was funded by the NSW Government's Greening the Great West Walk program.

The site resembled a bee when viewed from above and was open to visitors from Summer in 2021 through to Autumn 2022. This was during the pollination period before we cultivated the flowers back into the ground to improve the soil quality and plant 78 more trees in the area.

The award jury referred to this project as a shining example of enhancing biodiversity through innovative public space design—a fantastic result for our Landscape Architecture Team.

Australasian Reporting Award

The Australasian Reporting Awards awarded us a Gold Award for our 2021–22 Annual Report. This is the eighth consecutive year our Annual Report has been awarded a Gold Award for reporting excellence.





Honourable Mention, 2023 National Awards for Local Government

Our Community and Road Education Scheme (CARES) facility earned an Honourable Mention in the Road Safety category at the 2023 National Awards for Local Government.

CARES is a purpose-built bicycle safety education facility in St Marys that offers a fun, interactive experience for primary school children in the Penrith, Blue Mountains and Hawkesbury LGAs. CARES aims to reduce the risk of injury and death for young road users and has educated students for 29 years. Penrith City Council manages CARES and it is funded by the NSW Government. Each year, the facility welcomes around 3,000 children with session presentations by officers from the NSW Police Force.



Climate Change and Resilience Award

Our City Planning team won the Climate Change and Resilience Award at the Planning Institute of Australia's National Awards for Planning Excellence, in addition to the NSW Award.

This category acknowledges initiatives that provide outstanding leadership or innovation while making a positive impact on addressing climate change; and can be held up as a case study of best practice for the planning profession.

We were awarded for our Urban Heat Planning Controls Package, which aims to reduce heat impacts from the urban environment, increase liveability and encourage active, healthy lifestyles during the warmer months.

As a result, amendments were made to the Penrith Local Environment Plan (LEP) and the Penrith Development Control Plan (DCP) to include mitigation of the urban heat island effect for current and future development. Considerations include cooling new buildings with light-coloured roofing, green walls and designs that promote air circulation. Enhancing green infrastructure is also encouraged through increased tree canopy, public planting and installing water-retentive features like fountains and water play.



2023 NSW Local Government Excellence Awards

We were finalists in the 2023 NSW Local Government Excellence Awards, with the People and Culture team receiving a Highly Commended Award in the People, Workplace, Wellbeing Category for Council's custom-built Capability Framework.

Local Celebration Awards



Now in its third year, the Local Celebration Awards program acknowledges and celebrates Penrith's most selfless, dedicated, and inspiring people. These community members are known to go above and beyond, volunteering their time to help others and to make a positive difference in our City.



Reece Nuttall Young Citizen of the Year

At 21 years old, Reece Nuttall is a proud Gamilaraay man, advocate, community leader and tireless volunteer.

Reece has an extraordinary work ethic which he applies to helping others, volunteering with the Rotary Club, Penrith PCYC, and as a committee member of the Deerubbin Local Aboriginal Land Council in Penrith.

Reece is a mentor for Go4Fun, a 12-week healthy-eating initiative for children and families. Reece leads by example, showing the young participants how to swap unhealthy choices for nutritious alternatives, encouraging them to spend less time looking at screens and more time being active outside.

Reece is also well known for advocating for a new play space at his local park in Cranebrook. While still in high school, Reece successfully lobbied Council to upgrade the facilities at Callisto Drive Reserve so local kids would have a more exciting and shadier place to play and gather.

Now in his final year of Law at Macquarie University, Reece has recently been elected as a student representative for Aboriginal and Torres Strait Islander peoples at the University.

And even with a full-time study load, Reece still referees rugby league games on weekends and mentors aspiring referees looking to make it big in the NRL.

Every so often you meet a young person and it's obvious that big things are in store for them. But that shouldn't take away from what Reece has already achieved and is achieving right now.



Royce Simmons Citizen of the Year

The 2023 Citizen of the Year with an overwhelming number of nominations, is local legend Royce Simmons. The rugby league icon has raised millions for dementia research through his Royce's Big Walk fundraising, which goes straight to working towards a cure.

Royce's walks have inspired many, and his humble nature means he will stop for a chat with everyone. And it's no wonder local people love him. Royce is a 'one club man', having played for Penrith Panthers between 1980 and 1991, while also representing NSW and Australia. He was also the first Panther to represent the Kangaroos. In 2016, he was inducted into the Penrith Panthers Hall of Fame, and many fans will tell you 'Simmo' is their all-time favourite player.

His extraordinary sporting achievements are matched by his service to our community. After his heartbreaking dementia diagnosis aged just 61, Royce put his energy into starting a charitable foundation and set about the massive job of fundraising. Royce's Big Walks have attracted the support of other sporting greats and drawn big crowds of well-wishers to see him.

The wave of nominations Council received for Royce emphasised his humility, warmth, and openness. The people who know Royce—and that's a lot of people—all feel honoured to call him a friend.

Although Royce hails from the tiny town of Gooloogong in Central NSW, it's safe to say that Penrith City has claimed him as our own.



Andrew Paech Mayor's Local Hero Award

Andrew Paech is a well-known leader in the Penrith community. It's hard to know where to begin when describing him, because his work has been so varied and impactful.

His work at WestCare has touched many. For people escaping domestic and family violence, Andrew and the WestCare team provide special crisis accommodation, and supply other local services with essential items to ensure families starting a new chapter have everything they need.

Many locals are familiar with Andrew's work in flood relief and supporting local families through the lockdowns. He can mobilise people for support and becomes a central point others can rally around. Andrew and WestCare were an essential part of the evacuation centres set up after the three recent floods, providing food hampers, gift vouchers, white goods, furniture, and essential items for those affected.

Andrew is an organiser of the Penrith Men's Walk and Talk, an initiative to bring men together to have a coffee, catch up and go for a stroll. Even if they don't know a single other person there, the weekly event is an opportunity for men to forge social connections and boost their mental health. No one attending the event has ever had to pay for their coffee, as Andrew and his mates arrange for local businesses to pay for the coffee tab every month.

When you drive through Penrith, you'll often see a WestCare van or truck—most likely with Andrew driving—on the way to help someone in need.

To quote the person who nominated him, 'Penrith wouldn't be Penrith without Andrew Paech.'



Margaret Collier Making a Difference, Community Service Award

When Margaret retired after a stellar career in aged care—she received the Premier's Award in 1994 for her contributions to the sector, including her advocacy for therapy dogs in nursing homes—it made perfect sense to continue giving back.

And so, in 2000, Margaret and a friend co-founded Caring Hearts Quilters. This group of incredible women keep the art of quilting alive, handmaking quilts for patients in hospitals in the Penrith, Blue Mountains, and Hawkesbury regions.

The patients who receive the quilts are facing serious illness or are receiving end-of-life care, and some have experienced a stillbirth. Receiving this gift can literally bring warmth and physical comfort, and the hours of artistry and focus are unmistakable to anyone who sees the quilts.

Caring Hearts Quilters has responded to natural disasters including the catastrophic Black Saturday bushfires in Victoria in 2009, providing more than 200 quilts to families who lost their homes and all of their belongings. They did the same for people affected by the 2013 fires in and around the Blue Mountains, visiting schools and distributing gift bags.

In 2018, Margaret organised quilts and gifts to be sent to two small schools in the drought-affected towns of Eumungerie and Tooraweenah in NSW. These included sports equipment, books, toys and Christmas gifts for the children and their families, whose livelihoods had been undermined by years of prolonged drought.

Margaret has also made quilts for Australian Defence personnel serving overseas through the Aussie Heroes initiative. Aside from quilting, Margaret's volunteer work has been extensive, supporting Vietnam veterans at St John of God Richmond Hospital and taking school groups through the much-loved Australian Arms Inn Museum in Emu Plains.



John Fenton Making a Difference, Community Service Award

During his 25 years with the Australian Army, service to his community and country has defined John Fenton's life.

John has been stationed in several places around Australia and internationally, including in the Territory of Papua and New Guinea where he supported the successful independence of our close neighbour. As a commissioned officer progressing to Major, John commanded various units. During his quarter of a century of service, he was responsible for the safety of Australian soldiers in peacetime and wartime.

After years of selflessness, it's no wonder he still felt a strong sense of duty when he resigned from his Commission in the Army. He became involved with the Returned

and Services League Penrith Sub-Branch, advocating for veterans and their families.

John supports currently serving and former members of the Australian Defence Force and their families with everything from accessing medical help, food hampers, emergency accommodation and navigating access to specialist assistance. In the last couple of years, there has been an increase in ex-service personnel from recent conflicts in Iraq and Afghanistan experiencing homelessness and other serious issues—John's volunteer work is a lifeline for them.

John has been the Wellbeing Officer for the City of Penrith RSL Sub-Branch for 22 years. He now lives with family in Thirlmere, but even at 84 years of age John travels up to three days a week to Penrith to volunteer. At a time when many people would be slowing down, John's enthusiasm for helping others has not dampened.



Kevin Canning **Making a Difference, Community Service Award**

Kevin Canning is a pillar of our community, a person who will always lend an ear and provide support. He is a founding member of Penrith's Men Walk and Talk and one of the driving forces behind the group.

He dedicates many hours to volunteering for this incredible mental health initiative, organising guest speakers, manning the group's communications, and networking, fundraising, and providing one-on-one support to others, for which he has trained.

Kevin is also active in helping the Penrith Women's Walk and Talk, which he advocated for and helped to launch three years ago.

Through his hours of volunteer work, Kevin has undoubtedly improved the lives of many local people. The Walk and Talk was founded four years ago after the son of Kevin's close friend died by suicide. In the wake of that devastating event, Kevin and his co-founders wanted to create something to help prevent social isolation among men in our community.

A resident of Emu Plains since 1973, Kevin says his greatest achievement is raising three wonderful children with his wife Alisse, who is also his business partner.

Kevin is a proud life member of the Emu Plains Junior Rugby League Football Club, with an association that spans well over 40 years. He is also a life member of the Parents and Citizens Association, acknowledging his dedicated 19 years of service while his children were at school.

Kevin lives by the words, 'It's nice to be important, but more important to be nice.'



Susan Hunt **Making a Difference, Community Service Award**

The phrase 'works tirelessly for the community' could have been written for Sue Hunt.

Sue's jam-packed CV includes 21 years (and counting) as Secretary of the Emu Plains Lions Club, a humanitarian group dedicated to improving the lives of people locally and internationally.

As the only service organisation working in Emu Plains, the role of Secretary of the Lions Club is busy, with duties ranging from raising money through raffles and barbecues, to bigger projects like collecting thousands of unwanted eyeglasses for people struggling with poor eyesight in less-developed countries.

Sue somehow finds the energy to be an avid sailor, volunteering with Sailability, a charity that teaches people with disability how to sail at Penrith Lakes. In addition to being in the boats teaching, Sue also helps to steer the organisation, having held the role of Secretary of Sailability for 15 years.

When our area experienced devastating floods, Sue was on the Australian Red Cross Emergency Services response team, working on the front lines setting up evacuation centres and supporting those affected to access support services.

You can find Sue doing nightshifts at Ronald McDonald House at The Children's Hospital at Westmead, providing homecooked meals for families who have travelled from around Australia, often in very stressful circumstances, to access neo-natal care.

And all this comes after a 33-year career in community and cultural development in the Children's Services department at Penrith City Council, helping to build the strong foundations of a community we all rely on today.



Australia Day Honours

Medal of the Order of Australia

MR EMMANUEL (BILL) BORG OAM

A resident of Erskine Park, Bill Borg has been recognised for his services to rugby league. His commitment and passion have been instrumental in the advancement of this much-loved sport in our region. He has volunteered for the St Clair Junior Rugby League Club in various capacities since 1986, notably as Secretary from 1989 to 2021 and has been recognised as a Life Member since 2001. His contributions to the Penrith and District Junior Rugby League are equally impressive, having been made a Life Member in 2007 in recognition for his years of service to the club.

Bill's list of awards is also distinguished. He received a Community Recognition Award from the NSW Government in 2022; a Local Hero Award in 2018; a Community Service Award from the NSW Government in 2015; the Jim Anderson Memorial Award from Penrith Valley Sports Foundation in 2018 and an Administration Award in 2011; the Centenary Medal of Rugby League in 2009; and the Australia Day Sports Achievement Award from Penrith City Council in 2008. In 2010, the Bill Borg Mini Field at Peppertree Reserve was named in his honour.

MRS KARYN BORG OAM

A resident of Erskine Park, Karyn Borg has been awarded this honour for her services to junior rugby league. A key contributor to the St Clair Junior Rugby League Club, Karyn's years of dedicated service began in 1984 with extensive volunteer work. In the decades since, she has acted as the club's founding Webmaster since 1996; was the Editor and Producer of the club's weekly magazine from 1998 to 2009; served as Statistics Coordinator from 1984 to 2021, and was recognised as a Life Member in 2004.

Karyn has also been instrumental in the development of the Ladies Auxiliary of the St Clair Junior Rugby League Club, serving as Treasurer from 1988 to 1990. Additionally, she has made a significant contribution to the Penrith and District Junior Rugby League, serving as Vice President from 1990 to 1998, as well as holding the position of District Registrar for five years.

Karyn's contributions to junior rugby league have been instrumental in the advancement of the sport locally. Without a doubt, her work has positively affected the lives of young people in our region.

Public Service Medal

MRS ELIZABETH STOCKELL PSM

A resident of Emu Plains, Elizabeth Stockell was honoured for outstanding public service in supporting the recovery of disaster-affected communities in NSW. Elizabeth led teams at Service NSW as they delivered frontline and behind-the-scenes assistance. Her leadership, dedication and empathy were evident in the way she has supported individuals and communities while also ensuring the safety and wellbeing of her teams.

Elizabeth particularly made an outstanding contribution following the unprecedented floods which caused devastation in the Northern Rivers region of NSW in February and March 2022. She was instrumental in establishing more than 80 Recovery Centres, Business Hubs and Recovery Assistance points, assisting nearly 12,000 customers and businesses in person to apply for more than 24,000 grants for financial assistance.

Elizabeth has a unique ability to balance a high degree of empathy for people with an exceptional ability to deliver results. She consistently went above and beyond to secure positive outcomes for customers. She worked tirelessly to support them, with a determination to serve that is the hallmark of a great public servant.

King's Birthday Honours

Medal of the Order of Australia

MRS GAI HAWTHORN OAM

A resident of Emu Plains, Gai Hawthorn is a prominent leader and ambassador. Gai is the Chief Executive Officer of the Penrith CBD Corporation, serves as the President of Pink Up Penrith and Penrith PCYC, and is also Secretary of Penrith Community Kitchen. This is to name just a few of her contributions through her volunteer work, board membership, community organising and advocacy.

Unsurprisingly, Gai's work in Penrith has been recognised on numerous occasions. In 2020, she received the NSW Minister's Award in Volunteer Excellence; in 2013 she received a Women With Attitude Visionary Leaders Award and won Local Woman of the Year; and in 2011, she received a NSW Community Service Award and was recognised with a Paul Harris Fellowship from Rotary Australia.

Gai has an indefatigable passion for improving the lives of people in all facets of our community. She supports young people through PCYC; raises funds and awareness for the breast cancer cause through Pink Up Penrith for the McGrath Foundation; and she supports local people experiencing food insecurity through her work with Penrith Community Kitchen. Gai sees our community as interconnected, and stronger because of those connections.

MRS LEISA McGIVERN OAM

A resident of Glenmore Park, Leisa McGivern has been recognised for services to children as a foster carer. She supports families by caring for children when their parents are unable to for a period of time. She provides a safe, nurturing, and secure family environment for children and young people needing care.

Leisa has been a foster carer with Anglicare Sydney since 2014, and prior to that was a foster carer with the NSW Government from 2000 to 2014. In addition to having five children of her own, she has fostered more than 50 children during this combined period of 23 years. Leisa willingly fosters very young children, even newborns, who often have significant health challenges and care requirements.

It's hard to imagine any other volunteer work that is more all-encompassing, or one that requires a more personal sacrifice. Leisa was inspired to take this path when she crossed paths with a foster carer at her children's play group. She is undoubtedly an inspiration to other people considering taking on this important role in our community.

Public Service Medal

MRS DENISE ROBENS PSM

A resident of Glenmore Park, Denise Robens has been recognised for outstanding public service in classroom teaching at Regentville Public School, where she has worked for more than 20 years. Her passion and determination to improve the learning outcomes of the students and the school community she serves is outstanding.

Denise routinely reviews learning with each student in class and on work submitted, ensuring all students have a clear understanding of how to improve. Her kind and caring character and her deep knowledge of curriculum and assessment allow all students to feel valued and be engaged and challenged at school.

Denise works collaboratively with her colleagues to ensure students are placed in a position to succeed and goes above and beyond by leading extracurricular programs such as school choir and student participation in the Sydney Writers' competition. As the High Potential and Gifted Education Lead at Regentville Public School, she has participated in rigorous training and development to upskill her knowledge of policy and practice and delivered professional learning to all staff, with a focus on differentiation and meeting the needs of the whole child.

Australian

Corrections Medal

MR STEPHEN THORPE PSM

A resident of South Penrith, Stephen Thorpe has been recognised for outstanding public service in driving change and innovation in Corrective Services NSW. Stephen has championed prisoner education programs, providing inmates with the opportunity to gain real-world skills for employability and to enhance their rehabilitation and employment prospects upon reintegration to the community.

Through his visionary leadership, Stephen has significantly contributed to the growth of Corrective Service Industries (CSI), which is recognised as a market leader and sets a benchmark for global best practice. Stephen was also pivotal in supporting a large-scale research project that explored the impacts of traineeships on the tendency to re-offend. Conducted through the Bureau of Crime Statistics and Research, the research is the first of its kind in Australia and would not have been possible without Stephen's contribution.

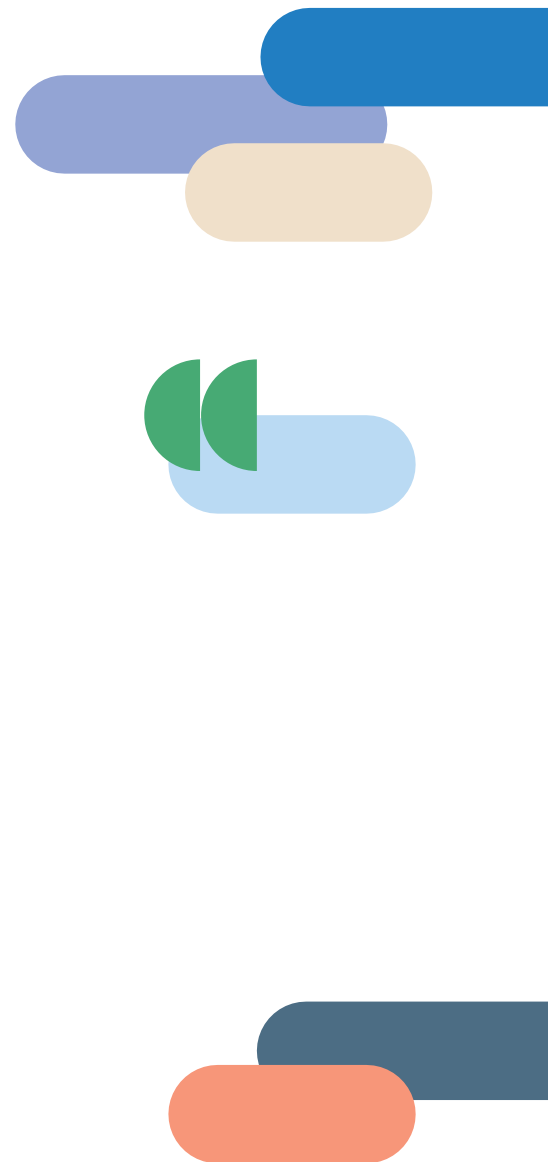
He is regarded by his peers as having genuine care and compassion for inmates, demonstrating an unrelenting determination to provide maximum opportunities for them to learn while in custody so that upon release they can gain meaningful employment. Around 100,000 inmates have been supported in prison work and education under Stephen's leadership.

MR PREETPAL SINGH ACM

A resident of Glenmore Park, Preetpal Singh has been recognised for significant achievements as Network Systems Manager with Corrective Services NSW (CSNSW). Initially recruited as a Correctional Officer in 2006, Mr Singh has spent the past 11 years in a hands-on IT role that directly supports inmates at the Metropolitan Remand and Reception Centre at Silverwater.

Preetpal has been involved in a variety of technological projects including security system installations, the set-up of video visits, supply chain management, and the migration and upgrade of computer systems. He has also provided high-level technical service to other areas within CSNSW, including to the office of Assistant Commissioner Custodial Corrections and Metro East Regional office.

Preetpal has excellent personal qualities and work ethic, as well as the capacity to think strategically and a strong sense of loyalty to CSNSW. His achievements are extensive and demonstrate his drive in the implementation of major change, continuous improvement, and culture development.



Our Business Improvement and Innovation Initiatives

The Business Improvement team provides guidance and support across Council to help teams become more effective and efficient. In 2022–23, the Business Improvement team implemented several initiatives across Council. Our business improvement approaches are categorised as:

Process improvement

Customer journey mapping

LEAP program

Strategic business reviews

These are discussed in more detail on the next page.



Improving

Processes

We collaborated with stakeholders across the business to streamline everyday processes. This included working with our Finance and Asset Management teams to improve management of our utilities. Our Utilities Project focused on the management of electricity, water and gas, with the aim to:

- Reduce inefficient operations and usage.
- Identify clear accountability and ownership of actioning requests, notifications and queries.

We continued to collaborate with our Procurement and ICT teams to streamline the existing procurement platform. We added new modules to allow all our procurement activities to be consolidated into one system.

We worked with the Property Development team to consolidate processes across departments for land transfers both in and out of Council's ownership. This project focused on improved business processes, adhering to legislative requirements, and preventing process breakdowns that could result in errors and inconsistencies in Council's records.

During the year, we held 56 process mapping sessions with multiple departments to increase our organisation's process knowledge base and establish consistency in how we conduct our business.

Mapping

Our Customer

Journey

Influenced by the celebrated front foyer redesign at the Civic Centre, we led a project focused on redesigning and upgrading the service desk at the Penrith Library. The aim of the project, called 'Bookending our Library Service Desk Experience', was to ensure our customers' experience at the library delivered on Council's Customer Promise.

We applied a human-centred design lens so that the design brief met our customer and staff needs. The brief integrated 12 concepts developed through our review that also adhered to building requirements.

We worked with key Library Services stakeholders during the 10-week project, as well as staff and others impacted by the redesign. As part of our commitments in the Disability Inclusion Action Plan (DIAP), we engaged with external stakeholders, including Library volunteers, staff from NADO Disability Services and we conducted walk-throughs with Dementia Australia.

This project was nominated as a finalist in the NSW Local Government Excellence Awards in the Innovative Leadership category.

Our LEAP

Program

In response to the Office of Local Government's requirement for councils to identify and review service areas, we developed the Leading Excellence and Performance (LEAP) program. LEAP aims to improve the way we deliver services to and for our community and complement two of the agreed organisational priorities:

- We will realise our full capability, so we work smarter and within our available resources.
- We will take a strategic approach to our program of projects, decision making and how best to deliver on time and within budget.

Work has already commenced on three of the priority projects for 2023–24. They are:

- Project management—Responding to a project management audit.
- Grants and electoral commitments—Reviewing the way Council applies for grants and how funds are committed to Council, such as election commitments.
- Internal referrals—Reviewing processes related to internal referrals between departments in relation to development.

Our Economic Development Initiatives

Our Visitor Economy

This year, visitors returned to enjoy Penrith's attractions and experiences. In 2022, 1.64 million people visited Penrith—an increase of 200,000 visitors (14%) compared to 2019. The value of Penrith's visitor economy increased by \$25 million or 7.3% to \$367 million. As an established destination for day visits, Penrith has recovered strongly post-COVID-19 in this market segment, with day trippers accounting for 82% of total visitors.¹

Visitor Campaigns

We had two highlight campaigns. They were:

- **Cooperative marketing campaign with Destination NSW**—the 'Feel New in Penrith' campaign ran from 30 August to 5 October 2022 to drive interest in and bookings of Penrith destinations and experiences.
- **Summer campaign**—the 'Love Summer, Love Penrith' campaign was delivered with our partners Timeout Sydney and Out and About with Kids. It invited visitors from across Sydney to explore Penrith in the summer.

Investor and Business Concierge

We provided an investor concierge facility to assist new businesses to set up and thrive in Penrith. Working with NSW Government agencies, commercial leasing agents and local business groups, investors are guided through the opportunities and process of establishing a business in Penrith.

Business Events

We delivered two signature symposiums—Amplify Penrith and Connected St Marys—attended by a total of 215 business and community leaders who shared stories of economic growth opportunities in Penrith. Council also sponsored the Penrith Valley Chamber Lights on Penrith 'Made Here' event (attended by 98 people) and supported the Penrith CBD Corp Property Owners Event (attended by 100 local property and business owners).

¹ National and International Visitor Surveys (2022), Tourism Research Australia.





Partnerships

We partner with local, state and national organisations to attract investment and support local businesses. In the last year, we supported the delivery of 12 industry development programs that attracted more than 1,000 participants. These included:

- 'Start Me Up Penrith' events
- CSIRO's Generation STEM Community Partnership Program
- Defence procurement workshops
- Women in Aviation
- Zero Barriers Project
- Recruitment drives to provide residents with employment opportunities with Woolworths, Amazon and ParkLife Metro.

Projects and Programs

We delivered several projects and programs in the last year, including:

- Refreshed print and digital versions of the Visit Penrith Guide.
- Regular updates and listings on our Visit Penrith website, which had 293,213 users (a 23% increase on the previous year).
- The Penrith Heritage Walk was launched and shortlisted in the Education and Conservation category at the National Trust Heritage Awards held in May 2023.
- We assessed 42 applications for filming in Penrith.
- We led a review of The Quarter Health and Education Precinct in collaboration with the Steering Committee, with new Terms of Reference, Project Charter and operating model prepared for consultation.

Attracting investment in Penrith

There were several ways that we facilitated investment attraction into Penrith. These included:

- Produced five editions of the Invest Penrith e-newsletter, sharing 63 stories with our audience. There was an average of 1,598 recipients per send and the click through rate was 11.1%. The newsletter also helps keep local businesses informed and engaged with our City.
- Launched our refreshed brand in September 2022, with the new 'Positively Penrith' brand elements seen across the City and in our publications and online resources.
- The new Invest Penrith prospectus was published in October 2022. More than 700 printed copies delivered to businesses and investors, and there were 218 downloads from the Invest Penrith website: penrithcity.nsw.gov.au/building-development/invest-penrith
- The Invest Penrith website received 20,715 page views during the year.

Our Advocacy Initiatives

Council advocates on behalf of our community to the Australian and NSW governments for investment in infrastructure, projects and programs that will enable our City to be connected, healthy, innovative and balanced during our region's rapid growth and transformation.

Our advocacy work is guided by our Advocacy Strategy, which sets out how we will proactively plan and pursue priority projects that require collaboration with other levels of government. During 2022–23, Council adopted a new Advocacy Strategy. We also published a revised list of Advocacy Priorities which identifies the city-shaping infrastructure projects that will be the foundation of our advocacy work.

Our advocacy efforts focused on connectedness, communities, and culture—three pillars of a thriving and resilient city. The city-shaping projects identified in our Advocacy Strategy and Advocacy Priorities address the infrastructure gaps that would hinder Penrith's sustainable growth and fulfilment of our City's untapped potential. These included:

- Delivering the North South Rail Link—including the Sydney Metro—Western Sydney Airport.
- Advocating for the Castlereagh Connection and Werrington Arterial Stage 2.
- Developing the Places of Penrith Strategic Framework.
- Developing strategic plans for priority precincts.
- Fulfilling Western Sydney City Deal commitments.
- Funding key projects under the WestInvest program.

Council advocated for our community's needs and aspirations by making submissions on proposals from the Australian and NSW governments. We also worked with councils and other levels of government through participation in collaborative working groups.



Delivering Sydney Metro, Western Sydney Airport

In 2022–23, Council continued to work with the NSW Government on the delivery of the Sydney Metro—Western Sydney Airport (the Metro) rail line and stations that are set to open in 2026. Through tri-government governance arrangements, we have continued to ensure that the benefits of the North–South Rail Link—of which the Metro is a part—are maximised.

We continued to employ an Interface Lead to coordinate and represent Penrith in the planning and delivery of the Metro project. This role is responsible for ensuring Council's objectives are met, our strategic goals are considered, and the expectations of the Interface Agreement are met.

We continued to provide input and feedback for consideration by the NSW Government during the design and construction of stations and adjacent precincts, including:

- Integration of the transport interchange with surrounding areas.
- Convenient and safe access to the interchange for pedestrians and cyclists in all directions.
- Improved activation and urban design while improving connectivity to new stations.
- A rapid bus service from the Penrith City Centre to the Western Sydney International Airport and Aerotropolis.

Advocating for the Castlereagh Connection and Werrington Arterial Stage 2



In 2022–23, we continued to advocate for an evacuation solution for Penrith as part of the Hawkesbury–Nepean Valley, which would address flood and safety risks to communities living in the catchment and facilitate responsible future development.

The Castlereagh Connection is a vital link road that would act as a major flood evacuation route. It has been identified as a high priority project in our Advocacy Strategy and Advocacy Priorities. Due to the critical need for better flood evacuation in our region, further investigation by government is needed.

In 2022, the Australian Government confirmed \$50 million to develop a Business Case for this critical piece of infrastructure. We continued to advocate for the commencement of the business case, and for further funding for the project's construction.

We also continued to advocate for improved flood resilience under the NSW Government's Hawkesbury–Nepean Valley Flood Evacuation Road

Resilience Program. The program proposes road infrastructure improvements across four Western Sydney local government areas—Penrith, Hawkesbury, Blacktown, and The Hills—including road shoulder widening, new culvert and bridge structures, road raising, pinch point upgrades and drainage improvements to address localised flash flooding which causes premature closure of evacuation routes.

Similarly, Council continued to advocate for the Werrington Arterial Stage 2—the missing link of critical infrastructure between the M4 at St Marys and the North West Growth Area.

The Werrington Arterial Stage 2 is needed to alleviate congestion and connect residents and businesses in Western Sydney. The Australian and NSW governments committed \$6 million to undertake a Strategic Business Case for the Werrington Arterial Stage 2. We are asking for the business case to commence and further funding for the project's construction.

Developing the Places of Penrith Strategic Framework

We are developing the Places of Penrith Strategic Framework to set a vision for our future City. A series of studies and strategies have been developed as part of the Strategic Framework. Three components were finalised in 2022–23. They were the Local Housing Strategy, Rural Lands Strategy and the St Marys Town Centre Structure Plan. Together these strategies provide direction to leverage opportunities such as the construction of the Metro and Western Sydney International Airport.

Council adopted the St Marys Town Centre Structure Plan in November 2022.

The Structure Plan will guide the growth and change of St Marys Town Centre over the next 20 years. It sets a place vision, place outcomes and strategic directions so that St Marys grows as a vibrant, welcoming, sustainable and authentic strategic centre that meets the changing needs of local community. This work is continuing into 2024 through the development of the draft St Marys Town Centre Master Plan.

In 2022–23, Council finalised the Penrith Accessible Trails Hierarchy Study (PATHS) Implementation Plan. PATHS supports Council's long-term goal of providing a planned and cohesive walking and cycling network across our City. The Implementation Plan identifies priority projects, active transport routes, and infrastructure that needs to be implemented.

The Places of Penrith strategies and other strategies prepared by Council will be key inputs into regional strategies by government.

Developing Strategic Plans for Priority Precincts

In 2022–23, Council continued to work with the NSW Government to plan new communities and infrastructure in the Greater Penrith to Eastern Creek (GPEC) area. To make sure the growth is sustainable and builds on the investment and benefits of the Metro and Western Sydney Airport, the NSW Government prepared the Greater Penrith to Eastern Creek Strategic Framework. The Framework was finalised in June 2023.

In 2022–23, Council continued to collaborate with the NSW Government to plan new homes and jobs growth close to transport, schools and public spaces in Orchard Hills and St Marys Town Centre as part of GPEC.

ORCHARD HILLS

In February 2023, we provided submissions to the Draft GPEC Strategic Framework and Orchard Hills Discussion Paper. Planning for the Orchard Hills Precinct around the Metro station is being led by the NSW Government, and Council made representations on behalf of the community for this significant future precinct.

The precinct planning process for Orchard Hills is expected to be publicly exhibited by the NSW Government in late 2023.

ST MARYS TOWN CENTRE

We are leading the planning process for the St Marys Precinct around the new Metro station. Council adopted the St Marys Town Centre Structure Plan in November 2022 to guide the growth and change of St Marys Town Centre as it develops over the next 20 years. We engaged our community and NSW Government agencies as part of the Structure Plan development. This work is continuing through the development of the draft St Marys Town Centre Master Plan.



Fulfilling City Deal Commitments

We collaborated with other government stakeholders to implement commitments under the Western Sydney City Deal, which unifies Australian, state and local governments in delivering smart and responsible growth for Western Sydney, including much needed investment in infrastructure and job creation. Key activities are outlined below.

THE PARKS ALLIANCE

We dedicated funds and continued to participate in the alliance of Western Parkland Councils, known as The Parks, which was established to formalise the existing collaboration between Western Sydney City Deal councils. The Parks alliance continues to drive collaboration with the Australian, state and local governments to deliver key City Deal commitments and advocate for the Western Parkland City.

WESTERN SYDNEY PLANNING PARTNERSHIP

We dedicated funds and resources to ensure that the Western Sydney Planning Partnership's (WSPP) projects were delivered in 2022–23, including affordable housing (amendments to the Housing SEPP), draft Shelter-In-Place Guidelines, land acquisition, smart infrastructure and planning for the Aerotropolis. Council staff provided input to the WSPP's projects and joined working groups to share data and knowledge.

SMART KERB

We partnered with Transport for NSW to deliver the Smart Kerb pilot project. It trialled a variety of digital sensing devices that count pedestrians, bicycle riders and vehicles as well as ambient air temperature at roadside kerbs. The data collected is helping us assess and plan walking and cycling demand and accessibility around our City.

SIX CITIES REGION DISCUSSION PAPER

In October 2022, Council provided a submission to the Six Cities Region Discussion Paper to inform the review of the Greater Sydney Region Plan and City Plans. The draft plans are expected to be released in a formal exhibition in late 2023. These strategic documents provide a refreshed 40-year vision and revisited 20-year plan for Greater Sydney and its districts. This process is overseen by the NSW Government's Greater Cities Commission.

Funding from WestInvest Grants

In August 2022, Council applied for funding of 37 projects through the NSW Government's WestInvest program. The projects chosen for funding included:

- \$21 million for the St Marys City Heart and Entertainment Canopy project to deliver a new civic park and state of the art performance centre.
- \$7 million towards the Gipps Street Recreation Precinct project to transform a 32-hectare former landfill site in Claremont Meadows into a multipurpose open space community facility.

For a full list of the successful applications, please see Appendix 5.

Other Submissions to Government

In 2022–23, Council also made submissions relating to the:

- Australian Government's Draft National Cultural Policy.
- NSW Government's Enabling Local Business Improvement Districts White Paper.
- Proposed upgrade of Elizabeth Drive (West and East).
- NSW Reconstruction Authority's Regulatory Impact Statement.
- Draft Greater Penrith to Eastern Creek Strategic Framework.
- The Orchard Hills Discussion Paper.

PENRITH LAKES

In 2022–23, Council wrote to the NSW Premier and met with the Minister for Planning and Public Spaces to advocate for the progression of a vision and master planning process for Penrith Lakes. We know there are untapped recreation, tourism, economic and social opportunities that are important for the broader strategic planning of our City. We are calling on the NSW Government to create a diverse open space parkland, including waterway facilities around Penrith Lakes, with pedestrian and cycle links from Penrith. We would also like to see landscaping and tree plantings to support our Cooling the City initiatives. We are advocating for the release of more area within the Lakes precinct to allow our community to enjoy this water-based parkland and support our efforts to build the visitor economy.



Our Year Ahead

The coming year, 2023–24, is the second year of Penrith City Council's 2022–26 Delivery Program. The 2023–24 Operational Plan is an annual plan that identifies the actions we will take that will contribute to the implementation of the four-year Delivery Program.

The 2022–26 Delivery Program sets out our Principal Activities that will contribute to the delivery of the five Community Outcomes in the Community Strategy Plan 2036+.

In 2023–24, we will continue to green the landscape, provide more shade and protect biodiversity across our region. We will develop and deliver initiatives to respond to climate change, including the Cooling the City and resilience initiatives including:

- emergency preparedness
- urban food program
- energy efficiency
- net zero emissions pathway
- Resilient Penrith Action Plan.

We will manage the risk to and impact on life and property from the existing and potential future use of the floodplain. As part of the Floodplain Management Program, we will progress the:

- Emu Plains Flood Risk Management Study and Plan
- Peachtree and Lower Surveyors Creeks Catchment Flood Risk Management Study and Plan
- Rickabys Creek Catchment Flood Study
- Upper Byrnes Creek Catchment Flood Study
- Blackwell Creek Catchment Flood Study
- St Marys Levee investigations
- Doonmore Street Detention Basin investigations
- Oxley Park Levee investigations
- Chapman Gardens Detention Basin investigations
- Byrnes Creek Catchment Flood Mitigation investigation.

As our region continues to grow, we will develop strategy and policy that responds to the impact of growth and new opportunities including:

- Culture Strategy and Action Plan
- Community Services Tenancy Policy
- Community Funding Policy
- Community and Cultural Facilities Strategy
- Reflect Reconciliation Action Plan.

We will work in partnership to support the revitalisation of the Penrith, St Marys and Kingswood centres by implementing strategic place making activations and developing a City Park activation plan.

We will provide opportunities for our community to participate in activities and events that celebrate our diversity, culture and creativity. Our popular Village Café program will return, and we will consider options to expand it, as well as deliver the actions we committed to in our Disability Inclusion Action Plan.

Working with other levels of government, we will develop strategic plans for priority precincts within the Greater Penrith to Eastern Creek Growth Area, including finalising the draft Places of Penrith Strategic Framework Stage 1:

- employment lands
- green grid
- revised local housing and corridors.

We will improve the amenity of Council-owned public transport assets, such as the Bus Shelter Renewal Program by installing another four bus shelters.

And we will design and deliver our major projects including the:

- Gipps Street Recreation Precinct
- Regatta Park Precinct
- Dunheved Road Upgrade
- City Park project.

For more information on what we will deliver in the coming year, see our 2023–24 Operational Plan on our website.

2023-24 Budget Snapshot

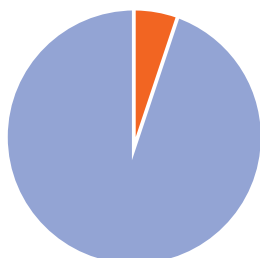
Figure 15: Where will the money come from?

\$344 million



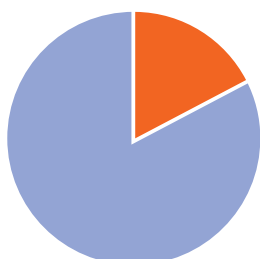
Rates
\$155m, 45%

Residential and Business Rates.



Operating Grants and Contributions
\$19m, 5%

Financial Assistance Grant, Library Subsidy, Childcare Subsidies.



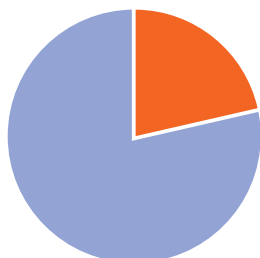
Other Income
\$60m, 17%

Interest Income, Asset Sales, Loan Borrowings.



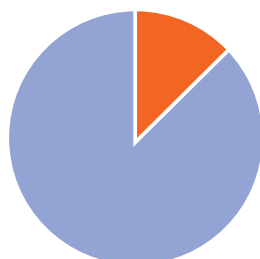
Fees and Charges
\$101m, 29%

Development Applications, Waste and Stormwater Management Charges, Facility Hire, Childcare fees, Pool and Gym entry fees.



Capital Grants and Contributions
\$72m, 21%

s7.11 Developer Contributions, Roadworks Grants, Other Capital Works Grants.

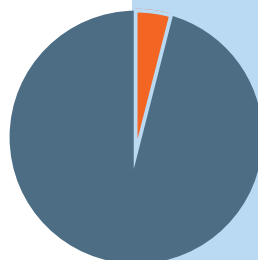


Net Reserve Movements
(\$63m), (18%)

Net result of transfers into reserves vs transfers out of reserves.

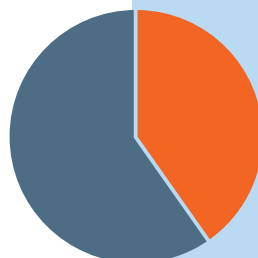
Figure 16: Where will the money be spent?

\$344 million



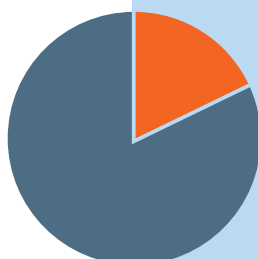
Debt Servicing
\$14m, 4%

Interest and Principal Loan Repayments.



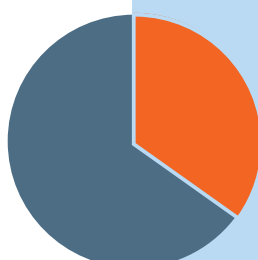
Employee Costs
\$143m, 42%

Salaries and Wages, Superannuation, Annual Leave, Long Service Leave, Workers Compensation, Training.



Materials, Contracts and Other
\$66m, 19%

Garbage collection contracts, IT Software Contracts, building maintenance contracts, plumbers, electricians, maintenance and operational materials.



Capital Works
\$121m, 35%

Major Projects, Asset Renewals and Upgrades, Property Development, Plant and Fleet Purchases, Library and ICT Resources.





Who We Are

Our History

The lands of Penrith have been sacred to the Dharug people for thousands of years, with written history of the area beginning on 26 June 1789—18 months after the landing of the First Fleet. At this time, Captain Watkin Tench and his party set out to explore the area now known as Penrith.

After a day's travel west from Botany Bay, Captain Tench encountered the broad expanse of the Nepean River, near the spot where the M4 Motorway Bridge is today. He wrote, "We found ourselves on the banks of a river, nearly as broad as the Thames at Putney and apparently of great depth". The party could not cross the river, so they travelled north along the bank for a short distance, observing Aboriginal daily life as they walked. Phillip later named the river after Sir Evan Nepean, the Under-Secretary of State in the Home Office, who played a pivotal role in organising the First Fleet.

The lands we now call home have been agricultural pastures for animals, a penal colony, and a vast factory that produced ammunition for far-flung wars. Penrith was home to convicts, who were deported from England and incarcerated at Emu Plains, then made to work in iron gangs to build the treacherous Zig Zag Road, now known as Old Bathurst Road.

Penrith's pivotal location on the Western Road ensured that our City became instrumental in the history of NSW. Construction of the mighty Victoria Bridge allowed for the gold fields west of the Great Dividing Range to open. As the gold rush unfolded, the amount of traffic into and through Penrith increased exponentially, with hordes of miners trying their luck, and many inns, hotels, shops and services springing up to cater to them.

In the late 1860s, the railway and Penrith station became key to our district's development. As the economic importance of the area grew, the desire for local government began to stir. Local landowners and residents expressed their desire for a voice in matters affecting them. After several petitions—and many counter petitions—the district of Penrith was proclaimed a municipality on 12 May 1871. The population of the Penrith township at that time was 836.

The colonial settlers had commenced local government in the City of Penrith in 1843, forming district councils. The incorporation of the town of Penrith in 1871 was followed by St Marys (1890), Mulgoa (1893), Castlereagh (1895), and Nepean Shire (1913). On 1 January 1949, these local government authorities amalgamated to form Penrith Municipal Council, and 10 years later, the Municipality of Penrith was proclaimed a City.





Our Services

We deliver a wide breadth of services to the community including:

Constructing, managing and maintaining:

- civil assets (such as roads, drainage and footpaths)
- recreational areas, public and open spaces
- Council buildings and facilities
- Council controlled cemeteries
- aquatic leisure centres and facilities

Providing and managing waste and resource collection services

Advocating to other levels of government on behalf of our community

Planning for the future of the City

Communicating and engagement with our customers

Sustainability initiatives, programs and education

Developing and managing property

Supporting local emergency management services and contributing to public safety

Promoting and marketing of the City

Providing community activities and events

Development assessment, certification and approval services

Compliance and regulatory functions, including animals and illegal dumping

Protecting and enhancing the environment

Children services

Library services

Floodplain planning

Traffic management, parking and road safety planning

Providing corporate functions to ensure the organisation runs efficiently and effectively and abides by all legislative requirements

Our Areas of Operation

The Penrith Local Government Area comprises 404 square kilometres and the Penrith CBD is located 55 kilometres west of the Sydney CBD. The LGA is bordered by six other LGAs—Blacktown, Blue Mountains, Fairfield, Hawkesbury, Liverpool, and Wollondilly.

Penrith City Council operates out of four primary sites. They are:

Civic Centre and Library

601 High St, Penrith

Works Depot

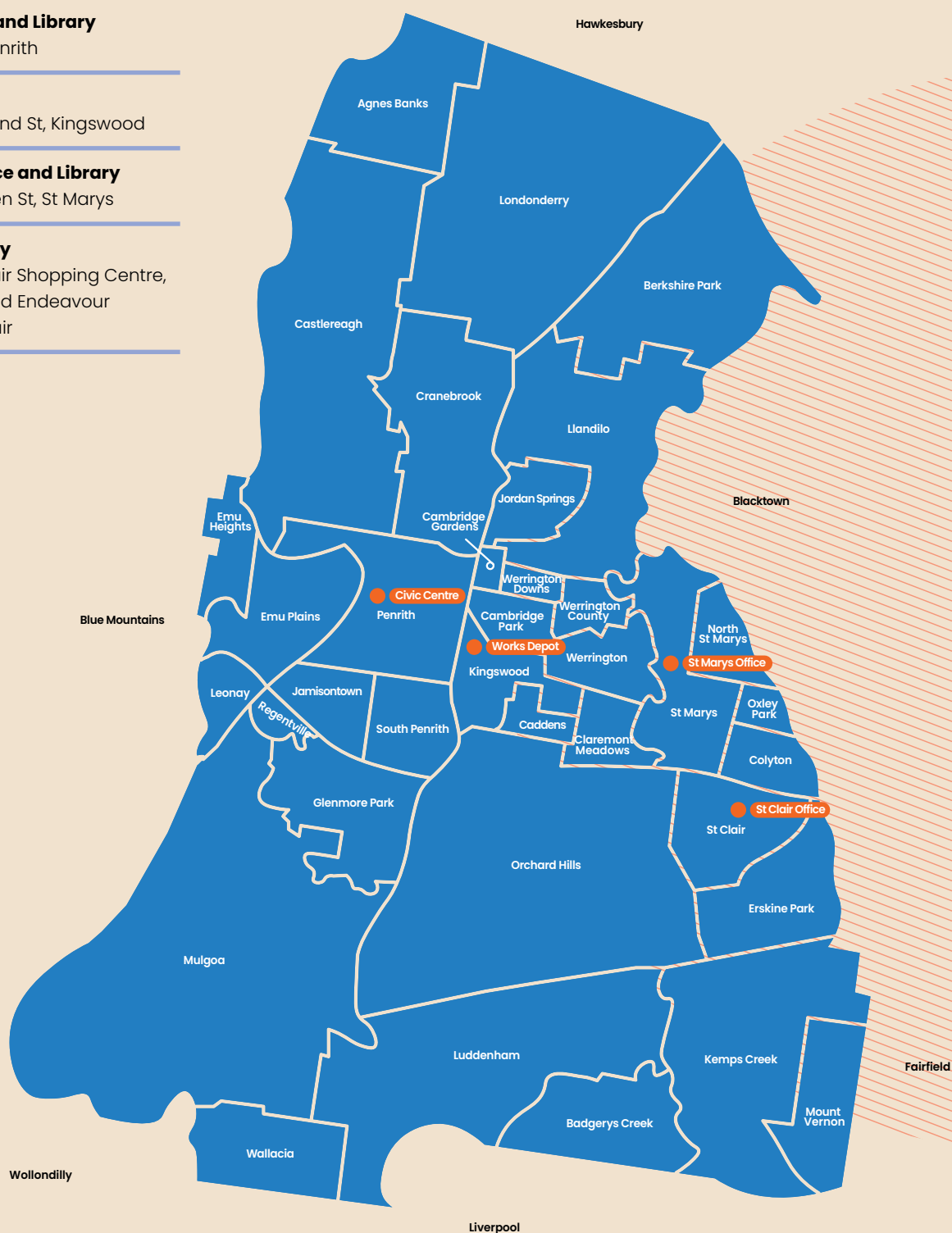
34-58 Copeland St, Kingswood

St Marys Office and Library

207-209 Queen St, St Marys

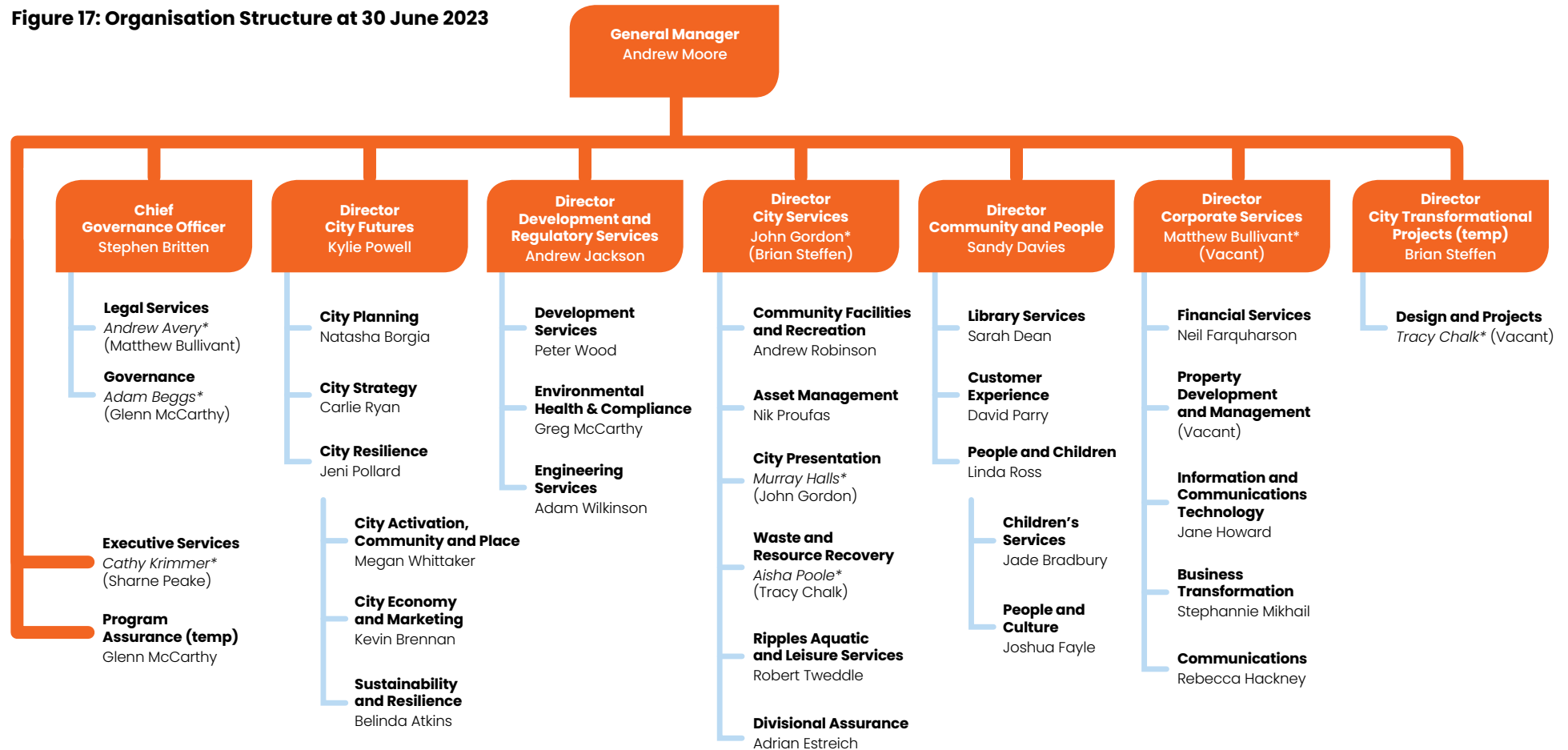
St Clair Library

Shop 12, St Clair Shopping Centre,
Bennett Rd and Endeavour
Avenue, St Clair



Organisation Structure

Figure 17: Organisation Structure at 30 June 2023



* Acting in role
(Substantive position holder)

Our Penrith

POPULATION

220,908 **276,609**

2023 ESTIMATE **2036** PROJECTION

404
Km sq

55km west of
Sydney's CBD

For every 100 residents

17* 
Children (0-11 years old)

8* 
Teenagers (12-17 years old)

57* 
Adults (18-59 years old)

18* 
Seniors (60+ years old)

5*

Aboriginal and
Torres Strait
Islander

23*

Born
Overseas

20*

Speak a language
at home other than
English

13

Volunteers

2*

Live with a
profound or
severe disability

5*

Live with
a mild or
moderate
disability



HOUSEHOLDS

82,800 **109,996**

2022 ESTIMATE **2036** PROJECTION

For every 100 households

50* 
Families with children

22* 
Families without children

21* 
One person households

7* 
Group and other households

76* 
Separate houses

16* 
Medium density

7.5* 
High density

0.5* 
Caravan, cabin or other

24* Fully
owned

38* Mortgage

32* Renting

6* Other tenure

COUNCIL

 **15**
Councillors

3 
Electoral wards


1,186
Staff

 **8**
International partnerships

38 
Suburbs

 **1,211** KM
of roads

2 
Electric Vehicles

 **164**
Car parks

38 
Childcare educational services

132 
Sportsgrounds


 **8,393**
Streetlights upgraded to LED

274 HA 
of local bushland maintained


4 HA 
of Aquatic and Leisure Venues

42
Community centres

1 
Mobile playvan

3 
Libraries serving over 400,000 annual visitors

 **149**
Inclusive playspaces


43 
Solar PV systems

9 
Off leash dog parks

861
Retail Food Business

743 KM 
of footpath and shared pathways

36 
Fitness equipment locations

 **20,591**
tonnes of CO2e saved since 2010

45,090 M²
Synthetic fields

6 
Skate facilities

Customer Experience

149,051 Number of calls per month

8,752 Front Counter Interactions

54,900 Number of CRM requests raised

For every 100 residents

83*
Have motor vehicles

66* 
Have internet access

* Denotes ratio per 100 residents/household.s

Source: Australian Bureau of Statistics 2016 and 2021 as compiled by Profile.id, Remplan and internal records.

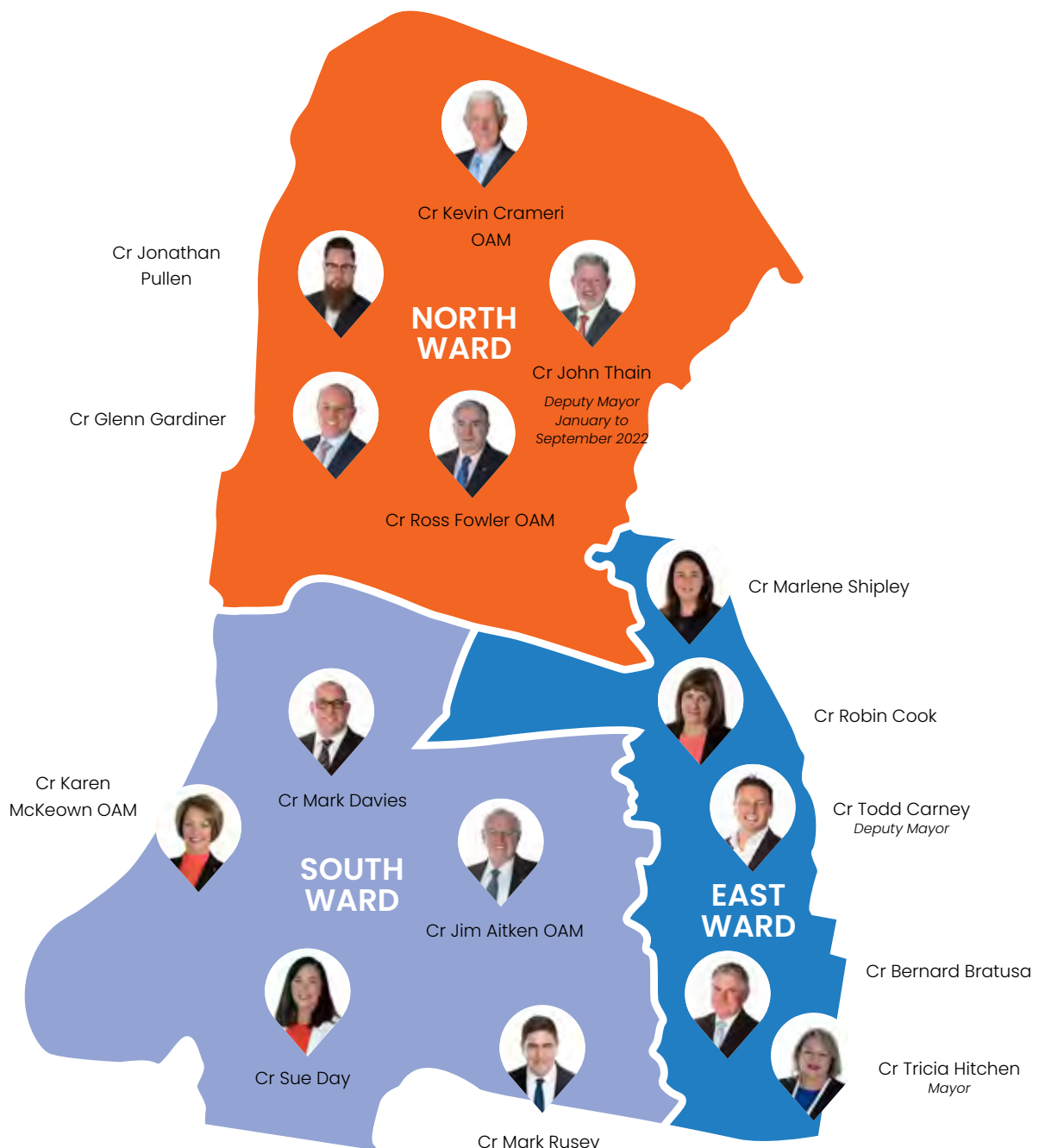
Annual Report 2022-23 43

Our Councillors

The Penrith LGA is made up of three wards, with five councillors representing each ward. Together, the 15 councillors represent the interests of our community and the Penrith region.

Each councillor brings a wealth of knowledge to their role. While they represent a particular ward, their ultimate consideration must be the current and future interests of Penrith as a whole.

Councillors were elected in December 2021. They will serve until the next local government election in September 2024. A new Mayor is elected every two years, and a Deputy Mayor for the same or lesser period as determined by Council.





**Councillor
Kevin
Crameri
OAM**

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 is also a Justice of the Peace. He has lived in the area since he was six years old and is actively involved in many local committees and groups, including as Chairperson for Council's Flood Committee since its inception. Cr Crameri is a life member and former Deputy Captain of the Llandilo Brigade of the NSW Rural Fire Service, life member of Llandilo Public School P&C, member of the Nepean District Historical Society and was President of Cranebrook High School P&C for six years. Cr Crameri is a qualified fitter machinist, chainsaw operator and tool maker. He received his 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 committed to representing the interests of the residents of Penrith.



**Councillor
Ross
Fowler
OAM**

A long-term local resident, Cr Ross Fowler is in his seventh consecutive term on Council after first being elected in 1991. He served as Mayor in 1995–96, 2013–14 and 2018–20. He also served as Deputy Mayor in 2015. Cr Fowler holds a Bachelor of Commerce, is a Fellow of the Institute of Chartered Accountants, a registered Company Auditor and Tax Agent and is the Principal of Ross Fowler and Co, a Chartered Accountancy firm in Penrith. Since 1991, he has represented Council on CivicRisk Mutual, (formerly Westpool), the local government insurance and risk management mutual and is currently Board Chairman. Cr Fowler was instrumental in securing the Penrith Whitewater Stadium ahead of the 2000 Olympics and was Board Chairman of the company which operates the facility since its incorporation in 1999. He is a member of the Boards of Penrith Performing & Visual Arts and Penrith City Children's Services Cooperative, and represents Council on the Audit, Risk and Improvement Committee and Heritage Advisory Committee. Cr Fowler is leading Council's objective to increase our property portfolio and reduce Council's financial reliance on rates income. His extensive financial acumen has been of great benefit to Council. Cr Fowler's 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 ratepayers. Outside his duties as a Councillor, he has been a Director of the Australian Foundation for Disability (AFFORD) since 2004. He is a member of St Marys Rotary Club, and 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, local history, and bee keeping.

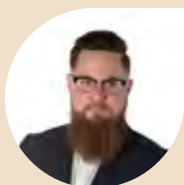


**Councillor
Glenn
Gardiner**

Cr Glenn Gardiner was elected in December 2021 and is serving his first term. Cr Gardiner lives in Londonderry with his wife, Peta, and children, Connor and Amelia. His family has been connected to Western Sydney since the 1940s, when Cr Gardiner's great grandfather moved to St Marys to work nearby at the former ADI site at Dunheved. Cr Gardiner has long held an interest in politics and believes the biggest difference can be made on a local level, which led him to join Council. His passion for helping the community and advocating for the needs of others transcends his role as a councillor. Cr Gardiner works as a Residence Manager for Arcare, an aged care provider, and serves as Chair of Penrith-based SeeAbility, which supports people with neurological disabilities, such as autism or acquired brain injuries. Cr Gardiner has also served the community as a member of the Londonderry Brigade of the NSW Rural Fire Service for 10 years. Cr Gardiner is focused on ensuring the growth of the Penrith LGA with the goal of creating a liveable city, which respects and harnesses the can-do attitude and family-focused culture that consumes Penrith. He believes this starts with the basics, such as giving residents the best possible access to quality roads, great community parks and a thriving local economy. Cr Gardiner is passionate about flood management and represents Council on the Floodplain Risk Management Committee. He hopes to liaise with government agencies and assist with improving the emergency flood response. Cr Gardiner was also on the Penrith Whitewater Stadium Board.

North Ward

Councillors



**Councillor
Jonathan
Pullen**

Cr Jonathan Pullen was elected in December 2021 and is serving his first term. Cr Pullen was born at Nepean Hospital in 1990 and has spent his life in Penrith. Cr Pullen is a Western Sydney University graduate and holds a Bachelor of Communication. He has a professional background in publishing, marketing, e-commerce, digital marketing, and social media. Cr Pullen has always held a firm interest in local, state, and federal politics; becoming politically active from a young age, he began volunteering and campaigning for the Labor Party. He served as President of the ALP Lindsay Federal Electorate Council for five years and as Treasurer and Secretary of the Werrington and Cambridge Park ALP branch for five years. Within these roles and through his work with local and state government organisations, Cr Pullen has become well-versed in discussing the needs of residents. Now serving as an Independent, Cr Pullen is proud to oversee the City's development as an iconic locale with an unfaltering commitment to progress, quality of life and growth opportunities for business.



**Councillor
John
Thain**

Cr John Thain has been a Penrith City Councillor since 1999. He served as Mayor in 2005–06 and 2016–18, and as Deputy Mayor in 2004–05 and again from January 2022. Cr Thain has been involved with several committees, including as Chair and Vice Chair of Hawkesbury River County Council, Chair of Penrith Valley Regional Sports Centre, and as a member of the Ripples Board and the North St Marys Neighbourhood Committee. From 2016–18, Cr Thain was the Chair of the Western Sydney City Deal Mayoral Forum. He also served on the Penrith Whitewater Stadium Board. Cr Thain holds electrical qualifications, is a former senior advisor to a NSW Housing Minister and works in the allied health disability sector. 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.

East Ward

Councillors



**Councillor
Bernard
Bratusa**

Cr Bernard Bratusa has been a local resident since 1980 and was first elected to Council in 2012. Cr Bratusa and his wife Kathyne have raised three children, and now proudly boast the addition of two grandchildren, Alfie and Luka. Cr Bratusa is proud to call Penrith home, believing the City's future is positive and unlimited in terms of opportunities. Supporting local businesses, creating employment, respecting our heritage, and protecting our rural villages are key priorities for Cr Bratusa. He believes Penrith remains the big little town he fell in love with 40 years ago, blessed with good people and where dreams become reality.



**Councillor
Todd
Carney**
(Deputy Mayor)²

Cr Todd Carney was born and raised in Western Sydney and was first elected to Council in 2016. He has lived in Glenmore Park since 2003 with his wife Sharon. Together they have three children, Zach, Lily and Indie. After starting his apprenticeship at the age of 16, Cr Carney worked as a heavy vehicle mechanic for 12 years. He is currently a Service Manager for a crane manufacturer in Western Sydney. Cr Carney also worked as an electorate officer in the Office of the Hon David Bradbury MP for six years, advocating for Western Sydney and helping residents daily. Cr Carney represents Council on the Access Committee and is a member on the Children's Services Cooperative Board.

North Ward

Councillors



**Councillor
Robin
Cook**

Cr Robin Cook was first elected to Council in May 2018. Cr Cook has lived in the Penrith area for 40 years and her family's association with Penrith spans many generations. Her great uncle was elected to Penrith Council in 1936. As a former registered nurse and carer for a parent with disability, Cr Cook has a keen interest in the health and wellbeing of the community. She is a Council representative on the Access Committee and is passionate about ensuring Penrith is an accessible and equitable community. Cr Cook is a committed advocate for sustainability and has a keen interest in maintaining the balance between development and the protection of our environment, particularly the Nepean River. She represents Council on the Resilience Committee and the Multicultural Working Party and is a member of the Library Working Party. She is also a member of the Local Traffic Committee (representing the Member for Londonderry) and is on the Nepean Community College Board (representing the Member for Londonderry). She has a deep respect for the Aboriginal and Torres Strait Islander peoples of the area and is developing a deeper resolve to advocate for members of the community who are disenfranchised.



**Councillor
Tricia
Hitchen**
(Mayor)³

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 2016 and 2017, and again in 2020. Cr Hitchen was elected Mayor in January 2022. Cr Hitchen has been a member of Council's Access Committee for 10 years, including as Chair for five years. She is also a member of the Local Traffic Committee (representing the Member for Penrith) and the Penrith Performing & Visual Arts Board. She is a volunteer Director of The Haven Nepean Women's Shelter and vocal on issues of family and domestic violence. As the mother of a special needs child, Cr Hitchen is a strong advocate for people with disability, accessibility and equity. A long-term resident of the East Ward, Cr Hitchen has worked hard with her local communities to achieve positive outcomes. She was instrumental in the funding and development of the Brisbane Street Park in St Marys and worked with Council to achieve better outcomes in the Oxley Park area. Cr Hitchen fought for the upgrades to the St Clair Dog Park and is working hard for a dog park in Claremont Meadows. Cr Hitchen also lobbied Council for adult changing spaces in the Penrith and St Marys CBDs. Working with the community of Kingswood, Cr Hitchen helped establish the food and book pantries in Wainwright Park, Kingswood. Cr Hitchen is also a strong supporter of Council's Village Café program.



**Councillor
Marlene
Shipley**

Cr Marlene Shipley was elected to Council in December 2021 and is serving her first term. Cr Shipley has raised her family in the Penrith LGA and worked locally for decades. Cr Shipley is well-known in the community, largely due to her role as CEO of St Marys Diggers and Band Club. She first joined the club as Senior Financial Manager and was appointed CEO in 2007. In both roles, she works closely with local community groups and has a thorough understanding of the City's needs. Cr Shipley is also a civil marriage celebrant and has taken part in many memorable weddings in the community. She is passionate about voicing the concerns of residents and working collaboratively with the community. As a councillor, she wants to strive for a more liveable, functional, and sustainable future. Cr Shipley sees her platform as a chance to advocate for Penrith, to attract additional funding, build on business connections, and improve the lifestyle and recreational options for residents. Cr Shipley volunteers her time on several boards, including the St Marys Town Centre Management Corporation, as the Chairperson of ClubGrants, and as a member of the Executive for the St Marys/Penrith Liquor Accord since 2014. She represents Council on the Floodplain Risk Management Committee and is on the Board of the Penrith Whitewater Stadium. Previously, Cr Shipley was a board member of Ripples Leisure Centre from 2011 to 2019.

East Ward

Councillors

² At 30 June 2023.

³ At 30 June 2023.



**Councillor
Jim Aitken
OAM**

Cr Jim Aitken OAM was first elected to Council in 1995 and provided more than 25 years of continuous service to the community, including terms as Mayor in 2008–09 and Deputy Mayor in 2010–11 and 2013–14. He has lived in the local area for 50 years and has been a patron of many sporting and other organisations. Jim has been a successful businessman in the district, operating his own group of companies called the Jim Aitken Group, including eight real estate offices and three restaurants, and employing more than 100 people. He was a member of Council's Floodplain Risk Management Committee and a Floodplain Management Australia committee member. He has previously represented Council on a range of boards and committees including Western Sydney Regional Organisation of Councils (WSROC), Penrith Whitewater Stadium and Penrith Valley Economic Development Corporation. 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
Mark
Davies**

Cr Mark Davies was first elected to Council in 2004 and served as Mayor in 2012–13. He is passionate about attracting investment to Penrith, boosting the local economy and creating more jobs for residents. Before joining Council, Cr Davies worked as a broadcast technician in the television industry and currently runs a small business, Tech-Dry Building Products. Cr Davies is married to Tanya Davies MP, Member for Badgerys Creek. In his spare time, he enjoys photography and playing the guitar.



**Councillor
Sue Day**

Cr Sue Day was elected to Council in 2021 and is serving her first term. Cr Day moved to Penrith in 2002 with her husband and their daughter and is still proud to call Penrith home. She has spent years advocating for improved transport services and hopes that through her role as a councillor, she can help to create a more connected and vibrant city. She holds Diplomas in Business Management, Financial Services, Communications and Accounting, and for the past 25 years has held professional roles in finance management. Coming from a large extended family, Cr Day believes it takes a village to raise a child and sees the benefits of providing good quality, affordable childcare, to give children the best start in life. While raising her daughter, Cr Day joined the Penrith City Children's Services Co-operative and is currently serving as a Council representative. She has been a Board Director for more than 18 years. Cr Day is a member of Council's Resilience Committee. She currently volunteers with the Schools Industry Partnership in Penrith, which connects students with employers to help them reach their career potential. Cr Day is also passionate about providing essential transport and infrastructure for the future. A commuter herself, Cr Day is calling for better connectivity in and around Penrith.

South Ward

Councillors



**Councillor
Karen
McKeown
OAM**

Cr Karen McKeown OAM was elected to Council in 2004, 2008, 2012 and 2016, served as Mayor in 2015–16 and again from September 2020 until December 2021. She also served as Deputy Mayor in 2006–07 and in 2019–20. In March 2023, Cr McKeown was elected as Member for Penrith. She also serves the people of NSW as a Member of the Committee on Children and Young People and the Committee on the Ombudsman, the Law Enforcement Conduct Commission and the Crime Commission. Cr McKeown holds a Bachelor of Commerce from WSU, majoring in Management with double sub majors in Law and Employee Relations; and the Executive Certificate for Elected Members from UTS. She is also a graduate of the Australian Institute of Company Directors and the Australian Institute of Superannuation Trustees. Cr McKeown is active in many community organisations and committees including as Vice President of Australian Local Government Women's Association NSW. She is also a councillor on Hawkesbury River County Council, Director of Penrith Performing & Visual Arts, Local Traffic Committee, Chair of Council's Resilience Committee and Multicultural Working Party, a Director of Local Government NSW and Australian Local Government Association, and Director and Deputy Chair of Active Super. She has previously served as a member of the Penrith CBD Corporation Board. Cr McKeown is one of Council's Sustainability Champions and represents Council and our City on environmental topics. She is passionate about ending homelessness and providing a voice for our growing multicultural community.



**Councillor
Mark
Rusev**

Cr Mark Rusev was elected to Council in December 2021 and is serving his first term. As a resident of St Clair, Cr Rusev understands the day-to-day needs of Penrith residents and recognises that full potential of the Penrith LGA is still to be realised. He is focused on catering for our City's growing population by working to create employment opportunities, build new infrastructure to accommodate our expanding community, and increase the quality of life for residents. Cr Rusev feels Council services are essential for creating a vibrant community and is particularly interested in enhancing community libraries. Cr Rusev values the opportunities the Western Sydney International Airport provides to Penrith. He is committed to continuing to advocate for more funding from the NSW and Australian governments to fund transformational projects in our community. Cr Rusev also values the diversity within Penrith and welcomes the contribution of new citizens who bring fresh perspectives and family-oriented values to the area. Cr Rusev represents Council on the Penrith CBD Corporation Board. He is a member of Council's Heritage Advisory Committee, Resilience Committee, Library Services Working Party, Multicultural Working Party, Recreation Working Party, and is a Penrith City Council Sustainability and Resilience Champion.

South Ward

Councillors





How We Engage

Our Community and Stakeholders



How We Communicate

ONLINE



LOCALLY



Projects Shaped By Our Community

We want everyone to be involved in the decisions made about our City.

In 2022–23, we listened to our community's perspective in shaping projects including:

Aboriginal and Torres Strait Islander Community Survey

Community Engagement Policy, Strategy and Participation Plan

Community Safety Plan

Coreen Avenue Intersection upgrades

Cranebrook Flood Study

Draft Aerotropolis Development Contributions Plan

Draft Affordable Rental Housing Contributions Implementation Policy

Draft Operational Plan and Fees and Charges 2023–24

Emu Plains Floodplain Risk Management Study and Plan

Kingswood Commuter Car Park

Nepean Avenue Pathway

Our River Masterplan

Rickabys Creek Catchment Flood Study

St Marys Place Plan

We also sought our community's input on park and reserve upgrades including:

Bennett Park—St Marys

North St Marys Dog Park

Capella Reserve Revitalisation

Explorers Way and Henley Grove Playspace—St Clair

Glengarry Drive Playspace—Glenmore Park

Goldmark Crescent Playspace—Cranebrook

Illawong Avenue Playspace—Kingswood Park

Jim Anderson Park Playspace—Werrington Downs

Ridgeview Crescent Playspace—Erskine Park

Willoring Crescent and Harris Street Playspace—Jamisontown

Wilson Park Playspace—Llandilo

Undertaking Community Engagement Activities

The Your Say Penrith website is an important way to inform and engage the community about opportunities to contribute to our plans, priorities and activities. During 2022–23, the Your Say Penrith site was visited 39,540 times, and there were 1,336 contributions, including 1,016 surveys completed. We aim to make sure that everyone participating in engagement activities has the opportunity to learn and contribute.

Our Calendar Of Events

July

NAIDOC Week
7 July 2022

**Rural Fire
Service Awards
Ceremony**

21 July 2022

(Hosted by RFS and
sponsored by Council)

**Rural Fire
Service Awards
Ceremony**

25 July 2022

(Hosted by RFS and
sponsored by Council)

**Citizenship
Ceremony**
27 July 2022

**Penrith
Mayor's Cup**

28 July 2022

**Meet me in
the Park**

30 July 2022



August

**Meet Me in
the Park**

27 August 2022

**Citizenship
Ceremony**

31 August 2022



September

**2022–23 Penrith Local
Celebration Awards Dinner
and Council's 150th
Birthday Celebration**

7 September 2022

**Citizenship Ceremonies
Australian Citizenship Day**

17 September 2022

**Official opening of David Currie
Playspace, St Clair**

19 September 2022

**Access Committee 30-year
Celebration and Disability
Inclusion Action Plan launch**

19 September 2022

**Honoured Citizen Reception
for Leigh Hartog and John
Bateman OAM**

29 September 2022



October

NRL Grand Final Live Site

2 October 2022

Afternoon Tea with the Mayor

10 October 2022

(Attended by LCA winners, Australia Day and Queen's Birthday Honours recipients who couldn't attend the Celebration in September)

Citizenship Ceremony

12 October 2022

St Marys Spooky Cinema

28 October 2022

Mobile Playvan 40th Birthday Celebration

28 October 2022

November

Barry Leavett -Brown Memorial, Jamison Park

14 November 2022

Queen's Jubilee Tree Planting Robinson Park, Jamisontown

17 November 2022

Citizenship Ceremonies

17 November 2022

Police Cottage Completion Event

18 November 2022

St Marys Spring Cinema

19 November 2022

ROAM Penrith

**26 and 27
November 2022**



December

Christmas in the City Twilight Markets

2 December 2022

St Marys Christmas Cinema

7 December 2022

Victor Chang Cardiac Research Institute School Science Awards

7 December 2022

Christmas in the City Christmas Cinema

10 December 2022



2022

January

Australia Day 2023

26 January 2023

Citizenship Ceremonies

Australia Day

26 January 2023



February

Seniors Festival 2023 Comedy Gala

7 February 2023

Penrith Symphony Orchestra Season Launch

9 February 2023

Summer Cinema Penrith

11 February 2023

Ngana Birrung

11 February 2023

International Canoe Federation Delegation Civic Reception

21 February 2023

Tench Reserve Public Opening

23 February 2023

Tench Reserve Playground Opening-Parks 4 People project

23 February 2023

Summer Cinema Kingswood and Your High Street Launch

25 February 2023



March

Panthers Premier League Netball Season Launch

1 March 2023

Citizenship Ceremonies

9 March 2023

Jessica Fox OAM Plaque Unveiling, Whitewater Stadium

21 March 2023

Penrith Producers

31 March 2023

StarBurst Film Festival

31 March, 1 April
and 2 April 2023



April

Mini Makers

12 April 2023

Citizenship Ceremony

13 April 2023

St Marys Cinema

15 April 2023

Primary School Leaders Reception

26 April 2023



May

Mayoral Charity Ball

5 May 2023

Penrith Valley Chamber of Commerce Chamber Connect

9 May 2023

Secondary School Leaders Reception

10 May 2023

Werrington County School Mayoral Visit

17 May 2023

St Marys Lights Up

20 May 2023

June

Family Fun Day Glenmore Park

3 June 2023

Citizenship Ceremony

22 June 2023

Penrith Producers

23 June 2023

Western Sydney Academy of Sports Meet and Greet

29 June 2023



2023

Case Study

Lighting up St Marys

In 2023, St Marys Lights Up was back bigger and better than ever. On Saturday 20 May, from 4pm to 9pm, St Marys Lights Up took over Queen Street from Chapel Street to Belar Street and Charles Hackett Drive to West Lane. The streets were closed to vehicles, and they transformed into a bustling festival for the community to enjoy.

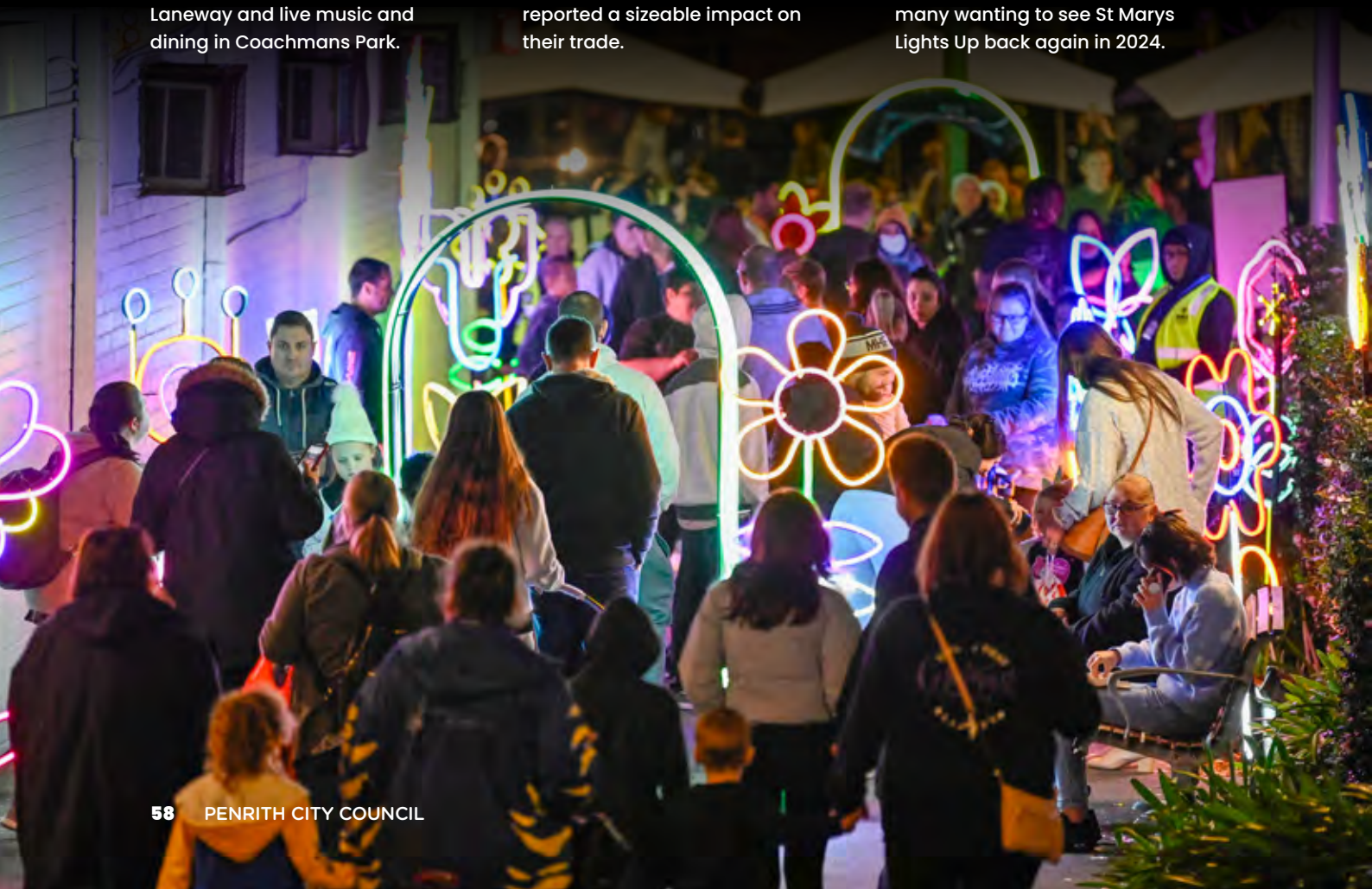
The evening was filled with free family-friendly entertainment, including amusement rides, roving performers, circus workshops, face painting and a panther scavenger hunt, as well as a selection of delicious sweet and savoury food trucks, a Neon Garden installed in Baldo's Laneway and live music and dining in Coachmans Park.

Council also delivered several engagement activities with the Library Services, Waste and Resource Recovery, Sustainability and City Economy and Marketing teams in attendance. Engagement activities around the St Marys Night-Time Economy Strategy and St Marys Place Plan projects were completed by over 450 people and their input will shape these vibrant projects.

Increased visitation and dwell time was seen during St Marys Lights Up with local restaurants opening for longer hours or outside of normal operating hours during the event. We received positive feedback from local businesses, many of which reported a sizeable impact on their trade.



Around 10,000 people enjoyed themselves at St Marys Lights Up. Feedback from the community was overwhelmingly positive with many wanting to see St Marys Lights Up back again in 2024.



Council In The Media

Council is proactive in preparing and issuing media releases, media statements and media alerts to inform the Penrith community and beyond about our far-reaching scope of work. We share important details about our programs, project milestones, innovative ideas, community-focused events and advocacy to keep residents, businesses and other stakeholders up to date with what is happening across our City.

Penrith is transforming and we continue to tell this exciting story through our work with the media. In 2022–23, we boosted our media coverage by focusing on strategic communications and fostering connections with journalists and producers from local, metropolitan, and national media outlets. We frequently add to our media distribution list to broaden our media exposure and ensure that Penrith's news reaches different audiences.

We issued 117 media releases that were each picked up by news outlets. In the last 12 months, Penrith City Council had more than 1,130 mentions in the media—double the figure from the previous year. Our most popular media type was newspapers, with more than 392 mentions during the year. Several Council news stories have generated positive, front-page articles in our local print publications, The Western Weekender and Nepean News, with some featured by the digital-only Penrith Press. We had notable articles feature in the Daily Telegraph and Sydney Morning Herald newspapers while visually appealing stories were aired on major television networks, including 7NEWS, 9 News, and 10 News First. We also pitched more news stories to radio news outlets and had 29 mentions, some with minutes-long interviews positioning Penrith as a leading council.

Our most notable media moments from the last 12 months include:

- Council's balanced budget to propel Penrith into the future.
- Construction starting on the Gipps Street Recreation Precinct, set to be a landmark sport and recreation destination.
- Council's WestInvest wish list and multi-million-dollar funding success.
- The transformation of the former Police Cottage at Emu Plains.
- Supporting the Penrith Panthers ahead of their second back-to-back NRL Premiership win.
- Completion of the \$2.7 million Playspace Shade Program.
- Penrith's FOGO efforts contributing to the circular economy with recycled materials used as topsoil dressing on local sporting fields.
- Penrith being part of an Australian-first with discarded coffee cups paving tomorrow's roads.
- The Mayoral Charity Ball raising \$60,000 for The Haven—Nepean Women's Shelter.
- Penrith City Council being one of the first NSW-based councils to support DV Safe Phone.

Our social media channels aim to inform, educate, engage and inspire residents, visitors and businesses within our City.

Table 1: Summary of Council's corporate social media following in 2022–23

SOCIAL CHANNEL	FANS AT 30 JUNE 2022	FANS AT 30 JUNE 2023	NUMBER CHANGE	% CHANGE
Facebook	29,772	32,292	2,520	12%
Instagram	5,649	6,381	732	13%
Twitter	6,348	6,227	-121	-1%
LinkedIn	8,770	9,857	1,087	12%

The Year Ahead

Opportunities to

Join the Conversation

in 2023-24

There will be several opportunities for our community to provide perspectives on issues that affect them. They include the:

Affordable Housing Strategy and Action Plan

Community Safety Plan

Penrith Multicultural Action Plan

Cultural Strategy and Action Plan

Reconciliation Plan

Neighbourhood Renewal – Cranebrook

Night-time Economy Strategy

Economic Development Strategy

Visitor Economy Strategy

Flood studies – Blackwell Creek and Byrnes Creek

Kayak Launch Decks – Tench Reserve

The updated Our River Masterplan





Next trains to Central/City		
Service	Platform	Depart
Limited Stops	3	2 min
Express	2	10 min
Limited Stops	1	17 min

↑ Platforms ↑

Which platform?	
854 Central	3
854 Central	3
854 Central	3
854 Central	3
854 Central	3
854 Central	3
854 Central	3
854 Central	3
854 Central	3
854 Central	3



How Did We Go?

Organisational Indicators

Variation Between Actual Budget and Planned Budget

Council's budgets are prepared annually and phased into quarters. Although planning can never be completely accurate in an organisation the size and complexity of Council, comparing actual versus planned budgetary spend will indicate how well budgets are being phased and managed.

Council projected a balanced budget in the adoption of the original 2022–23 Operational Plan. Prior to allocations, the year-end result at 30 June 2023 is a favourable surplus of \$3.7 million. After a proposed allocation to the Financial Management Reserve of \$3.7 million, to provide Council with the capacity to respond to emerging priorities in 2023–24 onwards, the year-end result is balanced in line with the Budget.

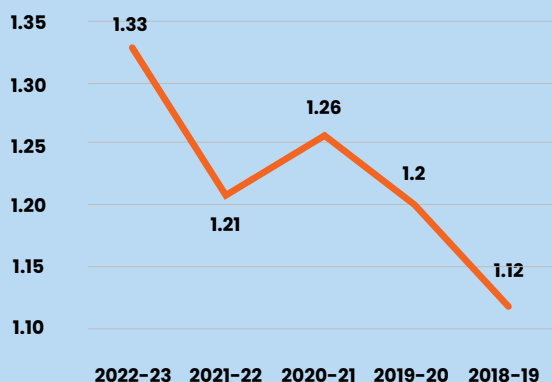
Cost of Service Delivery Over Time

The cost of service delivery per capita over time will indicate whether Council's operations are becoming more efficient. An increase in cost is not necessarily a problem. There are many reasons why costs may increase, including changing community priorities, increased costs of materials or an improvement in the quality of service being provided. Changes to organisational structure and priorities will impact the cost of service delivery at a division level. However, the cost of service delivery across the organisation should trend downwards overall.

Annual Business Plan Reviewed Quarterly

All business units reviewed and updated their business plans in November 2022, as part of the development of the 2023–24 Operational Plan. We are currently working on a software solution to improve business planning and reporting and enable better integration with Council's Integrated Planning and Reporting (IP&R) Framework.

Figure 18: Cost of service per Capita over 5 years



Based on estimated population of 220,908.

Employee Leave Levels Meet Organisational Targets

Leave is an essential part of employee wellbeing and can also help indicate engagement levels. Council has targets for annual leave to ensure workloads are planned to allow staff to take reasonable leave. Measuring unplanned leave allows Council to identify possible areas of disengagement.

ANNUAL LEAVE

TARGET: 100% of employees to have less than 8 weeks of accrued annual leave.

RESULT: 89.48% of temporary and permanent staff have less than 8 weeks of accrued annual leave at 30 June 2023.

UNPLANNED LEAVE

TARGET: Employees to have taken less than 9 days of unplanned leave per financial year.

RESULT: 9 days per employee
Tracking this indicator also helps identify leave patterns across the organisation.

Customer Experience Performance Meets Agreed Targets

The implementation of a new cloud-based telephone system has dynamically shaped the way Customer Experience analyses their data and has allowed for new ways to track, record and display the achievements for customer service and satisfaction.

CALL SERVICE LEVEL

TARGET: 80% of calls answered within 2 minutes.

RESULT: 80% of calls were answered within 2 minutes.

NUMBER OF CALLS RECEIVED: 151,719

Tracking this indicator also helps identify the customer service levels provided to our customers.

AFTERCALL SURVEY

RESULT: 95.98% was the Satisfaction rating on 1,789 calls surveyed.

The survey commenced on 13 December 2022. Tracking this indicator also helps identify the satisfaction levels of our customers' experience.



2022–23 Operational Plan Actions

The following table is a summary of our performance against the specific actions we committed to for 2022–23.

Table 2: Progress on our 2022–23 Operational Plan actions

OUTCOME 1: WE PROTECT AND ENHANCE AN ECOLOGICALLY SUSTAINABLE ENVIRONMENT			
	ACTION	DESCRIPTION	PROGRESS
✓	1.1.1a	Deliver Water Management Projects for 2022–23.	<ul style="list-style-type: none"> In collaboration with City Presentation, a tender to improve Council owned bioretention systems was finalised. Contractors have been engaged to commence corrective maintenance works on priority bioretention systems in Glenmore Park and Caddens. We repaired a damaged bioretention system in Glenmore Park and continued investigating sediment build-up causing issues in the bioretention system from a nearby construction site. A consultant has been engaged to develop a Stormwater Management Strategy. A key aim is informing the development of a program of stormwater improvements (and potential studies) that can be implemented in the future with funds from the Stormwater Management Service Charge. We are developing an on-lot stormwater treatment device audit program to increase property owners' awareness of their responsibilities around maintaining their stormwater improvement infrastructure. The audit program will also contribute to catchment management by ensuring that stormwater is properly managed on new developments.
✓	1.1.1b	Assessment of Tree Vegetation Permit Applications.	<ul style="list-style-type: none"> Generally, trees in Penrith City are not permitted to be removed or pruned without an appropriate approval or permit, or without meeting a permit exemption. Tree Vegetation Permit Applications are assessed in accordance with Council's Development Control Plan requirements, specifically Chapter C2 Vegetation Management and C14 Urban Heat Management, State Environmental Planning Policy (Biodiversity and Conservation) 2021 as well as relevant Australian Standards and Industry Standards. At the completion of the reporting period, Council determined 394 Vegetation Permit Applications. Of the 394 applications, 81 were determined in 28 days or less. This equates to 20% of applications.
✓	1.1.2a	Complete programmed bush regeneration projects for 2022–23.	<ul style="list-style-type: none"> Council's bushland management team's annual bush regeneration program was completed with the maintenance of over 400 hectares across 58 bushland sites throughout the LGA, which includes remnant bushland, water catchments, the Nepean River precinct and small urban pocket reserves. Community volunteers, grant funded projects and contract works contributed to the delivery of the program. Since July 2022, this program has planted 15,156 native species, with 2,337 of these planted by program volunteers.

OUTCOME 1: WE PROTECT AND ENHANCE AN ECOLOGICALLY SUSTAINABLE ENVIRONMENT

	ACTION	DESCRIPTION	PROGRESS
✓	1.1.2b	Delivery of externally funded grant projects for 2022–23.	<ul style="list-style-type: none"> Ongoing program of delivery across a range of service areas including Civil Operations, Bushcare and Public Spaces Maintenance. Grant-funded projects contributed to the delivery of our Bushland Management program. All externally funded grant projects have been completed. Council attained a \$150,000 NSW government-funded project to assist with this management. This was delivered through the Bushland Management program.
✓	1.1.2c	Manage the propagation and procurement of plants and trees for use in Council's parks and public spaces.	<ul style="list-style-type: none"> Council's nursery continues to propagate and grow a diverse range of plants and trees to support our grant funded programs and initiatives for use in a number of city-shaping projects and strategies including the Cooling the City Strategy. Stage 2 redevelopment plans for the site will ensure the nursery continues to match customer demands for high quality plants now and in future. During the fourth quarter of the reporting period, the nursery produced plants for the annual displays at the Civic Centre, monthly Citizenship Ceremonies, cemeteries, street tree plantings, Bushland Management planting projects, Trees for Mum, community giveaway events, Adopt-A-Tree, and amenity buildings. The nursery also produced many plants for the Design and Projects team and their Greening Our City programs. This included Native Groves at Cook Park and Shakespeare drainage reserve, Monterey Bike Jump, Rance Oval, Surveyors Creek, and the Industrial Corridors and Estates project.
✓	1.2.1a	Deliver, facilitate and/or support Cooling the City Initiatives.	<ul style="list-style-type: none"> The key Greening Our City projects have been completed with Council planting around 8,000 trees on Council-owned land across 13 suburbs at 83 locations, including residential nature strips, industrial estates, parklands and infrastructure corridors.
✓	1.2.1b	Implement, monitor and report on actions in the Resilient Penrith Action Plan (including emergency preparedness, renewable energy, community connection and partnership programs).	<ul style="list-style-type: none"> In 2022–23, Council has continued to monitor, implement and report on actions identified within the Resilient Penrith Action Plan to build the resilience of Council and the community. These include: <ul style="list-style-type: none"> Continued participation in the Resilient Sydney Program, including attendance at Ambassador Network meetings and workshops. Continued support for the Western Sydney University Solar Car team. Planning, development and application process completed for the Staff Louise Petchell Learning for Sustainability Scholarship Study Tour. Commencement of the Fleet and Plant Electric Vehicle Transition Plan for Council, including staff consultation workshop, fleet data analysis, and site assessments. Development of a brief for the emergency management end-to-end review, with consultants engaged to commence the review. Engagement with Council's Access Committee, Multicultural Working Party and Resilience Committee on emergency preparedness, and initial planning for community emergency preparedness and recovery partnership projects. Participation in the development of the National Climate Risk Assessment Framework.

OUTCOME 1: WE PROTECT AND ENHANCE AN ECOLOGICALLY SUSTAINABLE ENVIRONMENT

	ACTION	DESCRIPTION	PROGRESS
✓	1.2.1c	Commence implementation of the Circular Economy Roadmap.	<ul style="list-style-type: none"> As part of the delivery of the Resilient Penrith Action Plan, we commenced the implementation of the Circular Economy Roadmap to strengthen sustainability and resource efficiency outcomes, with initiatives being led by multiple departments across Council. During 2022–23, we implemented: <ul style="list-style-type: none"> Community recycling and repair events to encourage reuse, repair, refurbishment and recycling of items to reduce waste to landfill, including the community bike drop-off and repair event held on 6 May, and the clothing and textile drop off event held on 10 June. Information and resources provided to increase community knowledge and build capacity, through a new circular economy webpage on our website. Research completed on the Environmental Upgrade Agreement Program A partnership with Regional Development Australia has been developed and the planning stages undertaken to deliver a circular economy business forum within Penrith. Initiatives have been completed, are currently being progressed or are ongoing, with the roadmap to be implemented over a five-year timeframe
✓	1.2.2a	Increase waste and recycling stream options available to residents to increase diversion rate from landfill.	<ul style="list-style-type: none"> Higher levels of participation in the March e-waste drop off event and use of the drop off for e-waste at the Community Recycling Centre (open six days per week) support holding the drop off events once per year. We changed the drop-off location to Kingsway Playing Fields, and this was well-received received by the community. It also reduced the impact on sports clubs at the highly utilised Jamison Park. Surveys indicate that patronage at the drop off events has included a higher proportion of East Ward residents.
✓	1.2.2b	Investigate options for residual household waste processing and disposal alternatives to landfill to improve resource recovery.	<ul style="list-style-type: none"> Research and innovation developments in waste management continued. Council staff met with various agencies, contractors and researchers to ensure Penrith maintains its leadership position in Resource Recovery and Waste Management in Local Government. Residents of 140 unit complexes were part of Phase 1 of the FOGO in Multi-Unit Developments (MUDs) program. Council staff continued to monitor this program and provided weekly feedback to these residents to determine best practice education methods. The learnings from this phase will be included in the consequent phases of the FOGO in MUDs future rollouts. We continued to investigate alternative methods for processing food waste and keep abreast of innovative studies being undertaken by the Western Sydney, Newcastle and Macquarie universities.

OUTCOME 1: WE PROTECT AND ENHANCE AN ECOLOGICALLY SUSTAINABLE ENVIRONMENT

	ACTION	DESCRIPTION	PROGRESS
✓	1.2.2c	Review Council waste disposal practices and all communications to improve consistency within Council-managed resource recovery streams.	<ul style="list-style-type: none"> Civic Centre renovations changed some recycling and FOGO collection arrangements. A review has been undertaken in conjunction with the Building Maintenance team to ensure correct practice is applied and renew signage for bin arrangements across the building. An online training module is under development for Council staff, in particular new starters, to enforce Council's commitment to waste avoidance and resource recovery, and practical measures for managing waste at work. A coffee cup recycling station has been implemented at the Civic Centre to support the Pak-Pave Road Making program. Biannual meetings continued for collaboration between the Resource Recovery Team and Sustainability Team for alignment of programs and outcomes working towards a circular economy.
✓	1.2.2d	Contribute and support Council teams to identify opportunities to meet corporate Sustainability goals.	<ul style="list-style-type: none"> The Civic Centre waste management area was adjusted to accommodate a soft plastic baling operation and a new mower for City Presentation. Following the closure of the RedCycle program, we developed an interim program for soft plastics collection and recycling to support the sustainable practice being undertaken by Penrith residents. This program will cease once an industry-wide recycling solution is available. An online training module is being developed for Council staff, in particular new starters, to reiterate our commitment to waste avoidance and resource recovery and raise awareness of practical measures for managing waste at work. During the year we also continued to collaborate with the Western Sydney Regional Waste Group and the Macarthur Strategic Waste Alliance member councils to share information and learnings.
✓	1.2.3a	Progress the Emu Plains Floodplain Risk Management Study and Plan, Rickabys Creek Catchment Flood Study, Oxley Park levee-Investigation and Detailed Design.	<ul style="list-style-type: none"> Emu Plains Floodplain Risk Management Study and Plan is progressing as planned and scheduled to be completed by February 2025. We completed the data review and gap analysis, and the first stage of community consultation is underway. Rickabys Creek Catchment Flood Study is progressing well and on schedule to be completed by February 2025. Data review and the first stage community consultation are now complete. The procurement process for a survey of pits, pipes, channel cross sections and road structures is underway. Oxley Park Levee design is progressing as planned to complete by March 2024. Flood model update and developing concept designs are completed. Further flood modelling and fine tuning of concept designs are progressing. These projects are two to three years in duration, and all are on track to be completed as per the grant funding requirements.

OUTCOME 1: WE PROTECT AND ENHANCE AN ECOLOGICALLY SUSTAINABLE ENVIRONMENT




ACTION	DESCRIPTION	PROGRESS
✓ 1.3.2a	Offer sustainable resource recovery service options to the community and commercial sector.	<ul style="list-style-type: none"> • 36 businesses are currently on Council's commercial waste service. Of these businesses, 22 have a recycling bin and seven have a FOGO service. • Council held a bicycle drop-off event in partnership with Revolve Recycling on 6 May at The Kingsway Playing Fields. 150 unwanted bikes were dropped off for recycling. • Other highlights from the year include: <ul style="list-style-type: none"> ○ 859 vehicles attended our Christmas Recycling drop-off in December. ○ 14 Christmas trees were mulched at our real tree drop-off on 9 January. ○ 902 vehicles attended our e-waste drop-off day dropping off around 26 tonnes of e-waste for recycling on 18 March. ○ 450+ vehicles attended the Chemical CleanOut event, dropping off more than 11 tonnes of problem and hazardous waste on 15 and 16 April. ○ 4 tonnes of textile waste were dropped off at our first clothing and textile recovery event on 10 June. • RecycleSmart and Penrith Community Recycling Centre (CRC) continue to be valuable resource recovery services for residents. In the last year: <ul style="list-style-type: none"> ○ 15,432 kilograms of items have been collected through RecycleSmart Power Pickups ○ 156,620 kilograms of problem household waste have been dropped off at Penrith CRC. • We continued to expand our FOGO service across Penrith with an additional 1,797 households having access to a FOGO bin as part of Phase 1 of our FOGO in multi-unit dwellings rollout.



OUTCOME 2: WE ARE WELCOMING, HEALTHY, HAPPY AND CONNECTED

	ACTION	DESCRIPTION	PROGRESS
✓	2.1.1a	Deliver the annual Village Café program and consider options to expand.	<ul style="list-style-type: none"> The Village Café program returned to face-to-face monthly programming this year after a few years of disrupted delivery due to the COVID-19 pandemic. The program focuses on reducing social isolation and improving mental health outcomes, particularly for residents in older established neighbourhoods in Kingswood, North St Marys and Llandilo. It provides a safe, welcoming space for residents to connect with each other and engage with local community service providers in those neighbourhoods. Village Café is supported by key local community stakeholders, including Community Junction, Nepean Blue Mountains Local Health District, Nepean Blue Mountains Primary Health Network and Likemind. Options to expand Village Café to new locations across Penrith continue to be explored and will be progressed throughout 2023–24 as we re-engage with residents at the current locations and measure the social impacts of the current delivery model.
✓	2.1.1b	Deliver identified actions for 2022–23 in the Disability Inclusion Action Plan.	<ul style="list-style-type: none"> The Penrith Disability Inclusion Action Plan 2022–26 is part of our four-year Delivery Program. It is a legislated commitment to making Penrith accessible and inclusive for all people. Of the 20 actions committed by the Community Capacity team, 12 are complete, two are underway, four are being rescoped or deferred and two will not progress as they are no longer relevant. Highlights in this period included the completion of the Social Stories Stretch Project with resources to support children and families to enjoy a visit to play spaces now available on our website. The Pedestrian Access Mobility Plan project to identify priority access improvements in our pedestrian networks in key precincts is now 70% complete. Seven people provided lived experience input during site audits as part of this project's development.
✓	2.1.2a	Develop and implement a Community Funding Policy.	<ul style="list-style-type: none"> We continued to draft a Community Funding Policy to bring together the range of community funding opportunities on offer through Penrith City Council's City Activation, Community and Place (CACP) Department. The policy streamlines the application process, provides overarching objectives, principles and a governing framework and will ensure funding decisions support strategic objectives and identified community needs. Public comment on the Draft Community Funding Policy will be invited through a discussion paper process and through targeted and tailored engagement with various networks and interagency groups. We completed a review of the Community Wellbeing survey data and have commissioned a series of Demographic Analysis reports to inform the objectives and goals of future funding streams.



OUTCOME 2: WE ARE WELCOMING, HEALTHY, HAPPY AND CONNECTED

	ACTION	DESCRIPTION	PROGRESS
	2.1.2b	Develop and implement a Community Services Tenancy Policy.	<ul style="list-style-type: none"> Work on the Community Tenancy Policy has been on hold this period due to staffing vacancies and competing priorities. Recruitment is under way to fill vacant roles. The Policy will guide provision of subsidised tenancies to eligible community services organisations in Council's buildings and facilities. The goal is to attract and retain community services that assist residents to access the services and activities they need to be healthy, happy, creative and connected.
	2.1.2c	Develop and implement a Community and Cultural Facilities Strategy.	<ul style="list-style-type: none"> We have continued to draft the Community and Cultural Facilities Strategy for Penrith. Council has engaged consultants to assist with the finalisation of this strategy. An audit of more than 40 community venues and facilities has been completed and work has commenced to develop best practice case studies, benchmarking tools, and population projections. These inputs will support council staff in drafting recommendations for community and cultural facilities across Penrith to support the timely delivery of quality, fit for purpose community infrastructure into the future.
	2.1.3a	Develop and deliver community resilience programs, workshops and events.	<ul style="list-style-type: none"> Programs, workshops and events were developed and delivered in the last year to build community knowledge, capacity and resilience. We collaborated with other organisations across Penrith in the delivery of community sustainability and resilience programs. These included: <ul style="list-style-type: none"> Wallacia Community Event—Council had a stall at the Wallacia community event hosted by the Wallacia Progress Association in April. St Mary's Lights Up Festival on 20 May—the Sustainability and Resilience stall provided sustainability resources, and the community participated in activities telling us why trees are cool and making a solar light. The Home Energy Saver Program commenced with the first community workshop held online on 14 June. The topic was an introduction to solar energy and batteries. The Urban Gardening community workshop series commenced, with the first online workshop held on 20 June. Participants learned the biggest mistakes to avoid when growing vegetables. Council participated in the Sydney Science Park STEM Schools Challenge Field Days in May, implementing an activity for students on heat and health.




OUTCOME 2: WE ARE WELCOMING, HEALTHY, HAPPY AND CONNECTED

	ACTION	DESCRIPTION	PROGRESS
✓	2.1.3b	Inform and engage with the community on resilience through e-news and social media campaigns.	<ul style="list-style-type: none"> Council continued to engage with the community to keep them informed and encourage participation in sustainability and resilience programs implemented by Council and community organisations. Activities included: <ul style="list-style-type: none"> News articles, information and events published in the Sustainability e-News distributed to members, as well as the Council Staff Bulletin and the Our Place Newsletter. Green Power Program social media campaign continued to inform the community about the opportunities to switch to Green Power sourced from renewable energy. Posts and Instagram stories promoting Council's energy efficiency and urban gardening programs and engaging with the community to register for the Sydney Edible Garden Trail.
✓	2.2.1a	Develop a City Park Activation Plan.	<ul style="list-style-type: none"> Significant community and stakeholder consultation was undertaken in November and December 2022 to hear views and perspectives about the City Park Activation Plan.
✓	2.2.2a	Develop and deliver an annual Community Sector Training and Development program.	<ul style="list-style-type: none"> We delivered a program that supported local community services by offering free training and resources to build the capacity to respond to emerging and persisting issues and key identified priorities. Topics included accessibility, youth support, grant development and tailored demographic profile and community wellbeing data for the Penrith LGA. We held four sessions that had 120 participants from 78 organisations.
✓	2.2.3a	Develop and deliver endorsed actions identified in Community Action Planning.	<ul style="list-style-type: none"> Community Action Plans are place-based plans delivered by the Neighbourhood Renewal Program that respond to the needs and aspirations of residents in identified older established areas. We focused on the delivery of the Kingswood Park Action Plan 2019–22. The plan was developed following engagement with more than 600 residents from the Kingswood Park community in 2018–19. Actions responded to the key themes of community connection, safety and amenity. A number of these actions have been progressed, including the delivery of upgrades to Wainwright Park and surrounding street scape. Current staffing vacancies within the Neighbourhood Renewal team have impacted the delivery of some action items this year. It is intended that these actions will be prioritised and progressed once staff vacancies are filled.

OUTCOME 2: WE ARE WELCOMING, HEALTHY, HAPPY AND CONNECTED

ACTION	DESCRIPTION	PROGRESS
 2.2.3b	<p>Work in partnership to deliver actions identified in the Resilient Penrith Action Plan.</p>	<ul style="list-style-type: none"> • We continued to support several short, medium and long-term actions in the Resilient Penrith Action Plan to help build a more resilient city and community. • Activities included engaging the community on emergency preparedness through the Village Café sessions at Llandilo, North St Marys and Kingswood. This work has been particularly important this past year with the team also supporting pop-up flood recovery hubs at Londonderry and Wallacia. • Council has continued to facilitate the Access Committee, lead delivery of the Disability Access and Inclusion Plan and actively engage with people with disability, including engaging on ways to better support people living with disability during emergencies. • We have continued to support service providers in proactively building the resilience and capacity of the homeless community through facilitation of the Penrith Homelessness Interagency.
 2.2.4a	<p>Develop a Community Safety Plan (2022–26).</p>	<ul style="list-style-type: none"> • The current Community Safety Plan concluded at the end of 2022, with development of a new Community Safety Plan progressed. The new plan aims to identify and respond to current and emerging community safety issues with actions to support a safe and welcoming city over the next four years. • A consultant was engaged to support preparation of a crime profile for Penrith, lead community engagement efforts and develop a detailed action plan that will guide the work of Council and key partners over the next four years. A draft crime profile has been prepared based on current data from the NSW Bureau of Crime Statistics and Research (BOCSAR) and input from the Nepean Police Area Command. Engagement activities included an online community safety survey, community consultation pop-ups, and online community and stakeholder workshops which were held in the second quarter. • The engagement outcomes were analysed, alongside the crime data, which together guided the development of key strategies and actions in a draft Community Safety Plan. The draft Plan will be presented to Council in the first quarter 2023–24.

OUTCOME 2: WE ARE WELCOMING, HEALTHY, HAPPY AND CONNECTED

ACTION	DESCRIPTION	PROGRESS
 2.2.4b	Provide security for Council property and public areas.	<ul style="list-style-type: none"> During 2022–23, we undertook several key projects. They were: <ul style="list-style-type: none"> A review of Council's CCTV Code of Practice and standard operating procedures. Ensuring all new security systems incorporated in new projects comply with Council's Master Specifications and Approved Products List. Compilation of procedures and training of other departments to use Integriti, our access control system. Ensuring all CCTVs and signage are displayed in the Open Data Portal. Working with ICT and Community Facilities teams on an online booking system which integrates with Integriti. Currently 10 Council buildings can be accessed remotely, and 17 buildings have Integriti, but are not linked to allow remote access. Additionally, 45 buildings require the installation of Integriti for this booking system to operate. Completed a pilot for the set-up of a Rapid Deploy CCTV in March 2023. We will utilise this in vulnerable areas. Managing and maintaining the new Transport for NSW CCTV at Jane Street carpark. Developed the CCTV Assessment Form. This form ensures that all requests are assessed fairly to determine the best strategy for each site.
 2.2.4c	Provide support to emergency services to prepare for and respond to emergencies.	<ul style="list-style-type: none"> Council continued to provide support to the emergency service agencies as required. There were no significant emergency incidents requiring support from Council during the past year. The Penrith Local Emergency Management Committee is continuing to review its processes and is actively developing improved community engagement networks to assist the Penrith community in preparing for bushfire and flood seasons that impact the LGA.
 2.2.5a	Deliver 12 educational programs around responsible pet ownership.	<ul style="list-style-type: none"> We continued to focus on promoting responsible pet ownership during all interactions between rangers and pet owners. We planned and participated in 15 enforcement and education days throughout 2022–23. Our rangers processed 753 companion animal-related cases and 95.13% of those were resolved within response time frames.

OUTCOME 2: WE ARE WELCOMING, HEALTHY, HAPPY AND CONNECTED

	ACTION	DESCRIPTION	PROGRESS
✓	2.2.6a	Deliver the water health monitoring and sampling program for 2022-23.	<ul style="list-style-type: none"> Our Recreational Water Monitoring focused primarily on weekly enterococci testing with monthly physical and chemical parameters undertaken at sites along the Nepean River. Sampling sites included Tench Reserve, Jamisontown, Regatta Park, Emu Plains, the Rowing Club (Nepean River Weir) and Devlin Road, Castlereagh. This year an additional site at Wallacia was added as a trial. Sampling is undertaken between October and March with the 2022-23 testing commencing on 4 October 2022 and the last sample taken on 28 March 2023. In relation to the weekly enterococci testing, 24 sampling weeks were completed. They included 56 category A samples, 36 category B samples, 10 category C samples and 12 category D samples. Our results continue to indicate that water quality at these sites is generally good except for immediately after rain. Our website is updated weekly with the results of the sampling between October and March and other useful recreational water information for our community.
✓	2.2.6b	Deliver the annual program of Food Safety investigations for 2022-23.	<ul style="list-style-type: none"> Approximately 976 primary food business inspections and 389 food business reinspections were completed during 2022-23. This equates to 87% of local food businesses. Results indicated that: <ul style="list-style-type: none"> 378 food businesses rated 5 star 204 rated 4 star 95 rated 3 star. 96 businesses did not qualify or were not eligible for a rating (bar only) and a further 203 inspections confirmed that the business had closed or changed proprietors. We issued 95 improvement notices, 13 prohibition orders and 22 penalty notices. We investigated 101 food business related complaints. We provided 362 approvals for temporary events and 39 mobile food vending approvals. Food safety inspections were carried out at the Penrith Show, St Marys Spring Festival, Christmas Tree Lighting, Penrith Panthers Australia Day, Penrith Producers, St Marys Lights Up and Twilight Penrith festival events. This program has been affected by the COVID-19 pandemic with some events being cancelled during the reporting period. We sent three newsletters to all registered food businesses and held four free Food Handler Education Seminars.
✓	2.2.6c	Deliver the Skin Penetration Safety Program for 2022-23.	<ul style="list-style-type: none"> At 30 June 2023, under the Skin Penetration Safety Program there were: <ul style="list-style-type: none"> 118 registered businesses 121 primary business inspections completed 17 reinspections completed four improvement notices issued.

OUTCOME 2: WE ARE WELCOMING, HEALTHY, HAPPY AND CONNECTED

	ACTION	DESCRIPTION	PROGRESS
✓	2.2.6d	Deliver the Public Swimming Pool and Splash Park Safety Program for 2022–23.	<ul style="list-style-type: none"> At 30 June 2023, under the Public Swimming Pool and Splash Park Safety Program, there were: <ul style="list-style-type: none"> 27 registered businesses 27 primary business inspections completed three reinspections completed one prohibition order issued.
✓	2.2.6e	Deliver the Regulated System Program (Legionella Safety) for 2022–23.	<ul style="list-style-type: none"> At 30 June 2023, the Regulated System Program (Legionella Safety) Program had 56 registered businesses with all 56 primary inspections completed during the reporting period.
✓	2.2.6f	Participate in the NSW Health Arbovirus Surveillance Program for 2022–23.	<ul style="list-style-type: none"> We continued to participate in the NSW Health Arbovirus Surveillance and Mosquito Monitoring Program. We have four sites: Werrington, Emu Plains, Orchard Hills and Castlereagh. The 2022–23 Program started on 7 November 2022 and finished on 6 May 2023. There were 26 weeks of sampling completed, with 92 traps in total. The most mosquitos were trapped at Castlereagh, followed by Werrington, Emu Plains and Glenmore Park. In December, we trapped a mosquito at Werrington that carried the Edge Hill virus. Edge Hill virus is a flavivirus transmitted to humans by a bite from an infective mosquito. It cannot be transmitted directly from person to person. Human cases of Edge Hill virus are rarely reported in Australia and infection usually presents as a mild self-limiting fever.
✗	2.2.8a	Source funding to develop a needs analysis, masterplan, business case and delivery of an aquatic and leisure facility in the LGA that provides a range of services including hydrotherapy.	<ul style="list-style-type: none"> A masterplan for Aquatic and Leisure services remains a priority to ensure appropriate resources and infrastructure are available, based on current needs and expected future growth. Further funding sources will be reviewed in early 2023–24 as part of this major work.
✓	2.3.1a	Develop and implement inclusive and accessible practices and spaces in all our branches and services.	<ul style="list-style-type: none"> We pride ourselves on offering inclusive and accessible services, which is evident in the number and variety of our Library programs and services which cater to various demographics in the community. Along with our regular children's programs, in 2022–23 we ran a Little Seekers program which caters for children with social and sensory disabilities. We also ran bi-lingual story times in Auslan, Mandarin, and Urdu. Our Seniors Festival activities included chair yoga, fun with iPads, and an author talk on ageing. We ran Geri-Fit, a 12-week exercise program in partnership with Curtin University for adults aged 60 and over. Our Writers' Space program welcomed participants with lived experience of disability. We ran it in collaboration with Varuna—the Writer's House. It was facilitated by the author, Fiona Murphy. Pride Month activities for LGBTQI+ families and their allies included a rainbow story time, family art workshops and competitions, a Benjamin Law talk, and a local author book launch. An LGBTQI+ Writers' Group also meets monthly at Penrith Library.

OUTCOME 2: WE ARE WELCOMING, HEALTHY, HAPPY AND CONNECTED




	ACTION	DESCRIPTION	PROGRESS
✓	2.3.1b	Commence implementation of the Library Strategy (2022-27).	<ul style="list-style-type: none"> The Library Services Strategy was endorsed by Council at the 20 March Ordinary Meeting. Planning to commence the first stage of the implementation of the strategy is underway. Actions in Council's 2023-24 Operational Plan all come directly from this new strategy and will be implemented over the next five years.
✓	2.3.2a	Deliver playground upgrades as per the Budget Development Report 2022-23.	<ul style="list-style-type: none"> Playground upgrades have been completed at Koala Corner, Floribunda and Yoorami Children's Centres. These upgrades have seen improvements to the drainage and outdoor surfacing areas.
✓	2.3.2b	Deliver building upgrades as per the Budget Development Report 2022-23.	<ul style="list-style-type: none"> In 2022-23, building works occurred across the Penrith LGA. Kitchen upgrades at Glenmore Park, Grays Lane and Erskine Park have modernized the spaces and increased circulation.
✗	2.3.3a	Review, update and implement the Cemeteries Policy.	<ul style="list-style-type: none"> The planned review and update of the Cemeteries Strategy and Policy was delayed as we wait for the new Industry Interment Scheme to be established by Cemeteries & Crematoria NSW, including the introduction of licence categories.
✓	2.4.1a	Develop a Night Time Economy Strategy.	<ul style="list-style-type: none"> We continued to develop a draft Night Time Economy Strategy. Internal and external stakeholder consultation on the draft strategy is currently underway and the principles underpinning the strategy are being prepared. The Strategy will be considered by Council with the intention of further engagement through a public exhibition period in the second half of 2023.
✓	2.4.1b	Deliver the annual REAL Festival in accordance with the REAL Festival Strategy and 10 Year Action Plan.	<ul style="list-style-type: none"> The REAL Festival will return to Tench Reserve from Friday 15 to Sunday 17 September 2023. An Expression of Interest process for performers and suppliers was conducted throughout March and April. Major contracts procurement for services is now complete. Production of the 2023 Festival is ongoing for delivery.
✓	2.4.1c	Deliver an annual calendar of civic and ceremonial events.	<ul style="list-style-type: none"> During 2022-23, we delivered the following events: <ul style="list-style-type: none"> ○ Park openings, unveilings and dedications, including the David Currie Playspace, the Barry Leavett-Brown Memorial, and the Jessica Fox OAM Plaque Unveiling. ○ Thank-you morning teas for staff, including COVID-19, WestInvest, Flood Recovery responders, and award recipients. ○ Penrith Mayor's Cup ○ The Local Celebration Awards and Council 150th Anniversary gala dinner and awards ceremony ○ Honoured Citizen Reception for Leigh Hartog and John Bateman ○ The Victor Chang Cardiac Research Institute School Science Awards ○ International Canoe Federation Delegation Civic Reception ○ Panthers Premier League Netball Season Launch ○ Primary School Leaders Reception ○ Secondary School Leaders Reception ○ Barefoot Bowls staff event ○ Mayoral Charity Ball, which raised \$60,000 for local charity The Haven—Nepean Women's Shelter ○ 20-year long serving staff event ○ The Western Sydney Academy of Sports young athlete recognition event.

OUTCOME 2: WE ARE WELCOMING, HEALTHY, HAPPY AND CONNECTED

	ACTION	DESCRIPTION	PROGRESS
✓	2.4.2a	Develop a Cultural Strategy and Action Plan.	<ul style="list-style-type: none"> We made significant progress on preparing our Cultural Strategy and Action Plan. Community and stakeholder engagement was completed and the draft Cultural Vision, Goals and Strategies, based on the community engagement outcomes, were presented to Council. Workshops with 16 of our business units, Penrith Performing & Visual Arts and the Multicultural Working Group helped to inform actions. These inputs were used to prepare a draft Cultural Strategy and Action Plan, with actions now in the final stages of refinement. The draft Cultural Strategy and Action plan will be presented to Council for consideration with the view to further engagement and feedback through a public exhibition period in late 2023.
✓	2.5.1a	Develop a Reflect Reconciliation Action Plan (2023 - 2024).	<ul style="list-style-type: none"> We continued to develop our first Reflect Reconciliation Action Plan, including: <ul style="list-style-type: none"> Initial engagement through surveying on views and perspectives of Aboriginal and Torres Strait Islander cultures and forms of acknowledgement and recognition. Engagement with staff across the business on views and perspectives and practical information and tools required to support them in their work. Reviewing current practices in local government regarding cultural protocols. Staff have been actively involved with the NSW Local Government Aboriginal Network, the Nepean Blue Mountains Aboriginal Network and the Nepean Police Aboriginal Consultative Committee to further engage on the dimensions of reconciliation.



OUTCOME 3: WE PLAN AND SHAPE OUR GROWING CITY

	ACTION	DESCRIPTION	PROGRESS
	3.1.1a	Deliver identified 2022–23 actions the Economic Development Strategy 2022–2026.	<ul style="list-style-type: none"> We prepared a draft Economic Development Strategy for implementation in 2023–24. While this work is underway several projects were delivered to support economic growth in Penrith. They were: <ul style="list-style-type: none"> Invest Penrith prospectus produced online and in print Invest Penrith newsletter distributed to more than 1,500 subscribers six times per year Two Positively Penrith Business Symposiums were held—in Penrith on 14 October and St Marys on 10 November An overview of the manufacturing sector Defence Industry suppliers’ workshops delivered in partnership with Invest NSW, Defence NSW, AI Group and Western Sydney Parkland Authority, attended by local businesses and government representatives Partnering with CSIRO to deliver the Generation STEM Community Partnerships Program Start Me Up Penrith event series Zero Barriers program promoted awareness and capacity among Penrith businesses to improve accessibility and inclusion Penrith Recruitment Partnership, Local jobs network and Workforce Australia concierge and facilitation of investment enquiries.
	3.1.2a	Deliver an updated City Investment Prospectus and associated suite of tools.	<ul style="list-style-type: none"> We delivered an updated City Investment Prospectus as part of the Penrith Symposium campaigns. We also completed: <ul style="list-style-type: none"> the Made Here in Penrith manufacturing-focused economic data and prospectus. an Economic Dashboard that generates the latest Penrith economic insights, available online and updated regularly. The updated Investment Attraction presentation slide decks.
	3.1.2b	Participation in the CSIRO Generation STEM Partnership for 2022.	<ul style="list-style-type: none"> Council has again partnered with CSIRO to deliver the Generation STEM Community Partnerships Program for the third year. Twenty people attended the Industry Engagement Workshop held on 23 February to engage local businesses in the program and identify challenges for schools. Nine people attended the Teacher Professional Learning Workshop, held on 9 March to support teachers to deliver the program to their students. Nine industry partners have since indicated that they will participate in the next program; and 13 schools have signed a participating letter, with a further three schools indicating their intention to participate. The challenge scenarios for 2023 were heat stress, industry 4.0 and changes to the manufacturing industry, managing natural environments, mental health, skills and employment opportunities for young people, transport, water (flooding and access), and the Western Sydney Aerotropolis.

OUTCOME 3: WE PLAN AND SHAPE OUR GROWING CITY

	ACTION	DESCRIPTION	PROGRESS
✓	3.1.3a	Implement the Brand Marketing Strategy 2022–2032.	<ul style="list-style-type: none"> Council endorsed a refreshed brand in September 2022. To minimise wastage, updating park and building signage and decals on vehicles is only completed when the asset is replaced. Digital and in-print assets have been updated to reflect the new brand elements. Work continues to roll-out the refreshed brand across all parts of the business. Several key campaigns have been delivered as part of this strategy, including the Summer and Autumn Visit Penrith campaigns and Business Events Attraction campaign. An audit of our electronic templates, uniforms and marketing collateral identified the need for ongoing renewal of our branding.
✓	3.1.3b	Deliver the "THRIVE PENRITH" strategic framework.	<ul style="list-style-type: none"> The framework concept was presented to Council in July 2022. We anticipate the framework will further evolve as more strategies and action plans are delivered.
✓	3.1.4a	Deliver identified 2022–23 actions of the Visitor Economy Strategy 2022–2032.	<ul style="list-style-type: none"> We are developing the 2023 Penrith Visitor Economy Strategy. While this work is underway, several actions were taken to strengthen Penrith's visitor economy, including five visitor attraction campaigns. These included a spring campaign with Time Out Sydney, the 'Feel New' co-operative campaign with Destination NSW and an autumn campaign with Concrete Playground. The popular Visit Penrith guide was printed and distributed to tourism operators with stock almost depleted by June 2023. While the day-tripper visitor market has remained strong in Penrith, lingering impacts of the COVID-19 pandemic and a lack in number and diversity of accommodation options has meant that overnight stays have not increased on the previous year.
✓	3.1.4b	Produce and distribute an updated Visitor Guide.	<ul style="list-style-type: none"> A new visitor guide was distributed in the first half of the year and continued to be distributed across a variety of communication channels.
✓	3.1.5a	Deliver identified 2022–23 actions of Council's International Partnerships Program.	<ul style="list-style-type: none"> There were no in-person delegations to or from our international partner cities during 2022–23. We continued to maintain these relationships through virtual meetings with Fujieda City and Hakusan City in Japan and the International Relations for Korea Local & State Government Office (Korean Republic). We hosted a delegation from the Local Government Official Development Institute for South Korea and presented our initiatives for reducing litter, the FOGO scheme and recycling.
✓	3.2.1a	Review and refine the Advocacy Strategy.	<ul style="list-style-type: none"> Council endorsed the new Advocacy Strategy 2023 on 29 May 2023. A revised Advocacy Priorities list was also developed in the lead up to the 2023 NSW Election and updated following the election. These two documents are available on our website. An internal Post-Election Advocacy Action Plan has also been developed to help guide communications with Members of Parliament, senior officials of government agencies, peak bodies and other key stakeholders.

OUTCOME 3: WE PLAN AND SHAPE OUR GROWING CITY

	ACTION	DESCRIPTION	PROGRESS
✓	3.2.1b	Development of a Masterplan and Structure Plan for St Marys.	<ul style="list-style-type: none"> The St Marys Town Centre Structure Plan was endorsed by Council at the 28 November 2022 Ordinary Meeting. Work has commenced on the St Marys Town Centre Master Plan with engagement of various consultants that are preparing technical studies to inform the development of the masterplan. The following technical studies are in development: <ul style="list-style-type: none"> Multi-modal transport Feasibility and market analysis Urban Ecology Action Plan Environmental sustainability study First Nations study European heritage study St Marys Community Hub high-level business case. Two more studies are in the procurement phase: <ul style="list-style-type: none"> Integrated Water Management Plan Land contamination study.
●	3.2.1c	Development of a Structure Plan for Penrith City Centre.	<ul style="list-style-type: none"> The development of a Structure Plan for Penrith City Centre is on hold, pending further directions from the NSW Government considering the recommendations of the Flood Inquiry. In the fourth quarter of 2023–24, a draft planning analysis report will be prepared for Penrith City Centre.
●	3.2.1d	Development of a Structure Plan for The Quarter.	<ul style="list-style-type: none"> A high-level Structure Plan for The Quarter was developed as part of the endorsed Interim East-West Corridor Strategy in 2020. Work on an updated Structure Plan for The Quarter was not due to start in this financial year. We will continue to work with the NSW Government in planning for this area in the context of the Greater Penrith to Eastern Creek Growth Area.
●	3.2.1e	Development of a Structure Plan for Werrington and Kingswood.	<ul style="list-style-type: none"> A high-level Structure Plan for Werrington and Kingswood was developed as part of the endorsed Interim East-West Corridor Strategy in 2020. Work on an updated Structure Plan for Werrington and Kingswood was not due to start in this financial year. Council will continue to plan for this area in the context of the Greater Penrith to Eastern Creek Growth Area.



OUTCOME 3: WE PLAN AND SHAPE OUR GROWING CITY

	ACTION	DESCRIPTION	PROGRESS
✓	3.2.2a	Assess and progress planning proposals.	<ul style="list-style-type: none"> We continued to actively assess, and progress planning proposals as noted below. <ul style="list-style-type: none"> The Glenmore Park Stage 3 (GP3) Planning Proposal was made as Amendment 30 to Penrith LEP 2010 on 30 June. The Orchard Hills North (OHN) Planning Proposal was made as Amendment 29 to Penrith LEP 2010 on 30 June. The Planning Proposal for 61–79 Henry Street was endorsed for plan making on 20 March subject to a voluntary planning agreement being executed. The Planning Proposal for Mamre West Stage 2 is currently on hold. The Planning Proposal for Luddenham Road was on public exhibition until 6 February. We are working with proponents and Sydney Water on the availability of water infrastructure. A Planning Proposal for Westfield Penrith was endorsed for Gateway on 29 May subject to a Letter of Offer being received. The Planning Proposal for 1–4 Old Bathurst Road was issued a Gateway to Not Proceed on 15 June 2023. The Affordable Housing Contribution Planning Proposal for GP3 and OHN was made on 9 June.
✓	3.2.3a	Contribute to the Masterplan for the Penrith Lakes SEPP.	<ul style="list-style-type: none"> The masterplan is unable to progress until the Structure Plan for Penrith Lakes is developed and exhibited. A submission was made on the SEPP Amendments with the SEPP Amendments now being made.
✓	3.2.3b	Contribute to the Development Control Plan (DCP) and precinct plans for the Aerotropolis.	<ul style="list-style-type: none"> The Aerotropolis Development Control Plan 2022 was finalised on 10 November. We were required to attend several workshops and provided critical feedback on changes to the draft Aerotropolis Development Control Plan prior to it being finalised. We were also required to review and make a submission on amendments to the Aerotropolis Precinct Plan that related to Sydney Science Park. A submission was forwarded to the NSW Government on 19 December.
✓	3.2.4a	Develop contribution plans for the provision of local infrastructure.	<ul style="list-style-type: none"> We are working on developing contribution plans for provision of local infrastructure. The following development contribution plans have been endorsed: <ul style="list-style-type: none"> s7.11 Plan for Orchard Hills North s7.11 Plan for Glenmore Park Stage 3 The following development contribution plans are currently being worked on: <ul style="list-style-type: none"> Preparation of s7.12 Plan for Western Sydney Aerotropolis. This plan will be reported to Council later in 2023 for endorsement. Review and update of local and district open space and community facilities contributions plans. Preparation of an amendment to Mamre Precinct Development Contributions Plan.

OUTCOME 3: WE PLAN AND SHAPE OUR GROWING CITY

	ACTION	DESCRIPTION	PROGRESS
✓	3.2.4b	Develop and finalise Voluntary Planning Agreements (VPA) to deliver local infrastructure.	<ul style="list-style-type: none"> At 30 June 2023, the following VPAs and works in kind are under consideration: <ul style="list-style-type: none"> 16 Chapman Street, Werrington Mirvac Mamre Road, Kemps Creek 61 Henry Street, Penrith Orchard Hills North Aldington Road (LOG E), Kemps Creek Glenmore Park Stage 3 (Mirvac), Mulgoa Glenmore Park Stage 3 (Vianello), Mulgoa Stockland Fife (200 Aldington Road, Kemps Creek) Luddenham Planning Proposal, Luddenham GPT Mamre Road, Kemps Creek 884 Mamre Road, Kemps Creek Burra Park, Badgerys Creek Sydney Science Park, Luddenham Wilshire Road, Agnes Banks Thornton Community Infrastructure Offer, Penrith Settlers Estate, Werrington 164 Station Street, Penrith VPA software system for the tracking and calculation of development contributions and planning agreement.
✗	3.2.5a	Finalise the St Marys Precinct Plan Amendment 3.	<ul style="list-style-type: none"> We requested additional information in May 2022 to progress the Precinct Plan Amendment. This information was received on 30 September 2022. However, Lendlease made a submission for ministerial determination, pursuant to clause 6.15 of State Environmental Planning Policy (Precincts—Western Parkland City) 2021. Council has written to the Minister and the NSW Department of Planning and Environment raising concerns with the unresolved matters relating to fill and subsidence, flood and flood evacuation, including broader NSW policy matters around flooding. These are the reasons why we have not yet determined this matter.
✓	3.2.5b	Review Penrith LEP 2010.	<ul style="list-style-type: none"> Council is amending its LEP in three stages due to the parallel work being undertaken by the NSW Government and Council's Strategy program. LEP Review Phase 1 was made on 31 March 2021. Work has commenced on LEP Phase 2. This Phase includes: <ul style="list-style-type: none"> Architectural excellence Scenic and cultural landscapes—Mulgoa, Wallacia and The Northern Road Minimum lot size and FSR for residential flat buildings Minimum lot size for boarding houses Floor space ratio for multi-dwelling housing Minimum lot size for manor homes LEP Maps—clause references Rectifying anomalies Review of clauses 8.2 and 8.7 relating to key sites and community infrastructure. The Local Strategic Planning Statement has highlighted the need for additional strategy work to be done. This work is currently being undertaken jointly by the City Planning and City Strategy departments and will inform the future LEP Phase 3.

OUTCOME 3: WE PLAN AND SHAPE OUR GROWING CITY

	ACTION	DESCRIPTION	PROGRESS
✓	3.2.5c	Review Penrith DCP 2014.	<ul style="list-style-type: none"> We commenced our comprehensive review of the Penrith Development Control Plan (2014). This work will be completed in three stages, with Phase 1 currently underway. Phase 1 will include a comprehensive review of several sections of the DCP, including controls for residential, commercial, and industrial development. This stage also includes a review of the overall DCP structure. Several workshops and briefings have been held with stakeholders, including our Access Committee and Heritage Committee. We undertook targeted community engagement through a survey that was sent to the community panel that was created for consultation on the Local Strategic Planning Statement. Targeted industry engagement is currently underway to receive early feedback on some of the proposed changes to controls. Gyde Consulting has been engaged to facilitate this engagement. We anticipate the draft DCP will be reported to Council in late 2023, with public exhibition to commence in the first half of 2024.
✓	3.2.6a	Assist with implementing the Western Sydney Planning Partnership (WSPP) District Affordable Housing Strategy.	<ul style="list-style-type: none"> We are assisting the Western Sydney Planning Partnership with the implementation of the District Affordable Housing Strategy. Council officers have participated in several Project Working Group meetings throughout 2022–23, and provided feedback. The draft Strategy and the Regional Scheme Discussion Paper were presented to the Project Control Group Meeting on 8 December. The Project Control Group endorsed the draft Regional Housing Strategy for distribution to the Project Working Group (PWG), Council and government agencies for feedback. SGS Economics was the successful bidder on the consultancy work. The initial outcomes of the work were presented to a PWG on 15 March. Further PWGs were held in May 2023 to discuss progressing a District Affordable Housing Contribution Scheme.
✓	3.2.8a	Carry out building site and development inspections.	<ul style="list-style-type: none"> Our recruitment and additional staffing resources have assisted in actioning the large volume of complaints, and enabled Council to progress the Proactive Building Sites Inspection Program. The Building Sites Inspection Program allowed for proactive monitoring of building sites and addressing of non-compliances. The program will ensure developments progress with reduced impacts on the community and decrease in the number of complaints we receive. 137 complaints relating to building sites were received and 126 complaints were completed.

OUTCOME 3: WE PLAN AND SHAPE OUR GROWING CITY

	ACTION	DESCRIPTION	PROGRESS
✓	3.2.9a	Deliver a program of education and communication around private swimming pools.	<ul style="list-style-type: none"> We continued to undertake our regulatory and compliance functions in accordance with the Swimming Pool Act and under the Compliance and Enforcement Policy. In 2022–23, we: <ul style="list-style-type: none"> Received 501 swimming pool requests. Undertook 1,323 swimming pool inspections. Issued 439 certificates of compliance. We have had a steady increase in applications for swimming pool compliance certificates as private certifiers are reducing services relating to swimming pool certification, which places a greater reliance on Council to service this area. In 2022–23, we partnered with Ripples Aquatic and Recreation Centre and Western Weekender on a print media education and awareness campaign called 'Fatality Free Summer'. The campaign focused on swim safety and included messaging on waterway safety and pool owners' responsibilities. Our aim was to record zero deaths on Penrith's waterways. The campaign ran from November 2022 for 14 weeks and captured the peak summer and swimming season.
✓	3.3.1a	Develop joint regional priorities to inform the next iteration of the Western Sydney City Deal.	<ul style="list-style-type: none"> We continued to collaborate with government to develop regional strategic plans to shape the Western Parkland City. In addition to participating in Western Sydney City Deal forums, we provided submissions on exhibited documents such as the Six Cities Discussion Paper and draft Strategic Framework for the Greater Penrith to Eastern Creek Area.
✓	3.3.1b	Contribute to developing the Blueprint and Regional Economic Development Strategy for the Western Parkland City.	<ul style="list-style-type: none"> The Western Parkland City Authority finalised the Western Parkland City Blueprint and Economic Development Roadmap (Phase 1) in October 2022. We continued to collaborate with other councils and the NSW Government to progress implementation of the Blueprint and Roadmap in the context of local and regional strategic plans.
✓	3.3.2a	Finalise the draft Places of Penrith Strategy stage 1 (Employment Lands, Green Grid, Revised Local Housing and Corridors).	<ul style="list-style-type: none"> The Places of Penrith Strategic Framework Stage 1 has been completed through the endorsement of the Employment Lands Strategy, Green Grid Strategy, Local Housing Strategy and Rural Lands Strategy. Development of the Corridors and Centres Strategy is on hold pending the release of key information from the NSW Government including the Orchard Hills Precinct Plan.
✓	3.3.3a	Facilitate implementation of Interface Agreement with Sydney Metro.	<ul style="list-style-type: none"> Council continued to collaborate with Sydney Metro and other government stakeholders to deliver the Sydney Metro—Western Sydney Airport project. An Interface Lead embedded in Council, coordinated and represented us on the project and ensured compliance with the Interface Agreement executed between Penrith City Council and Sydney Metro.

OUTCOME 4: WE MANAGE AND IMPROVE OUR BUILT ENVIRONMENT

	ACTION	DESCRIPTION	PROGRESS
✓	4.1.1a	Advocate for improved public transport across the Local Government Area (LGA).	<ul style="list-style-type: none"> We worked with Transport for NSW to provide improved public transport infrastructure across the LGA, including submissions for current and future arterial road infrastructure projects. We also worked with release area developers and the NSW Government to promote the use and expansion of public transport opportunities through release area planning, including Sydney Metro station precincts, Orchard Hills North, Orchard Hills South and Glenmore Park Stage 3 release areas.
✗	4.1.2a	Implement the rolling Bus Shelter Renewal Program by installing four bus shelters.	<ul style="list-style-type: none"> During the reporting period, installation of bus shelters commenced at Ridgetop Drive, Glenmore Park; Borrowdale Way, Cranebrook; Saddington Street, St Marys and Derby Street, Penrith. Completion is expected in the first quarter of 2023–24.
●	4.1.3a	Delivery of the installation of parking sensors in accessible parking spots in the Local Government Area.	<ul style="list-style-type: none"> We informed the NSW Government that we are unable to pursue this initiative. This activity did not proceed and will be closed.
✗	4.2.1a	Secure appropriate grant funding to address road safety and accident black spots across our local road network.	<ul style="list-style-type: none"> At 30 June 2023, the construction status of the four Black Spot projects were as follows: <ul style="list-style-type: none"> Shepherd Street, Colyton—under construction Hewitt Street, Colyton—under construction Andrews Road and Laycock Street, Cranebrook—works expected to commence in August 2023 Bringelly Road, Kingswood—under construction. The upgrade works will provide improved levels of road safety and a reduction in accidents on local and regional roads within the Penrith Local Government Area. The grant funding for the above projects was \$1.515 million.
✓	4.2.2a	Deliver annual program of maintenance on the City's roads and pathways for 2022–23.	<ul style="list-style-type: none"> In 2022–23, Council maintained the City's roads and pathways. We: <ul style="list-style-type: none"> repaired 81,958 square metres of road pavement responded to 1,949 pothole requests. 66% of pothole requests were completed within five working days.
✓	4.2.2b	Implement the rolling Road Asset Renewal Program for 2022–23.	<ul style="list-style-type: none"> We continued to contribute to a safe and accessible road network for our community. We: <ul style="list-style-type: none"> delivered 128,736 square metres of road pavement repair or reconstruction. used 1,046 tonnes of recycled glass and 136,000 recycled coffee cups in the asphalt mix in road resurfacing and reconstruction works.
✓	4.2.2c	Implement the rolling Footpath and Shared Pathway Program for 2022–23.	<ul style="list-style-type: none"> We continued to contribute to a safe and accessible pathway network for our community. We constructed 70 metres of footpath in Park Avenue, Kingswood as part of the Footpath Delivery Program and Roma Ave, Wallacia as part of the Voted Works program. A total of 1,095 metres of shared path have been constructed in Forrester Road, St Marys as part of the Shared Pathway Program.

OUTCOME 4: WE MANAGE AND IMPROVE OUR BUILT ENVIRONMENT

	ACTION	DESCRIPTION	PROGRESS
✓	4.2.2d	Deliver annual maintenance program on Council's drainage infrastructure for 2022–23.	<ul style="list-style-type: none"> We delivered the annual drainage maintenance program as per schedule. We removed a total of 591 tonnes of waste from the stormwater Gross Pollutants Traps (GPTs) as part of the Drainage Scheduled Maintenance Program in 2022–23.
●	4.2.3a	Progress the construction of the Soper Place Multi Deck Carpark project.	<ul style="list-style-type: none"> Council determined to not proceed with this project at the Ordinary Meeting on 29 May.
✓	4.2.3b	Progress the construction of the Gipps Street Recreation Precinct project.	<ul style="list-style-type: none"> Works progressed across various elements on site including an amenities building, pump track, skate park and sport fields.
✗	4.2.3c	Completion of construction of the Regatta Park precinct project.	<ul style="list-style-type: none"> We experienced some delays with this project due to challenges with unsuitable subgrade and utility clashes which have now been resolved. Road works and installation of new traffic lights are in progress on Great Western Highway. The barbecue and new play areas on the western side of the park have been constructed. The central river deck design has been improved to increase the footprint and additional lighting along the accessible paths leading to the river edge were an added feature of the park. New River Road is expected to open late in 2023 and the entire park with improved facilities is planned for practical completion in early 2024.
✓	4.2.3d	Progress the construction of the Dunheved Road Upgrade project.	<ul style="list-style-type: none"> We have progressed this project. Some key highlights are: <ul style="list-style-type: none"> construction funding from the Australian Government was approved in May 2023 and design is progressing for the construction tender. the utilities design approval is in progress. The process for acquisition of land has commenced. the traffic signals design approval from the NSW Government is in progress.
✓	4.2.3e	Progress the construction of the City Park project.	<ul style="list-style-type: none"> The City Park continued to progress as planned throughout 2022–23. The major utility relocations are now complete, allowing construction of the new amenities building to proceed. Landscaping and civil works along Henry Street and Station Street frontages are well advanced.
✓	4.3.2a	Implement programmed 2022–23 actions from the Sport and Recreation Strategy.	<ul style="list-style-type: none"> During 2022–23, we worked with the community and key stakeholders across a range of diverse community infrastructure projects that are at various stages of development and delivery. We delivered the following projects: <ul style="list-style-type: none"> 11 playspace upgrades, providing a diverse range of play opportunities that promote social, physical, and cognitive development of children across our network. 13 sports and recreation infrastructure projects including completion of Harold Corr Synthetic Athletics Track and Field Facility, amenities upgrades, floodlighting projects, cricket practice facility upgrades, and irrigation and surface upgrades. 15 further playspace, sport and recreation projects are currently in construction which are anticipated to be completed in the first quarter of 2023–24.

OUTCOME 4: WE MANAGE AND IMPROVE OUR BUILT ENVIRONMENT

	ACTION	DESCRIPTION	PROGRESS
✓	4.3.3a	Deliver annual program of maintenance on Council's sports grounds for 2022-23.	<ul style="list-style-type: none"> At 30 June 2023, most grounds are holding up well to seasonal sport use. Usual wear areas, such as the middle track and the 20-metre area leading up to goalposts, are showing wear, with some areas worse than others. 2022-23 was relatively dry and maintenance schedules have been maintained. Spring renovations were completed and there has been good growth through the summer months. All grounds have good grass cover for winter use.
✓	4.3.3b	Contribute to the delivery of the Parks Asset Renewal Program.	<ul style="list-style-type: none"> Collaboration across Council took place to deliver the Parks Asset Renewal program for 2022-23. We have identified sports grounds that need renovation of areas severely impacted by the adverse weather during the last two years. This includes aeration and top dressing, funded by the NSW Flood Recovery Funds and is planned for Spring and Summer 2023.
✓	4.3.3c	Deliver annual program of maintenance on Council's playgrounds and water play areas for 2022-23.	<ul style="list-style-type: none"> All Playgrounds and splash parks are operational and accessed as safe. Council received feedback that the facilities have been enjoyed by users young and old.
✓	4.4.1a	Deliver annual maintenance program on Council's car parks for 2022-23.	<ul style="list-style-type: none"> Our City Presentation crews have continued to deliver scheduled car park maintenance at a consistently high standard.
✓	4.4.1b	Deliver annual maintenance program on Council's public spaces for 2022-23.	<ul style="list-style-type: none"> In 2022-23, we delivered the annual maintenance program of public spaces. All areas are accessible. Street trees and trees in parks and open spaces were lifted in line with the Street and Park Tree Management Plan and mulched to prepare for the upcoming summer. Street tree pruning increases vision and accessibility throughout the city.
✓	4.4.1c	Deliver annual program of maintenance on public trees for 2022-23.	<ul style="list-style-type: none"> In 2022-23, we prioritised and accurately undertook all requested tree maintenance across the LGA in a safe and timely manner. The delivery of the annual tree maintenance program is on track.
✓	4.4.1d	Deliver annual maintenance program on Council's public buildings for 2022-23.	<ul style="list-style-type: none"> All building maintenance schedules were delivered within designated timeframes according to legislative obligations and procurement policy.
✓	4.4.2a	Conduct regular illegal signage and abandoned shopping trolley compliance campaigns.	<ul style="list-style-type: none"> We continued to police illegal advertising signage and abandoned shopping trolleys. During the year: <ul style="list-style-type: none"> We received 209 shopping trolley complaints from members of the public 100% of all shopping trolley cases resolved within response time frames. 141 illegal signage complaints from members of the public 98.36% of all illegal signage complaints resolved within response time frames. Rangers continue to work closely with Development Services to manage illegal signage issues relating to ongoing community events.

OUTCOME 5: WE HAVE AN OPEN AND COLLABORATIVE LEADERSHIP

	ACTION	DESCRIPTION	PROGRESS
✓	5.1.1a	Produce four quarterly 'Our Place' community news brochures.	<ul style="list-style-type: none"> Our Place continues to be a valued communication from Council which is delivered to every residential address across our city, either physically or in digital format. Our Place has continued to be a valued community newsletter focusing on the lifestyle of our city—both suburban and rural—with content tailored to those areas along with broader and whole-of-LGA content.
✓	5.1.1b	Undertake communication campaigns for Council's major projects and programs.	<ul style="list-style-type: none"> Effective communications campaigns ensure our community is actively informed about Council's news and activities. Many of these campaigns receive attention from the media through metro news stories which showcases the work we do to a much broader audience. During 2022–23, we undertook a wide range of communications campaigns varying in size, reach and complexity. They were appropriately tailored to the needs of the team delivering the program, their expectations of the campaign and the needs of the community to be informed and engaged. Notable campaigns included the: <ul style="list-style-type: none"> Mayoral Charity Ball Waste (Chemical Cleanout Day / Textiles Drop Off Day / Recycle Your Bicycle events) Trees for Mum Council's Draft Operational Plan Dunheved Road Upgrade Update DV Safe Phone campaign St Marys Lights Up Event Penrith Producers.
✓	5.1.1c	Investigate opportunities for new ways to communicate with the community.	<ul style="list-style-type: none"> During 2022–23, we: <ul style="list-style-type: none"> Developed and implemented our refreshed branding, updated our digital platforms and improved online navigation by creating a digital 'family'. Installed 'AccessiBe' on the Your Say Penrith website. Commenced the business case for our corporate website redevelopment Upgraded our corporate website from Joomla 3 to Joomla 4 and moved from Google Analytics 3 to Google Analytics 4. Introduced a translation tool to the Your Say Penrith platform offering the top 10 community languages spoken in the Penrith LGA.
✓	5.2.1a	Review and adoption of Community Engagement Strategy by December 2022.	<ul style="list-style-type: none"> The Community Engagement Strategy and Participation Plan 2022–26 and the Community Engagement Policy were adopted by Council at the December Ordinary Meeting. These documents guide input and participation in Council's decision-making process and ensure quality engagement practice.

OUTCOME 5: WE HAVE AN OPEN AND COLLABORATIVE LEADERSHIP

	ACTION	DESCRIPTION	PROGRESS
✓	5.3.2a	Implement Customer Experience Transformation technology project– Community Facilities and Recreation online booking, payments, facilities management and access.	<ul style="list-style-type: none"> The Tender Reference EOI 22/23-001, Booking and Venue Management, was advertised online through APET360 on 24 April 2023. The EOI closed on 17 May 2023. The public EOI invited companies with the experience, capability and capacity to provide an end-to-end online booking solution to express their interest in being shortlisted for the select tender process for the Booking and Venue Management project. 15 submissions were evaluated in detail against the weighted evaluation criteria to determine an effectiveness rating. A shortlist of vendors was either invited to demonstrate their product or moved directly to be considered for the selected tender phase. The four successful vendors were: <ul style="list-style-type: none"> Perfect Mind (Xplor Recreation) Attekus (Bookable) Programus (Optimo) Zipporah. The project is on track with no major issues or risks reported at 30 June.
✓	5.3.2b	Implement Customer Experience Transformation technology project– Customer Feedback, Satisfaction and Complaints.	<ul style="list-style-type: none"> We continued to implement the Customer Experience Transformation Technology Project in 2022–23. We: <ul style="list-style-type: none"> Completed detailed functional analysis and design of technical features for Dynamics 365 and Online Services Portal. Completed solution design including alignment of functionality with the associated business processes. Developed technical functionality completed for Sprint-1. Commenced planning awareness activities (banners and information on website, emails, portals, and printed material). Functional requirements agreed. Prepared to commence Sprint-2 of solution development. Engaged business SMEs to complete validation of Sprint-2 functional requirements. Completed System testing and bug fixes of functionality developed in Sprint-1. The project is on target with no major constraints at 30 June. User acceptance testing is due to commence in July, followed by training and capability development, with a final go-live at the end of September 2023.
✓	5.3.2c	Finalise the business case and commence procurement processes for the Enterprise Resource Planning (ERP) project.	<ul style="list-style-type: none"> Following the completion of the business case for the Enterprise Resource Planning (ERP) project, an expression of interest (EOI) was developed and released to the market. We had a strong response to the EOI with evaluation of responses to commence in early July.
✓	5.3.3a	Provide accurate information to Council and the community on Council's financial position and activities.	<ul style="list-style-type: none"> All Financial Reporting requirements for 2022–23 have been completed within statutory guidelines. A balanced budget position was predicted as at March, with the final position to be reported to Council at the 28 August Ordinary Meeting when the June Organisational Review is presented for adoption. Council adopted the 2023–24 Operational Plan on 26 June, including the 10-year Long Term Financial Plan which underpins decisions to ensure financial sustainability.

OUTCOME 5: WE HAVE AN OPEN AND COLLABORATIVE LEADERSHIP

	ACTION	DESCRIPTION	PROGRESS
✓	5.3.3b	Ensure compliance with all regulatory financial requirements is met including completion of the annual Financial Statements.	<ul style="list-style-type: none"> Council's 2021–22 Annual Financial Statements and external audit were completed and met all timeframes during the first six months of the 2022–23 financial year. All other regulatory financial requirements such as Investments Reporting, GST and FBT, have also been met.
✗	5.3.4a	Design and implement a Strategy Development Framework.	<ul style="list-style-type: none"> The Strategy Development Framework will allow Council to manage the development, implementation, monitoring and reporting of strategic plans, ensuring that they are quality controlled for consistency, relevance, integration and resource management. It will ensure that all strategies meet the needs of the community as stated in the Community Strategic Plan and implemented through the four-year Delivery Program and annual Operational Plan. Extensive work was completed to update the Strategy Register in preparation for transferring the register to an internal digital platform. We intend for the register to also be made available on our website. This will enable the community to access strategic and supporting plans within the context of the Community Strategic Plan. Key components of the framework are nearly completed. However, the project has paused pending approval of the strategy register digital platform and the associated technical work required to populate it and link strategy actions to the annual operational plans. Once approval has been received, work will recommence in 2023–24 to finalise the project.
✓	5.3.5a	Develop a program of Service Reviews.	<ul style="list-style-type: none"> In 2022–23, we finalised the Leading Excellence and Performance (LEAP) program. It aims to meet the requirements set out by the Office of Local Government (OLG) in 2021. The OLG updated the Integrated Planning & Reporting (IP&R) handbook and guidelines to mandate all councils in NSW undertake and report on the progress of service area reviews. The specific requirements are noted in the IP&R Guidelines under section 4.3 and 5.3, and the IP&R Handbook section 4.17. The LEAP program was designed using data analysis from various data points such as complaints, workload volume, cost of service per capita, current risks and audit actions, business processes captured and the Community Engagement Survey. The program will run for the remaining two years of the Delivery Program, with a review of success to date and planning for the next four-year cycle to occur at the end of the reporting period.
✓	5.4.1a	Progress the Erskine Park Urban Reinvestment Project.	<ul style="list-style-type: none"> We continued to progress the Erskine Park Urban Reinvestment Project. With subdivision DA determination of six sites comprised of 14 residential lots, detailed civil designs have been completed in preparation for procurement and construction.
✗	5.4.1b	Progress the 131 Henry Street Project.	<ul style="list-style-type: none"> Due to concerns around heritage interpretation and design, the DA was withdrawn in October 2022 to allow for further work to be completed with the intention to resubmit an amended application. We are continuing to progress the project with next steps to be finalised in the new financial year.

OUTCOME 5: WE HAVE AN OPEN AND COLLABORATIVE LEADERSHIP

	ACTION	DESCRIPTION	PROGRESS
✓	5.4.1c	Progress the 158-164 Old Bathurst Road, Emu Plains Project.	<ul style="list-style-type: none"> Following the endorsement of the Detailed Business Case in May 2023, Council decided to return the land to the market to enable industry to realise the potential of the site. The procurement of a Licensed Commercial Real Estate Agent has progressed, with the engaged agent required to assist with the marketing and sale of the site. The tender closed on 14 June and the preferred tenderer is expected to be presented to Council for endorsement at the Ordinary Meeting in July 2023. Significant milestones achieved on this project were: <ul style="list-style-type: none"> Continued assessment of a subdivision Development Application lodged for the site in April 2022. Approval of a Development Application for the demolition of the remaining structures on site in November 2022. Assessment of a Development Application for remediation on the site was lodged In November 2022.
✓	5.4.1d	Development of property investment options and solutions.	<ul style="list-style-type: none"> We undertook opportunity assessments on our commercial portfolio and reviewed the market for new properties to acquire with a strategic fit to grow the commercial portfolio. A program of high-level business cases has been identified to ensure a pipeline of strategic works is being developed. A draft pipeline of works has been identified and will be further developed into a 10-year program and will be progressed in line with the development of our Commercial Property Strategy.
✗	5.4.2a	Progress the Kingswood and St Marys commuter car park projects.	<ul style="list-style-type: none"> The St Marys and Kingswood Commuter Carparks remain on hold as they are part of Independent Strategic Review on the Infrastructure Investment Pipeline.
✓	5.4.3a	Improve systems and processes around asset management.	<ul style="list-style-type: none"> We continued to work on improving the way we manage our assets. Achievements for 2022-23 included: <ul style="list-style-type: none"> Completion of the open space asset data collection and revaluation. Update and correction of the road asset database. AUS-SPEC asset inspections for 2023 calendar year are more than 50% complete. Rural road drainage condition inspections completed in Llandilo and 90% completed in Londonderry and Berkshire Park.

OUTCOME 5: WE HAVE AN OPEN AND COLLABORATIVE LEADERSHIP

	ACTION	DESCRIPTION	PROGRESS
✓	5.4.4a	Commence implementation of our Capability Framework.	<ul style="list-style-type: none"> The Capability Framework (CF) implementation commenced in 2022–23, including: <ul style="list-style-type: none"> All user employee feedback period in July CF officially adopted Council-wide in August Training and Capability Mapping (CM) rolled out to Children’s Services in October and November Training and CM rolled out to the Leadership Team in October Training and CM rolled out to all Managers in November CF People Leader kick-off event in February Training rolled out to remaining People Leaders in March Self-Assessment Tool launched along with FAQs in March CM rolled out to remaining People Leaders in May and June CM rolled out to around 46% of the organisation in June Multiple information sessions provided upon request from the business CM commenced for remainder of the organisation is ongoing Dedicated support for Children’s Services through Network meetings and dedicated quarterly catch ups from June onwards Behavioural Interview Guide developed and ready for release in June A Highly Commended Award in the 2023 NSW Local Government Excellence Awards in June.
✓	5.4.4b	Grow Leadership Development.	<ul style="list-style-type: none"> We continued to deliver the ‘Growing Leadership Development’ program in 2022–23, including: <ul style="list-style-type: none"> Thriving Leadership (TL)—Manager-level leadership virtual reality workshop and additional TL workshop. Cultural priorities developed in the workshop have been shared with the Manager cohort. Igniting Leadership (IL)—Coordinator-level leadership—Two cohorts delivered, with 35 leaders completing the program and sharing strong, positive feedback. Managers of these participants were supported through pre- and post-program sessions and the IL Manager Guide and Conversation Cards. IL Alumni—Two events were held for participants of prior cohorts. IL was acknowledged by an Excellence Award in the 2022 Australian HR Awards, and we were invited to present a case study at the 2022 LGNSW HR Summit. Empowering Leadership (EL)—Team leader-level leadership—Content development was completed in June, with the program now in its design phase, in preparation for broader communication and a pilot of the program in 2023–24.
✓	5.4.4c	Develop a Safety Strategy.	<ul style="list-style-type: none"> We developed the WHS Strategy in consultation with the WHS Committee, Leadership Team and various managers and working groups across the business. The Strategy focuses on four strategic priorities—Safety Leadership and Capability; Safety Culture; Risk Management; and Health and Wellbeing. The Strategy will drive towards zero injuries.

OUTCOME 5: WE HAVE AN OPEN AND COLLABORATIVE LEADERSHIP

ACTION	DESCRIPTION	PROGRESS
✓ 5.4.4d	Strengthen child-safe practices as part of our commitment to being a child safe organisation.	<ul style="list-style-type: none"> • We continued to strengthen our child-safe practices, including: <ul style="list-style-type: none"> ○ We held monthly Child Safe and Wellbeing group meetings to track the Child Safe Action Plan and to ensure Child Safe Standards are implemented across the organisation. ○ We published an internal intranet page and an external website page to educate staff and the public of their responsibilities, and how to report a child at risk. ○ E-learning continued to be mandatory for all staff to ensure they understand their responsibilities. ○ We are working to ensure the voice of children is considered in relation to play spaces in the LGA. ○ Work is being undertaken regarding the Community Safety Plan and child safety initiatives for this plan.



Outcome 1



We protect and enhance an ecologically sustainable environment

What have we done?

The following indicators help to measure the effectiveness of Council's activities in delivering the strategies included in this outcome.

Table 3: Our key performance for Outcome 1 in 2022–23

1.1.1 Deliver programs that help improve our City's natural environment, including significant native roadside vegetation	Number of developed Programs that help improve our City's natural environment	6	1.2.2 Help our residents and businesses understand how they can increase resource recovery, reduce waste and reduce carbon footprint	Number of programs developed for resident and businesses (Resource recovery/Reduce Waste/Reduce Carbon Footprint)	14
	Number of programs implemented that help improve our City's natural environment	6		Number of programs implemented for resident and businesses (Resource recovery/Reduce Waste/Reduce Carbon Footprint)	21
1.1.2 Improve our natural areas, parks and public spaces	Service standards achieved in relation to natural areas, parks & public spaces maintenance	100%		Number of program participants for resident and businesses (Resource recovery/Reduce Waste/Reduce Carbon Footprint)	6,052
1.2.1 Identify, support, develop and deliver initiatives to respond to a changing climate (including cooling the city and resilience initiatives)	Number of Climate Change initiatives developed	18		Number of downloads of the Waste Champion app	49,941
	Number of Climate Change initiatives implemented	8			
	Total Emissions produced (tonnes of carbon dioxide equivalent)	15,131			



1.2.3 Manage the risk to and impact on life and property from the existing and potential future use of the floodplain	Number of flood studies completed	1
	Number of flood risk management plans completed	0
	Percentage of properties on the floodplain covered by an adopted catchment-based Flood Risk Management Plan	50%
1.2.4 Provide advice on floodplain and Stormwater management	Percentage of accurate and timely advice provided on floodplain and stormwater management requests within agreed service levels	100%
1.3.1 Collaboratively manage illegal dumping across Western Sydney (RID Squad)	Percentage of matters investigated in the RIDonline Case Management Database	100%
	Percentage of adherence to EPA Service Level Agreements	100%
1.3.2 Manage resource recovery and waste collection services	Number of cases received relating to resource recovery and waste collection services	106,640
	Percentage of cases received relating to resource recovery and waste collection services responded to within agreed service levels	89.5%
1.3.3 Guide landholders towards sustainable on-site management of sewage and wastewater to protect and enhance the quality of public health and the environment within the City	Number of approval renewals issued prior to expiry	1,000
	Number of new installation applications assessed and determinations issued within 15 working days	123

STRATEGY 1.1 GREEN THE LANDSCAPE, PROVIDE MORE SHADE AND PROTECT BIODIVERSITY

The Principal Activities that help deliver this strategy are:

- 1.1.1** Deliver programs that help improve our City's natural environment, including significant native roadside vegetation.
- 1.1.2** Improve our natural areas, parks and public spaces.

Highlights

- We implemented the following programs to help improve our City's natural environment:
 - On-site sewage management system (OSSM) inspections
 - Environmental health development referral assessments
 - Vegetation permit applications
 - Water Health program
 - Complaint and incident investigations
 - General natural system programs such as stormwater and biodiversity improvements.
- We continued to meet service expectations across a range of business units.

Challenges

- It is important to protect and enhance trees and other vegetation in our City for biodiversity conservation, habitat protection, preserving amenity, cleaning our air, cooling our City and contributing to the health and wellbeing of our community. We need to balance this with risks to people and property, ensure public safety and facilitate sustainable development.

STRATEGY 1.2 STRENGTHEN SUSTAINABILITY AND CLIMATE RESILIENCE

The Principal Activities that help deliver this strategy are:

- 1.2.1** Identify, support, develop and deliver initiatives to respond to a changing climate (including cooling the city and resilience initiatives).
- 1.2.2** Help our residents and businesses understand how they can increase resource recovery, reduce waste and carbon footprint.
- 1.2.3** Manage the risk to and impact on life and property from the existing and potential future use of the floodplain.
- 1.2.4** Provide advice on floodplain and stormwater management.

Highlights

- Community engagement in resource recovery and responsible waste disposal events remains high across the City. We engaged the community at several events with industry partners, including:
 - **Macarthur Strategic Waste Alliance**—a clothing and textiles recovery drop off day for reuse and recycling in Penrith, developed in conjunction with Textiles Recycling Australia and in a similar way to e-waste events. 189 vehicles dropped off four tonnes of textiles, clothing, belts, handbags, shoes, sheets and towels. New items were donated to local charities like The Haven—Nepean Women's Shelter and WestCare Community Services. Worn or damaged textiles were sent to be shredded and processed into new products like blankets, floor rugs and tote bags.
 - **Revolve Recycling**—a fun and interactive circular economy workshop program for Penrith City Council Vacation Care to teach bicycle repair skills, general maintenance and bike riding skills. We also held a bicycle drop off and repair event to support a circular economy and encourage the idea of repair, maintenance and refurbishment.
- Several flood risk management studies and plans are either underway or completed. Given the scale and complexity of these studies, projects typically span more than one financial and reporting year. With the completion and adoption of the catchment-based Floodplain Risk Management Study (FRMS), we increased the number of properties across the LGA that are covered by a formal FRMS and plan.

Challenges

- 90% of the vegetation found on Council's roadsides and reserves is classified as critically endangered under the NSW Biodiversity Conservation Act 2016. Our Civil Operations, Bushcare and Public Spaces Maintenance teams work together to carefully oversee our Bushland Management program.

STRATEGY 1.3 MINIMISE THE IMPACTS OF WASTE AND POLLUTION

The Principal Activities that help deliver this strategy are:

- 1.3.1** Collaboratively manage illegal dumping across Western Sydney (RID Squad).
- 1.3.2** Manage resource recovery and waste collection services.
- 1.3.3** Guide landholders towards sustainable on-site management of sewage and wastewater to protect and enhance the quality of public health and the environment within the City.

Highlights

- We completed all illegal dumping investigations using the RIDonline Case Management System. The Regional Illegal Dumping (RID) Squad fully adhered to all requirements as set in the Environment Protection Authority's Service Agreement.

Challenges

- In addition to our assessments, we are reviewing the On-Site Sewerage Management (OSSM) inspection program to increase efficiency.
- During the year, we offered extra waste collections for flood affected properties, although severe flooding had to be managed when gaining access for waste collection.

Case Study

Greening our City

The Greening our City program, funded by the NSW Government and Penrith City Council, was developed to mitigate the urban heat island effect by planting more trees to provide shade. The Greening our City Program included the Green Streets, Cooling our Workplaces and Cooling our Parklands projects.

Council's Benchmarking Summer Heat across Penrith study enabled Council to identify priority suburbs within the Penrith LGA with low canopy cover and a higher vulnerability to heat, to focus our tree planting. Locations were also selected based on their suitability for certain tree species and to ensure planting conditions were favourable for healthy tree growth. Areas were also identified to enhance the amenity of the streetscape and to revitalise community parks and reserves.

Our community engagement program aimed to raise awareness of the program and the benefits of tree planting to improve amenity, air quality and in providing shade and cooling to address urban heat. Residents and businesses were invited to participate via a letter and flyer. An additional opportunity was provided to residents within the included suburbs enabling them to request a street tree or an additional tree.



As part of the engagement program, resources for the community and schools were developed, a social media campaign was implemented, and local pop-up events were held in local communities to share information on the program and give away additional native plants for residents to take home and plant on their own properties.

The Green Streets, Cooling our Workplaces and Cooling our Parklands projects have seen around 8,000 trees planted across 13 suburbs at 83 locations within streets, parks, infrastructure corridors and industrial estates. Every tree planted through this program has been captured in Council's Geographic Information System (GIS) to keep track of these trees for future natural asset management.



Help me thrive by following three easy steps:

1

WATER ME!

Water the base of the tree monthly. During summer, water the base twice monthly to keep the roots hydrated.

2

FERTILISE ME!

Fertilising your tree yearly will provide vital nutrients and help promote continuous growth.

3

MULCH ME!

Keep the base of the tree free from lawn clippings and take care when mowing around it. Keep a clean circle of mulch around your tree to make this task easier—and it'll also help keep it free from weeds!



Outcome 2



We are welcoming, healthy, happy, creative and connected

What have we done?

The following indicators help to measure the effectiveness of Council's activities in delivering the strategies included in this outcome.

Table 4: Our key performance for Outcome 2 in 2022–23

2.1.1 Work with local communities to identify priority issues in their area and build local resilience	Percentage of community satisfaction with Village Café programs	90%	2.1.3 Engage with our community on resource efficiency and to improve resilience	Number programs on resource efficiency and resilience delivered	6
	Number of Village Café programs planned	35		Number of participants at programs on resource efficiency and resilience	375
	Number of Village Café programs delivered	33		Number of digital interactions on resource efficiency and resilience	30
	Number of participants at Village Café program	250	2.2.1 Work in partnership to support the revitalisation of the Penrith, St Marys and Kingswood centres	Number of Partnership Agreements that support revitalisation of the Penrith, St Marys and Kingswood centres	2
2.1.2 Develop effective strategies that respond to the impacts of growth, redevelopment and change in our community	Number of programs on the impacts of growth, redevelopment and change in community developed	4		Number of revitalisation activities and programs programmed	13
	Numbers of participants in programs on the impacts of growth, redevelopment and change in the community	50		Number of revitalisation activities and programs completed	13

2.2.2 Work with government and community organisations to address local issues and improve the capacity and social wellbeing of the community	Number of community sector training and development sessions delivered	25
	Numbers of participants at Community sector training and development programs	150
	Community satisfaction level with sessions on community sector training and development	93%
2.2.3 Work with partners to develop and integrate strategies that strengthen our community	Number of strategies developed to strengthen our community	4
	Number of unique partners involved in developed strategies to strengthen our community	22
	Community satisfaction levels with strategies developed to strengthen our community	No data available at this time
2.2.4 Work with community and partners to foster a safe and welcoming City	Community satisfaction levels on our city being safe and welcoming	75%

2.2.5 Help promote responsible pet ownership	Number of companion Animal Act educational initiatives delivered	15
	Number of participants at Animal Act educational initiatives	602
	Number of Investigations/ inspections relating to companion animals completed within the agreed service levels	2,767
2.2.6 Provide advice and help protect and improve the health of our community	Percentage of businesses achieving a Scores on Doors rating (Target >90%)	88%
2.2.7 Ensure buildings constructed are safe and healthy	Number of building construction complaints made	11
	Number of building construction complaint responded to within agreed timeframe	11
	Number of building construction audits completed	43
2.2.8 Deliver Health, Fitness and Aquatic services to support social, health and wellbeing in the community	Member satisfaction level with facilities and services provided	66%
	Number of visitors	430,757
	Number of memberships	5,356

2.3.1 Deliver library services that support a vibrant, connected community	Number of programs delivered	457	2.4.2 Support and implement initiatives which contribute to culture and creativity across our City	Number of initiatives delivered that contribute to culture and creativity	23
	Number of participants at programs	8,341		Number of participants at initiatives that contribute to culture and creativity	23,580
	Number of library interactions	394,476		Community satisfaction with initiatives that contribute to culture and creativity	92%
2.3.2 Deliver high quality children's services	Childcare Centres Occupancy rates	88%	2.5.1 Develop strategic partnerships with Aboriginal communities and Community Service Providers to harness collective resources and respond to community needs	Number of partnerships developed with Aboriginal communities and community service providers	120
	Percentage of children's centres that are equal or exceed the National Quality Standards (NQS) <i>(2 centres have been through the revised self-assessment tool and meet or exceed the NQS)</i>	100%		Number of partnerships implemented with Aboriginal communities and community service providers	1
2.3.3 Provision of cemeteries to assist in meeting community needs	Community satisfaction level with Council's cemeteries	100%			
2.4.1 Conduct and support events that include all members of our community	Number of community events held	13			
	Number of participants at community events held	23,580			



Case Study

Reconnecting our Community and Social Sectors

In June 2023, we delivered the Sector Connect event. This sector-wide networking and professional development event aimed to build skills, knowledge and relationships across the community services sector.

Floods, fires, heatwaves and the global pandemic in recent years have significantly impacted our community. These events have also negatively affected opportunities for community and social services—such as housing, disability support and youth services—to network across their service function and sustain the ecosystem of support for the diverse needs of our community.

The Sector Connect event marked a return to face-to-face networking and professional development that was forced to change as the sector embraced technologies to support online meeting and collaboration.

At the event, we presented the results of our Wellbeing Survey. This strategic project informs the work of the sector at large and supports the development of new initiatives in coming years within Council.

We also provided a range of presentations on the future of our City and current analysis of demographic information. Participants collaborated to test this information against their observations of strengths, opportunities and needs, as well as the lived experience of their clients.

Feedback from attendees was incredibly positive as the event signalled a shift from years of emergency response. They valued the power of collaboration, the restorative impact of coming together to learn, share and network, and provided many ideas for future events and training.



STRATEGY 2.1 BUILD AND SUPPORT COMMUNITY RESILIENCE TO ADAPT TO CHANGING CIRCUMSTANCES

The Principal Activities that help deliver this strategy are:

- 2.1.1** Work with local communities to identify priority issues in their area and build local resilience.
- 2.1.2** Develop effective strategies that respond to the impacts of growth, redevelopment and change in our community.
- 2.1.3** Engage with our community on resource efficiency and to improve resilience.

Highlights

- In June 2023, we delivered the Sector Connect event. This sector-wide networking and professional development event aimed to build skills, knowledge and relationships across the community services sector, with 76 people representing 46 diverse organisations in attendance. Participants said the event met the needs and aspirations of the sector, including 93% reporting high satisfaction with the event overall and 86% finding session content extremely useful. For more information see page 105.
- We continued to support our flood-affected communities in 2022–23. We have played a key role in the regional recovery network, working with community organisations and other government agencies to identify challenges in our community and bring in services to support their needs.

Challenges

- In July 2022, a major flood event impacted the Hawkesbury–Nepean Valley that caused the river height to reach 13.9 metres at Windsor. This led to flooding of the adjoining creeks and evacuation orders were issued for several suburbs in our LGA. The degree of inundation caused greater damage to homes and businesses compared to earlier floods in March 2022 and 2021. We had to respond quickly and effectively to support our affected customers. For more information, see page 111.

STRATEGY 2.2 ENHANCE COMMUNITY WELLBEING, SAFETY AND NEIGHBOURHOOD AMENITY

The Principal Activities that help deliver this strategy are:

- 2.2.1** Work in partnership to support the revitalisation of the Penrith, St Marys and Kingswood centres.
- 2.2.2** Work with government and community organisations to address local issues and improve the capacity and social wellbeing of the community.
- 2.2.3** Work with partners to develop and integrate strategies that strengthen our community.
- 2.2.4** Work with community and partners to foster a safe and welcoming City.
- 2.2.5** Help promote responsible pet ownership.
- 2.2.6** Provide advice and help protect and improve the health of our community.
- 2.2.7** Ensure buildings constructed are safe and healthy.
- 2.2.8** Deliver Health, Fitness and Aquatic services to support social, health and wellbeing in the community.

Highlights

- We continued to maintain a Service Level Agreement with the Penrith CBD Corporation and St Marys Town Centre Corporation to provide various place-based business development services. Initiatives during this period included:
 - Penrith Producers
 - Mini Makers
 - St Marys Lights Up
 - Summer Cinema Series (Penrith, St Marys and Kingswood)
 - Your High Street program.
- We delivered community sector training and development including:
 - Accessible Communications
 - Vaping Awareness
 - Community Capacity
 - Community Safety
 - Neighbourhood Renewal programs.
- We convened meetings of the Penrith Youth Interagency, Penrith Family and Domestic Violence Interagency, the Penrith Community Care Forum and Penrith Homelessness Interagency. These interagency meetings involved frequent informal training and sector development opportunities.

- In total, 19 meetings were held across all forums and committees. It is estimated that 150 community services representatives participated in sector training and development offered by Penrith City Council in 2022–23.
- Our Wellbeing Survey results indicated that of participating Penrith residents:
 - 82% feel confident they can get assistance from friends, family or neighbours if needed.
 - 77% feel safe in their neighbourhood.
 - 70% feel that Penrith is a community which welcomes diversity.
- We estimate a satisfaction level of around 75% of residents feeling that our City is safe and welcoming.
- We had around 20 strategic partnerships supporting various community planning processes, including:
 - Village Café
 - Community Safety Plan
 - Multicultural Action Plan
 - Health Plan
 - Youth Action Plan (updated).
- Our rangers held 15 companion animal enforcement and education initiatives in 2022–23. Rangers also worked several extended shifts as part of high-profile enforcement and education operation Tag, Wag and Bag. For more information see page 206.

Challenges

- Our community services sector stakeholders told us they were happy with our development initiatives. However, the sector said they are exhausted after years of pandemic-related restrictions and natural disasters; and are struggling with community service funding reforms which have contributed to high levels of staff turnover and disconnection from networking and development opportunities. We are working on future initiatives to support the wellbeing of the sector.

STRATEGY 2.3 PLAN FOR, DELIVER AND IMPROVE COMMUNITY SERVICES

The Principal Activities that help deliver this strategy are:

- 2.3.1** Deliver library services that support a vibrant, connected community.
- 2.3.2** Deliver high-quality children's services.
- 2.3.3** Provision of cemeteries to assist in meeting community needs.

Highlights

- We delivered 254 programs at our three Penrith City libraries including 141 children's programs and 113 adults' programs. 2,426 children and 1,614 parents and carers enjoyed a range of programs covering early literacy, numeracy, science, technology, mathematics and HSC lectures.
- We offered children's programs in a variety of settings during school terms, school holidays and after school to cater for different demands and needs across the three library branches.
- 992 adults participated in programs such as author talks, health and wellbeing programs, writing tutorials, book clubs, art and craft and job search workshops. For more information on our library services, see page 166.
- Our Cemetery Operations team continued to support bereaved members of the public with burial site allocations and ashes placements. No complaints were received in this reporting period, and we received several letters of appreciation.

STRATEGY 2.4 SUPPORT AND PROVIDE OPPORTUNITIES TO PARTICIPATE IN ACTIVITIES AND EVENTS THAT CELEBRATE OUR DIVERSITY, CULTURE AND CREATIVITY

The Principal Activities that help deliver this strategy are:

- 2.4.1** Conduct and support events that include all members of our community.
- 2.4.2** Support and implement initiatives which contribute to culture and creativity across our City.

Highlights

- We held several events across Penrith in 2022–23. They included:
 - Australia Day
 - Ngana Birrung
 - Starburst Film Festival Symposium
 - Starburst at St Marys
 - Tench Reserve Opening
 - Glenmore Park Family Fun Day
 - The 2-day ROAM Penrith festival
 - Lunchtime Tunes activations.

Challenges

- The REAL Festival could not be delivered in 2022 due to site works at Tench Reserve. So, we delivered ROAM Penrith, a first-time event on 26 and 27 November. For more information, see the case study on page 110.

STRATEGY 2.5 RESPECT, ENGAGE AND CELEBRATE OUR DIVERSE ABORIGINAL AND TORRES STRAIT ISLANDER COMMUNITY, THEIR RICH HERITAGE AND CONTINUING CULTURE

The Principal Activity that helps deliver this strategy is:

- 2.5.1** Develop strategic partnerships with Aboriginal communities and community service providers to harness collective resources and respond to community needs.

Highlights

- We connected with more than 80 organisations and individuals to develop the NAIDOC Week 2022 program. We were able to build awareness of roles and seek opportunities for future partnerships. For more information, see the case study on page 109.
- We continued to develop the Penrith Health Action Plan in partnership with the Greater Western Sydney Aboriginal Health Service.

Case Study

Partnering with our First Nations people for NAIDOC Week 2022

Get up! Stand up! Show up!

In 2022, we united with our First Nations community to celebrate NAIDOC Week. To prepare an authentic and inclusive event, we partnered with key stakeholders on a planning day at the Cranebrook Koolyangarra Centre. We engaged with residents, members of the Nepean–Blue Mountain Aboriginal Network, and Aboriginal community-controlled organisations. Together, we explored the best ways to respond to the 2022 NAIDOC Week theme, 'Get up! Stand up! Show up!'.

The result of this meaningful collaboration was a truly immersive civic event, highlighting the rich tapestry of Aboriginal cultural heritage that is unique to Penrith. Attendees were treated to displays of language, dance, and messages from esteemed local elders. Interactive activities allowed everyone to participate, learn, and forge connections, fostering an atmosphere of unity and growth.

In the spirit of deep listening and genuine understanding, the NAIDOC Week celebration embraced the diversity and wisdom of our First Nations community, leaving a lasting impact on all who were fortunate enough to be a part of this occasion.

The NAIDOC Week civic event was thoughtfully designed and curated, representing the culmination of intentional and purposeful engagement with the values, perspectives, and aspirations of our First Nations community.



Case Study

Roaming through Penrith

ROAM Penrith provided the community, particularly families with young children, an opportunity to visit the CBD in a social setting. The event encouraged visitation and discovery of the city centre, promoting local businesses, activating key public spaces and supporting the night time economy. Around 10,000 people attended.

ROAM Penrith featured several elements including two stages in Triangle Park and Masters Place Car Park. Many Penrith-based musicians, performers, cultural and school groups performed. Food and dessert trucks, pop-up games, children's activities, art installations and workshops were also there.

The 'Find the Panther' scavenger hunt encouraged participants to roam throughout the city centre and find a series of panthers placed along High Street and in arcades. The panthers were created by local artists and were very well received by the community. We are proud to have been able to support local artists, businesses, and event staff—80% were local to the Penrith LGA.



Case Study

Responding to the

Flood Event in July 2022



In July 2022, a major flood event impacted the Hawkesbury–Nepean Valley that caused the river height to reach 13.9 metres at Windsor. This led to flooding of the adjoining creeks in the region. Evacuation orders were issued for several suburbs and locations. Londonderry and Wallacia were the worst impacted, with properties inundated and residents isolated. The degree of inundation caused greater damage to homes and businesses compared to previous floods in March 2022 (river height of 13.8 metres) and 2021 (river height of 12.9 metres).

EMERGENCY RESPONSE

The flood emergency was controlled by the NSW State Emergency Service (SES) that managed evacuations, evacuation centres and requests for assistance. Council supported the SES with provision, delivery and distribution of sandbags at collection points, road closures, evacuation route signage and shared communications to the community via our social media and disaster dashboard.

ONGOING RECOVERY

Support for impacted communities has continued throughout 2022–23. We have played a key role in the regional recovery network, working with community organisations (such as Peppercorn), and other government agencies to identify challenges in our communities and bring in services to support their needs. We are working on further programs to help connect communities and build resilience into the future.



FLOOD RECOVERY HUBS AND CLEAN UPS

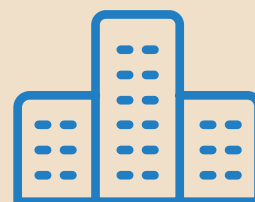
Council worked with a range of partners to deliver community support following the flood. Recovery hubs were established at Londonderry Neighbourhood Centre and Wallacia Progress Hall, with support from Resilience NSW (now known as the NSW Reconstruction Authority).

The hubs were a convenient 'one-stop shop' that provided place-based access to support services and assistance for flood affected residents, such as government

financial support, accommodation, waste clean-up, help with replacing lost documents, mental health and wellbeing services, financial counselling, insurance, legal support, food hampers, essential items and vouchers. These hubs were visited 170 times over the period that they were open. Data showed that 93 residents registered for NSW Government flood assistance, and 24 properties were deemed uninhabitable.

We focused on collecting flood waste. Residents were able to book in a waste collection with us online, over the phone, or in person at one of the recovery hubs. The waste collections were free, and we encouraged residents to book multiple clean ups over a period of time, so they had sufficient time to assess their properties and sort through items for collection.

Outcome 3



We plan and shape our growing City

What have we done?

The following indicators help to measure the effectiveness of Council's activities in delivering the strategies included in this outcome.

Table 5: Our key performance for Outcome 3 in 2022–23

3.1.1 Enhance and grow Penrith's Economic Triangle	Number of actions from the Strategy Implementation Plan successfully delivered	25	3.1.5 Create opportunities to enable cultural and economic international relationships for our existing and future community	Number of partnerships and programs delivered to enable cultural and economic international relationships	4
	Unemployment rate	3.86%			
	Number of investment leads generated	10			
3.1.2 Facilitate and pursue investment leads based on industry sector research	Number of marketing campaigns delivered	5	3.2.1 Ensure our strategic framework and vision are contemporary and informs our land use planning and advocacy	Number of strategies in progress	4
	Number of digital marketing interactions	12		Number of strategies that are on track or completed	3
3.1.3 Promote Penrith as a place to live, visit and work in through city marketing and economic development initiatives	Number of visitors	1.64 million in 2022	3.2.2 Facilitate appropriate land use outcomes for our city that are consistent with our Local Strategic Planning Statement	Number of planning proposals progressing	10
				Number of planning proposals that are on track or completed	4
3.1.4 Facilitate opportunities to increase visitation to Penrith	Number of programs to increase visitation delivered	2	3.2.3 Influence state planning policies and legislation to ensure it responds to our land use vision and the needs of our community	Number of submissions to the Department of Planning and Environment	4
	Number of participants at programs to increase visitation	No data available at this time			

3.2.4 Ensure services, facilitates and infrastructure meet the needs of a growing population through the contributions framework	Number of VPAs progressing	17
	Number of VPAs progressing on track or completed	4
	Number of Contribution Plans progressing	5
	Number of Contribution Plans progressing on track or completed	2
3.2.5 Provide advice and maintain a contemporary planning framework of land use and statutory plans	Number of Plans finalised	4
	Number of Planning Certificates Issued	6,129
3.2.6 Facilitate and plan for housing diversity and liveability	Number of Plans considered for residential development	3
3.2.7 Guide sustainable quality development outcomes for the community through expert advice, transparent, efficient assessment, policy input and continuous improvement	Number of Single Dwelling Development Applications received	155
	Number of Dual Occupancy & Secondary Development Applications received	83
	Number of Multi Unit Development Applications received	10
	Number of Mixed-Use Development Applications received	4
	Average number of days for minor Development Application processing time	67.42

3.2.8 Help minimise impacts on the environment from unauthorised activities	Number of complaints responded to within service levels	1,302
	Average number of compliance matters closed per month	884
3.2.9 Ensure privately owned swimming pools are safe and healthy	Number of complaints responded to within service levels	294
	Number of inspections carried out	1,323
3.3.1 Support and influence tri-government strategic planning in the Western Parkland City by responding to the City Deal commitments	Percentage of activities progressing as on track or completed	100%
3.3.2 Work with government to develop strategic plans for priority precincts within the Greater Penrith to Eastern Creek Growth Area	Stage 1 of Places of Penrith – progress %	80%
3.3.3 Support the work of the Federal and State Government in delivering Sydney Metro Western Sydney Airport in time for the opening of the Western Sydney Airport	Percentage of activities progressing as on track or completed	100%
	Percentage of project actions attributed to Council delivered	100%
3.3.4 Certify future public assets being delivered as part of development	Number of public assets inspections carried out	50
	Number of certifications of future public assets carried out as part of a development	36

STRATEGY 3.1 GROW AND SUPPORT A THRIVING LOCAL ECONOMY

The Principal Activities that help deliver this strategy are:

- 3.1.1** Enhance and grow Penrith's Economic Triangle.
- 3.1.2** Facilitate and pursue investment leads based on industry sector research.
- 3.1.3** Promote Penrith as a place to live, visit and work in through city marketing and economic development initiatives.
- 3.1.4** Facilitate opportunities to increase visitation to Penrith.
- 3.1.5** Create opportunities to enable cultural and economic international relationships for our existing and future community.

Highlights

- During 2022–23, we delivered:
 - Business workshops focused on defence, manufacturing and hospitality.
 - Zero Barriers business awareness and education program to 27 businesses across the LGA to increase access to employment for people with disability.
 - Economic Dashboard Reporting and Small Area Labour Force Reports.
 - Amazon Recruitment Drive, Kemps Creek for more than 530 jobs.
 - Woolworths Diversity and Inclusion Pilot with 40 participants and 17 recruitments achieved on the day.
 - Aviation Careers Forum for Women.
 - Workshop with industry leaders for new and emerging local technology start-ups called 'Tips and Tricks from Successful Startups'.
- We continued to build and sustain relationships with our sister cities Fujieda City, and Hakusan City Japan; as well as the Penrith International Friendship Committee and Fujieda International Friendship Society and Council. We discussed our upcoming virtual exchange programs and recommencing our student exchange program in 2024.
- We also engaged with the Korea Local and State Government Office and facilitated a visit to Penrith from the Local Government Official Development Institute for South Korea.

STRATEGY 3.2 UNDERTAKE STRATEGIC PLANNING THAT WILL ENSURE BALANCED GROWTH AND LIVEABILITY

The Principal Activities that help deliver this strategy are:

- 3.2.1** Ensure our strategic framework and vision are contemporary and informs our land use planning and advocacy.
- 3.2.2** Facilitate appropriate land use outcomes for our city that are consistent with our Local Strategic Planning Statement.
- 3.2.3** Influence state planning policies and legislation to ensure it responds to our land use vision and the needs of our community.
- 3.2.4** Ensure services, facilitates and infrastructure meet the needs of a growing population through the contributions framework.
- 3.2.5** Provide advice and maintain a contemporary planning framework of land use and statutory plans.
- 3.2.6** Facilitate and plan for housing diversity and liveability.
- 3.2.7** Guide sustainable quality development outcomes for the community through expert advice, transparent, efficient assessment, policy input and continuous improvement.
- 3.2.8** Help minimise impacts on the environment from unauthorised activities.
- 3.2.9** Ensure privately owned swimming pools are safe and healthy.

Highlights

- In 2022–23, we completed the:
 - Local Housing Strategy
 - Rural Lands Strategy
 - St Marys Structure Plan
 - Advocacy Strategy.
- We have been working toward the Corridors and Centres Strategy, which will focus in the coming year on a planning analysis for Penrith City Centre.

Challenges

- There was minor exceedance of our target for the average number of days for minor development application processing times. This is due to a decrease in single dwelling and small-scale development applications, coupled with a changing strategic planning framework and expanded complying development and state significant development capabilities. These factors impacted lodgement volume and resulting median determination timeframes.

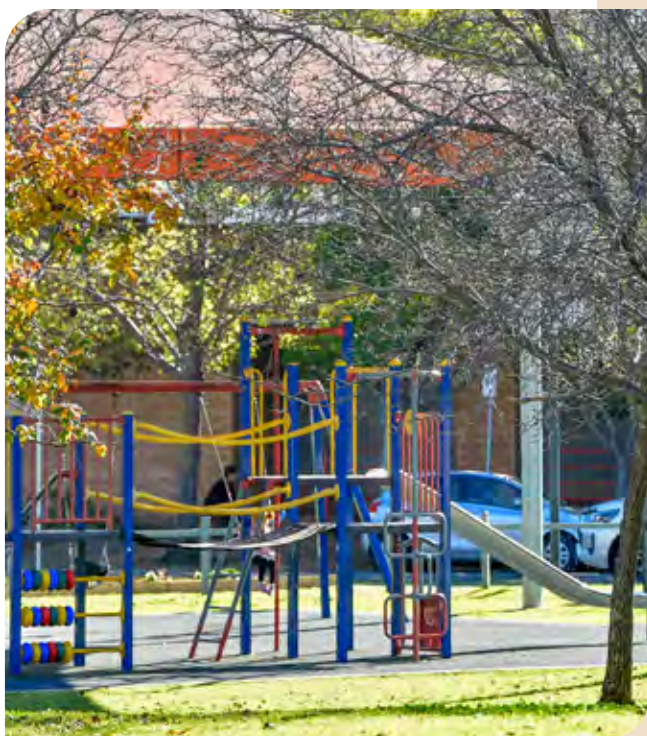
STRATEGY 3.3 WORK WITH PARTNERS TO DEVELOP PLANS THAT SUPPORT THE NEEDS AND INTERESTS OF OUR COMMUNITY

The Principal Activities that help deliver this strategy are:

- 3.3.1** Support and influence tri-government strategic planning in the Western Parkland City by responding to the City Deal commitments.
- 3.3.2** Work with government to develop strategic plans for priority precincts within the Greater Penrith to Eastern Creek Growth Area.
- 3.3.3** Support the work of the Federal and State Government in delivering Sydney Metro Western Sydney Airport in time for the opening of the Western Sydney Airport.
- 3.3.4** Certify future public assets being delivered as part of development.

Highlights

- We continued to work with the NSW Government on delivery of the Metro. We appointed an Interface Officer to represent Council and work collaboratively with Sydney Metro. For more information see page 30.



Case Study

Renewing the Heart of Kingswood

Council delivered the Renewing the Heart of Kingswood project as part of the NSW Government-funded Your High Street program. The program provided opportunities for local councils to create quality public spaces and deliver permanent beautification and streetscape improvements.

Council received \$926,782 in grant funding for the Renewing the Heart of Kingswood project with capital works upgrades along Bringelly Road from the Great Western Highway to the trading area opposite Wainwright Park. Works were undertaken from September 2022 to June 2023, including:

- A widened and newly concreted footpath.
- New paving installed at the trading area on Bringelly Road opposite Wainwright Park.
- New seating, shade umbrellas and solar compactor bins.
- Upgraded landscaping including new planting and canopy trees.
- New public art completed by local First Nations organisation, Dalmarri,
- Improvements at the station forecourt area.
- Completion of the Pedestrian Lighting Network with seven new light poles.

To launch the upgrades, we held a community event on Saturday 25 February to celebrate and showcase the streetscape improvements. The event included live music, face painting and a pop-up juice bar followed by an outdoor cinema night in Wainwright Park with ice cream and popcorn.

The project application was guided by the Think Bold Kingswood Place Plan (endorsed by Council in November 2020). It sets a clear vision and bold direction for working together to create safe and welcoming places and a neighbourhood that supports the wellbeing of a diverse community and a thriving local business sector.

Case Study

St Marys Central Park

The St Marys Central Park is a key project that supports a heart for the town centre as identified in the St Marys Structure Plan. To enhance liveability for current and future residents, and to welcome visitors in the coming years, St Marys will be transformed into a modern and connected city centre, complete with a new green civic heart, called Central Park.

The \$21 million St Marys Central Park and Entertainment area project features a large central lawn, outdoor performance stage, natural shade and public artwork, creating the perfect place for people to gather, meet friends and be entertained by local and regional performers.

Central Park will evolve St Marys into a vibrant destination by connecting Queen Street, Lang and Kokoda Parks, Ripples, the local shopping precincts and infrastructure connections and facilities. It will stimulate day and night-time local economies.

As part of the engagement undertaken for the Structure Plan and St Marys Place Plan, the community was asked what they wanted in a new park. They said:

- **Lawns, trees and greenery**
- **Street furniture, including seating and benches, tables, water bubblers**
- **Public or community art**
- **Play spaces and equipment**
- **Lighting**
- **Waterplay.**



Case Study

Social Stories for Playspaces

Every year, Council provides facilities, services and programs for our diverse community, including more than 12,000 people living with disability. We are committed to making Penrith more accessible for everyone.

During community engagement for the Penrith Disability Inclusion Action Plan (DIAP), carers and families raised the importance of information to support planning for activities. This was particularly critical for participation in sport, recreational activities, and the arts.

Communication tools, such as social stories, are one way to support participation from people with autism, cognitive impairment and dementia. Social stories use words and images to describe the types of behaviours and what to expect in social situations.



We know that 40% of all NDIS plans in the Nepean Blue Mountains District are for people living with autism. And as the community ages in place, Dementia Australia forecasts suggest that by 2058 the prevalence of dementia will increase to more than 3,000 people.

To respond to community aspirations, Council commissioned social stories for three playgrounds that were recently upgraded. Social stories are now available for print and download for Livvi's Place in Jordan Springs, David Currie Playground in St Clair and Tench Reserve Playground in Jamisontown.

Personalised social stories are a great way to tailor content to individual needs and experiences, so we have also made a social story template available for download.

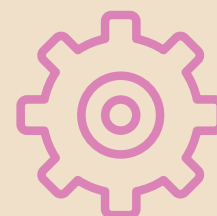
The social stories were identified as a stretch project in the Disability Inclusion Action Plan 2022–26. We committed additional resources to support access to local playgrounds for everyone. To find out more about the Disability Inclusion Action Plan see page 219. To download the social stories, visit the Accessible Penrith webpage on our website: penrith.city/accessiblepenrith



⁴ Australian Bureau of Statistics Census, 2021.

⁵ Penrith Disability Snapshot, 2021.

Outcome 4



We manage and improve our built environment

What have we done?

The following indicators help to measure the effectiveness of Council's activities in delivering the strategies included in this outcome.

Table 6: Our key performance for Outcome 4 in 2022–23

4.1.1 Work with relevant authorities to ensure adequate arterial road infrastructure and public transport services	Number of submissions made to Transport for NSW on state-based projects	2
	Number of requests made to Transport for NSW for improved services and infrastructure	1
4.1.2 Improve the amenity of Council owned public transport assets	Number of Council owned public transport assets renewed	4
4.1.3 Help ensure efficient and fair use of parking spaces across the City	Number of overstay parking offences processed	24,336
	Percentage of parking compliant vehicles	68%
	Percentage of parking overstayed	32%
	Average length of time cars overstayed parking time limit	No data available at this time
4.1.4 Provide technical advice on parking issues and plan for the delivery of parking infrastructure	Percentage of requests for advice on parking issues/ infrastructure responded to within agreed timeframes.	100%
4.2.1 Provide technical advice and work collaboratively with stakeholders to development and implement road safety programs	Number of road safety programs developed and implemented	11
	Number of participants in Road Safety programs	3,500
4.2.2 Improve the amenity of the City's roads, pathways and drainage network	Percentage of Road Safety programs successfully completed within timeframes.	100%
	Kilometres of new pathways constructed	3.54
	Square metres of roads resurfaced	79,114
	Square metres of roads reconstructed	49,622
	Number of pothole complaints received	1,949

4.2.3 Design and deliver Council's major capital projects	Number of major capital projects	68
	Number of major capital projects completed	43
	Number of major capital projects progressing as on track	19
4.3.1 Manage and facilitate the use of community, sport, recreation and open space facilities	Number of bookings of community facilities	16,250
	Number of participants at bookings of community facilities	409,761
4.3.2 Plan for community facility, sport, recreation, play, open space infrastructure provision and support project delivery	Number of community facility, sport, recreation, play, open space infrastructure projects developed	66
	Number of community facility, sport, recreation, play, open space infrastructure projects delivered	24
	Number of community facility, sport, recreation, play, open space infrastructure actions developed	No data available at this time
	Number of community facility, sport, recreation, play, open space infrastructure actions delivered	7
4.3.3 Improve the amenity of the City's sportsgrounds, parks and open spaces	Percentage of sportsground, parks and open space maintenance delivered as programmed	100%
4.4.1 Improve the amenity of the City's public spaces	Number of complaints received about the City's public spaces	2,630
	Average time (Days) to respond to offensive graffiti	1
	Average time (days) to respond to non-offensive graffiti	3
	Average time (days) to respond to open space safety issues	1
	Average time (days) to respond to open space non-safety issues	5
4.4.2 Help make our public spaces and community facilities safe and pleasant places to be	Average time (hours) to respond to public toilets complaints	2
	Number of complaints responded to within service levels under Compliance and Enforcement Policy	10,309

STRATEGY 4.1 PLAN AND MANAGE SUSTAINABLE TRANSPORT INFRASTRUCTURE AND NETWORKS TO MEET CURRENT AND FUTURE COMMUNITY NEEDS

The Principal Activities that help deliver this strategy are:

- 4.1.1** Work with relevant authorities to ensure adequate arterial road infrastructure and public transport services.
- 4.1.2** Improve the amenity of Council owned public transport assets.
- 4.1.3** Help ensure efficient and fair use of parking spaces across the City.
- 4.1.4** Provide technical advice on parking issues and plan for the delivery of parking infrastructure.

Highlights

- We continued to advocate for Penrith on NSW Government-funded road projects, including Mulgoa Road, Mamre Road, The Northern Road, Elizabeth Drive, Werrington Arterial and the Castlereagh Connection.
- We continued to advocate to the NSW Government for a rapid bus service with connections to the Aerotropolis and beyond.
- Installation of bus shelters at the following locations have commenced as part of the 2022–23 renewal program:
 - Ridgetop Drive, Glenmore Park
 - Borrowdale Way, Cranebrook
 - Saddington Street, St Marys
 - Derby Street, Penrith.

STRATEGY 4.2 PLAN FOR AND MAINTAIN ACCESSIBLE, SAFE AND HIGH-QUALITY INFRASTRUCTURE

The Principal Activities that help deliver this strategy are:

- 4.2.1** Provide technical advice and work collaboratively with stakeholders to development and implement road safety programs.
- 4.2.2** Improve the amenity of the City's roads, pathways and drainage network.
- 4.2.3** Design and deliver Council's major capital projects.

Highlights

- We have continued to develop and implement road safety programs that promote road safety awareness and improve road safety outcomes, including the:
 - Child seat safety program
 - Learner driver workshops
 - Senior pedestrians' presentations
 - St Marys Community and Education Road Safety Scheme (CARES)
 - Local speed education
 - Road safety reviews around schools
 - Delivery of our active transport network.
- Footpaths have been constructed in:
 - College Street, Cambridge Park
 - Victoria Street, Werrington
 - Jamison Dog Park, South Penrith
 - Wrench Street, Cambridge Park.
- There were 800 metres of shared paths constructed along the Great Western Highway, Emu Heights.

STRATEGY 4.3 PLAN FOR, MAINTAIN AND PROVIDE SPACES AND FACILITIES THAT SUPPORT OPPORTUNITIES FOR PEOPLE TO PARTICIPATE IN RECREATIONAL ACTIVITIES

The Principal Activities that help deliver this strategy are:

- 4.3.1** Manage and facilitate the use of community, sport, recreation and open space facilities.
- 4.3.2** Plan for community facility, sport, recreation, play, open space infrastructure provision and support project delivery.
- 4.3.3** Improve the amenity of the City's sportsgrounds, parks and open spaces.

Highlights

- Bookings for community facilities remained consistent, with:
 - 529 private function bookings (6.9% of total bookings)
 - 167 one-off casual bookings (2.2% of total bookings)
 - 6,926 regular hire bookings (90.9% of total bookings).
- We continued to prioritise the Our River Masterplan. The Tench Reserve upgrade is almost completed, and Regatta Park is on track to be completed by the end of 2023. The Our River Masterplan is being updated to identify gaps, challenges and opportunities to build on the vibrancy of the precinct informed by the community.

- We reviewed and updated The Penrith Accessible Trails Hierarchy Study (PATHS) Implementation Plan 2022–32. The plan supports the long-term goals of providing a planned and cohesive walking and cycling network to be delivered over the next 10 years. Its aim is to provide a quality and connected active transport network, reduce the dependence on private vehicle travel for local trips and encourage healthy, active lifestyles.
- We are focusing on projects that increase the capacity for use at existing venues through the provision and upgrade of amenity buildings, floodlighting, irrigation, and surfaces that ensure year-round activation.

Challenges

- Vandalism at sports grounds at Andromeda Reserve, Cranebrook, included a motorbike damaging the fields; a car driven onto Patterson Oval, Cambridge Park; and a car driven onto fields eight and nine at Jamison Park, Penrith. All damage was repaired within two days with little to no loss of club playing or training time.
- There was also vandalism at our playgrounds and splash parks with some replacement parts being hard to source. Incidents included:
 - Livvi's Place Jordan Springs—waterplay was vandalised. It took about three months to source equipment parts and make the playground operational again.
 - Phoenix and Pacific Reserve Erskine Park—the controller on the splash park was vandalised several times, closing the splash park until it was repaired.
 - Lincoln Park, Cambridge Park—playground equipment was vandalised several times.



STRATEGY 4.4 ENSURE OUR PUBLIC PLACES ARE CLEAN, SAFE, SHADED, SECURE AND ACCESSIBLE

The Principal Activities that help deliver this strategy are:

- 4.4.1** Improve the amenity of the City's Public spaces.
- 4.4.2** Help make our public spaces and community facilities safe and pleasant places to be.

Highlights

- The weather has been drier than the same time last year, but there was enough rain to keep irrigation to a minimum. Colder temperatures and some heavy frosts have kept grounds wet but burnt off the grass in a lot of areas.
- Street trees and trees in parks and open spaces were lifted in line with the Street and Park Tree Management Plan and mulched to prepare for the upcoming summer.
- Trees are divided into three categories:
 1. Trees that can be pruned, or removed easily and safely from the ground, are maintained by four mobile crews. These requests are usually completed within a few weeks.
 2. Trees taller than 10 metres require an EWP (Elevated Work Platform) to complete. These types of requests include branches obscuring streetlights, those growing over fences and awnings especially in town centres. These requests take a bit longer as there is only 1 crew to cover all of Council. Tree requests are prioritised on their level of risk to the community. Requests take from within 24 hours to four weeks+ to complete.
 3. Trees above 10 metres high are prioritised and forwarded to a tree contractor to complete. Trees around powerlines, high traffic roads, and other difficult locations are also forwarded to a tree contractor.

Challenges

- Delayed supply of spare parts and new machinery has been an issue and is expected to continue in the coming year.

Outcome 5



We have open and collaborative leadership

What have we done?

The following indicators help to measure the effectiveness of Council's activities in delivering the strategies included in this outcome.

Table 7: Our key performance for Outcome 5 in 2022–23

5.1.1 Ensure our community is actively informed about Council's news and activities	Number of digital interactions with community	2,082,299	5.3.1 Provide property services and manage community and commercial requests for the use of Council owned or controlled land	Number of requests for property services received	No data available at this time
	Number of non-digital interactions with the community sharing Council news and activities	3		Percentage of requests for property services completed within agreed service levels	No data available at this time
5.1.2 Provide a quality customer experience through the contact centre and front counter in line with the customer promise	Number of calls received	151,719	5.3.2 Ensure Council's information technology is contemporary and meets the needs of the organisation and the community	Number of ICT enabled projects with a measure of benefits realised	No data available at this time
	Percentage of calls answered within 2 minutes	80%		Number of Service desk requests	10,932
5.2.1 Manage Council's community engagement framework	Number of Community Engagement Activities delivered	No data available at this time		Average time (days) to close Service desk requests	2
			5.3.3 Support financial sustainability through financial planning and budget management and provide accurate reporting to the community	Financial Performance vs Budget – variation %	75%

5.3.4 Ensure our Integrated Planning and Reporting responsibilities are met	Number of Operational Plan Actions	117
	Number of Operational Plan actions progressing as on track or completed	98
5.3.5 Support and drive the organisation in identifying business improvement opportunities and service reviews	Number of service reviews completed	0
	Number of business improvement initiatives delivered	17
5.4.1 Reduce Council's reliance on rateable income, by delivering property projects to achieve financial returns or significant value to Council and the community	Number of Property Projects	No data available at this time
	Return on investment (ROI) of Projects	No data available at this time
5.4.2 Realise the potential of land and property assets by focusing on operational and commercial sustainability of Council's Property Portfolio	Percentage of property at or above Return on investment (ROI)	No data available at this time

5.4.3 Manage Council's assets to minimise risk, reflect lifecycle costs and meet community needs	Percentage of asset management plans that are current	100%
5.4.4 Enhance the engagement and performance of our employees so that our organisation can thrive and deliver high quality outcomes for the community	Percentage of staff turnover	14.58%
	Average number of days where unplanned leave was taken per employee	9
	Percentage of employee satisfaction	73%
	WHS - Number of Near-Misses	31
	WHS - Number of Lost Time Injury	107
	WHS - Number of First Aid treatable incidents	411
	WHS - Number of medically treatable incidents	44
	WHS - Number of equipment/property damage incidents	32
	WHS - Number of workers compensation with no LTI incidents	18
	WHS - Number of hazards reported	22
	WHS - Number of workers compensation claims	135

STRATEGY 5.1 COMMUNICATE EFFECTIVELY WITH THE COMMUNITY ABOUT THE PROGRAMS AND SERVICES PROVIDED BY COUNCIL

The Principal Activities that help deliver this strategy are:

- 5.1.1** Ensure our community is actively informed about Council's news and activities.
- 5.1.2** Provide a quality customer experience through the contact centre and front counter in line with the customer promise.

Highlights

- We used multiple channels to connect with the community, including media relations, speeches, advertising, promotional collateral (flyers, posters, street decals), billboard advertising and our quarterly community newsletter publication, Our Place.
- In 2022–23, 117 media releases and statements were issued, 124 speeches were delivered, and all communication campaigns were supported with non-digital elements.
- Our Corporate News Page was published weekly within the Western Weekender and contained an advertisement at the top and three project briefs alongside development application information and other official announcements.
- Four editions of Our Place were delivered during the year.

STRATEGY 5.2 ENCOURAGE COMMUNITY PARTICIPATION IN COLLECTIVE DECISIONS AND INITIATIVES

The Principal Activities that help deliver this strategy are:

- 5.2.1** Manage Council's community engagement framework.

Highlights

- Our new Community Engagement Strategy defined community engagement as opportunities for the community to influence decision-making. We are currently developing an engagement register and centralised engagement portal to capture, monitor and evaluate engagement planning and activation.

STRATEGY 5.3 DELIVER AN EFFICIENT, TRANSPARENT AND ACCOUNTABLE SERVICE TO THE COMMUNITY

The Principal Activities that help deliver this strategy are:

- 5.3.1** Provide property services and manage community and commercial requests for the use of Council owned or controlled land.
- 5.3.2** Ensure Council's information technology is contemporary and meets the needs of the organisation and the community.
- 5.3.3** Support financial sustainability through financial planning and budget management and provide accurate reporting to the community.
- 5.3.4** Ensure our Integrated Planning and Reporting responsibilities are met.
- 5.3.5** Support and drive the organisation in identifying business improvement opportunities and service reviews.

Highlights

- We developed our Business Process Mapping Framework and Business Rules. We undertook process mapping of the:
 - Library Penrith Branch Service Desk customer journey
 - GIPA process
 - Development Assurance processes
 - Project Management Framework
 - Governance processes
 - API Phase 2
 - Fleet management processes
 - Grants policy
 - Recruitment process and held a workshop.
- We also delivered the Procurement Vendor Panel Implementation and a Project Management review workshop.

Challenges

- In 2022–23, we delivered telecommunications improvements for our phone system and internet to achieve better value for money. Financial impact from these changes will be available as new bills are received.

STRATEGY 5.4 PLAN FOR AND MANAGE CITY RESOURCES FOR CURRENT AND FUTURE GENERATIONS

The Principal Activities that help deliver this strategy are:

- 5.4.1** Reduce Council's reliance on rateable income, by delivering property projects to achieve financial returns or significant value to Council and the community.
- 5.4.2** Realise the potential of land and property assets by focusing on operational and commercial sustainability of Council's Property Portfolio.
- 5.4.3** Manage Council's assets to minimise risk, reflect lifecycle costs and meet community needs.
- 5.4.4** Enhance the engagement and performance of our employees so that our organisation can thrive and deliver high-quality outcomes for the community.

Highlights

- All existing Asset Management Plans (AMPs) for Major Asset Classes have been updated. More detailed AMPs for Sub-Asset classes are being developed. Draft Sub-Asset Management Plans have been developed for playground equipment, car parks and Ripples Leisure Centres.

Challenges

- Due to reprioritisation, property projects are on hold while we develop a Property Strategy. New measures will be revisited and reviewed in future. However, Council progressed the sale of 158-164 Old Bathurst Road, Emu Plains, which will ensure additional revenue as forecast when the site was originally acquired.

Corporate Enablers

Council has internal enabling services to ensure that all legislative requirements are met, and the organisation is running efficiently.

OUR ENABLING SERVICES:

- Maintain and support Council's corporate business information management systems.
- Administer and promote a consistent approach to risk through the Risk Management Strategy.
- Undertake the audit program as agreed with the Audit Risk and Improvement Committee to ensure Council's operations are ethical and efficient.
- Provide legal advice and litigation services to Council.
- Manage access to information requests.
- Support and drive the organisation in the effective management, governance and reporting of projects and initiatives.
- Promote ethical behaviour through awareness and advice, and manage investigations of alleged corruption, maladministration or breaches of the Code of Conduct.
- Participate in reviews and forums and make submissions that affect the community in respect to local government governance.
- Manage Council's meeting calendar, meeting process and business papers to ensure open and fair decision making.
- Manage our mapping, data and geographical information systems to meet the organisation and community needs.
- Undertake activities associated with the management of asbestos, other environmental management activities and risk and compliance reviews across the City Service division.
- Provide support to the Mayor, Councillors and our Leadership Team.
- Optimise the use of Council's fleet, plant and equipment to minimise risk and reflect lifecycle cost.
- Ensure information management systems (people, processes and technology) comply with statutory requirements.
- For budgeting purposes, these costs are included in Outcome 5.





Our People

Our Culture

We are passionate about our people and consider our employees to be our biggest asset. To deliver our extensive range of services, we need to invest in our employees to ensure we have a capable and committed workforce.

Penrith City Council is an Employer of Choice because we provide a supportive work environment, rewarding career opportunities and professional development, and promote a healthy work-life balance.

Through proactive workforce planning, we have the right people with the right skills and experience in order to deliver our objectives.

Our Executive Leadership Team



Andrew Moore General Manager

(April 2023—present)

Responsibilities:

Andrew is responsible for the day-to-day policy and strategic management, and management of operations such as financial, assets, human resources, communications, governance, in line with current Council plans.

Qualifications:

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

L-R. Matthew Bullivant, Andrew Jackson, Kylie Powell, John Gordon, Brian Steffen, Andrew Moore, Sandy Davies and Stephen Britten outside of the Penrith Civic Centre.

Stephen Britten Chief Governance Officer

(December 2008—present)

Responsibilities:

Stephen is responsible for Governance and Legal Services. This area primarily works with internal customers and looks after meeting practice, code of conduct, risk management, internal audit, legal services and records management.

Qualifications:

- Bachelor of Science (Macquarie University)
- Bachelor of Law (University of Sydney)
- Master of Business Administration (Southern Cross University and University of New England)
- Solicitor of the Supreme Court of New South Wales.

Stephen's professional development in 2022–23 was the continuation of Professional Legal Development.

Matthew Bullivant Acting Director, Corporate Services

(May 2023—present)

Responsibilities:

Matthew is responsible for Corporate Services, including Business Transformation, Communications, Financial Services, Information and Communications Technology, and Property Development. The Directorate looks after business improvement, corporate communications and Council events, Council's corporate planning and reporting, financial planning, budgeting, and property management and investment.

Qualifications:

- Bachelor Economics (WSU)
- Bachelor of Laws (WSU)
- Graduate Diploma of Legal Practice (College of Law)
- Solicitor of the Supreme Court of NSW.

Matthew's professional development in 2022–23 was the continuation of Professional Legal Development and studies for Master of Business Administration (Managing and Leading People).

Sandy Davies Director, Community and People

(June 2016—present)

Responsibilities:

Sandy is responsible for Children's Services, People and Culture, Customer Experience and Library Services. The Directorate looks after our customer experience, human resources and safety, libraries and childcare centres.

Qualifications:

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

Sandy's professional development in 2022–23 was the continuation of studies for Diploma of Counselling (Australian Institute of Professional Counsellors).

John Gordon Acting Director, City Services

(May 2023—present)

Responsibilities:

John is responsible for Asset Management, Community Facilities and Recreation, Waste and Resource Recovery, City Presentation, and Penrith's Ripples Aquatic and Leisure Centres. The Directorate looks after the use and management of Council's assets, including planning, acquisition, construction, renewal, maintenance and disposal, along with our waste and recycling operations.

Qualifications:

- Bachelor of Education
- Diploma of Teaching
- Graduate Certificate—Sports Management.

Andrew Jackson Director, Development and Regulatory Services

(July 2021—present)

Responsibilities:

Andrew is responsible for Development Services, Engineering Services and Environmental Health and Compliance. The Directorate looks after the regulation of development across our city, including assessments and compliance, and our Rangers.

Qualifications:

- Bachelor of Agricultural Economics (University of Sydney).

Kylie Powell Director, City Futures

(February 2017—present)

Responsibilities:

Kylie is responsible for City Resilience and Sustainability, City Strategy, City Planning, City Activation, Community and Place, and City Economy and Marketing. The Directorate is focussed on helping create local jobs, creating great public spaces and planning for the growth of our city.

Qualifications:

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

Brian Steffen Director, City Transformational Projects

(May 2023—present)

Responsibilities:

Brian is responsible for oversight of the framework, development and delivery of a pipeline of community projects (current and planned) that are worth more than \$500 million over the next five years. This is equivalent to three times the previous 5-year averages. The City Transformational Projects Directorate was created in 2023 on a temporary basis.

Qualifications:

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

Remuneration of our Senior Staff

Table 8 shows the remuneration of our General Manager, who is the only employee on a Senior Staff Contract.

Table 8: Remuneration of our senior staff in 2022–23

	GENERAL MANAGER WARWICK WINN (1 Jul–30 Sep 2022)	ACTING GENERAL MANAGER ALAN STONEHAM (4 Oct 2022– 28 Apr 2023)	GENERAL MANAGER ANDREW MOORE (24 Apr– 30 Jun 2023)
(i) Total value of the salary component of the package	\$59,632.55	\$262,959.54	\$82,160.91
(ii) Total amount of any bonus payments, performance payments or other payments made to them that do not form part of the salary components of their packages	\$243,293.50	\$17,577.61**	–
(iii) Total amount payable by the council by way of the employer's contribution or salary sacrifice to any superannuation scheme to which any of them may be a contributor	\$10,039.41	\$14,494.42	\$4,671.51
(iv) Total value of any non-cash benefits for which any of them may elect under the package	–\$380.77*	\$657.68	\$388.62
(v) Total amount payable by the council by way of fringe benefits tax for any such non-cash benefits	\$612.90	\$2,379.07	
TOTAL INCLUDING NON-CASH BENEFITS AND FBT PAYABLE	\$313,197.59	\$298,068.32	\$87,221.04

Notes:

* Pre-tax refund adjustment for motor vehicle contributions.

** Accrued leave and BYOD Mobile Phone Allowance.



Our Employees

Workforce Statistics

At 30 June 2023, we had 1,530 employees in full-time, part-time, permanent, temporary and casual positions, with some employees having multiple employments across Council.

Figure 19: Proportion of employees by type at 30 June 2023

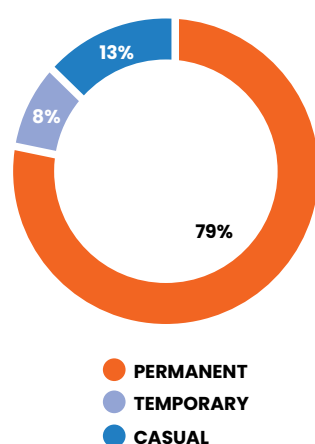
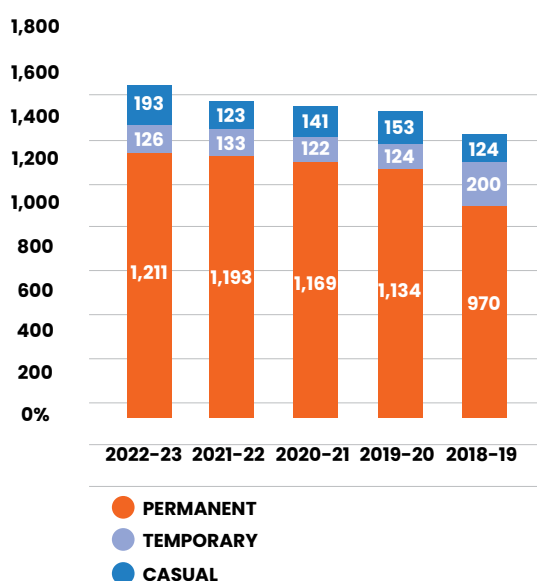


Figure 20: Number of employees by type over 5 years



Annual Reporting of Labour Statistics

In accordance with section 217 of the Local Government (General) Regulation 2021, the following information is provided on the number of persons who performed paid work for Council on Wednesday 23 November 2022.

The number of persons directly employed by Council:

- Permanent full-time: **954**
- Permanent part-time: **209**
- Casual: **90**
- Fixed-term contract: **124**

The number of persons employed by Council who are Senior Staff for the purposes of the Local Government Act 1993: **1**

The number of persons engaged by Council, under a contract or other arrangement with the person's employer that is wholly or principally for the labour of the person: **5**

The number of persons supplied to Council, under a contract or other arrangement with the person's employer, as an apprentice or trainee: **0**

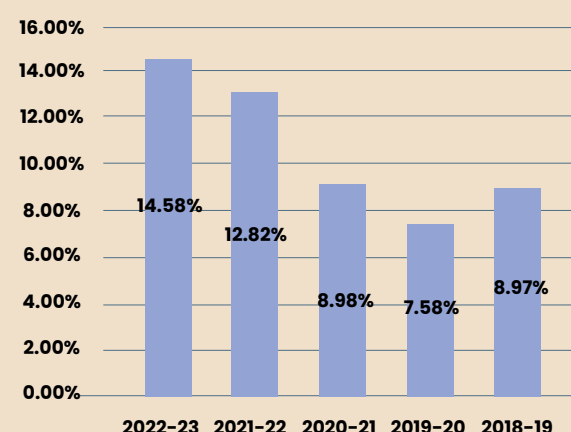
Our Employee Turnover

In 2022-23, our employee turnover was 14.58%. Tracking turnover is a good measure of employee satisfaction and crucially helps us retain skilled and experienced employees. As we come out of the pandemic, our turnover rate was expected to grow based on industry research.

In our last employee engagement survey in 2020, we had an employee engagement score of 73%. The date for our next full engagement survey is yet to be determined.

Figure 21 shows the proportion of employee turnover as a percentage over the last five years.

Figure 21: Our employee turnover as a percentage over 5 years





Celebrating 20 Years of Service

During 2022–23, we recognised and celebrated 24 staff members who have achieved 20 years of service at Council. They represented various teams across the business and were honoured for their outstanding work. The group had lunch with our Mayor, Cr Tricia Hitchen and members of Council's Executive Leadership Team.

Our Equal Employment Statement

We are proud to be a workplace that promotes Equal Employment Opportunity (EEO) groups across Council. We are committed to the principle of EEO for all employees and to provide employees with a work environment that is free of discrimination and harassment.

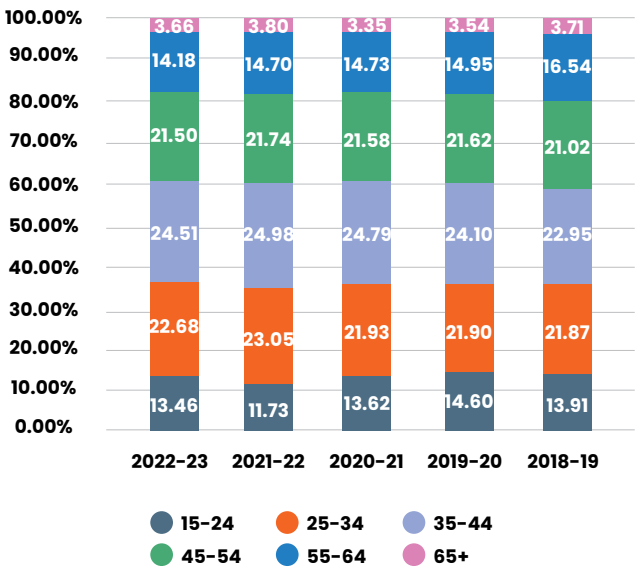
We develop and implement workplace programs that promote an inclusive workplace culture. Our EEO initiatives include:

- Building awareness across the organisation through our policies, induction program and training for staff and managers.
- Encouraging staff to complete EEO surveys upon commencement with us.
- Providing access to targeted employment opportunities (traineeships for people with disability and First Nations people).
- Communicating our policies relating to flexible work practices to our staff.

Our Age Profile

We have consistently maintained a steady age profile in 2022–23. Our traineeship program continues to attract younger people, while options such as phased-in retirement and workplace flexibility supports people at different life stages. Figure 22 shows our age profile as a percentage over that last five years.

Figure 22: Our age profile as a percentage over 5 years



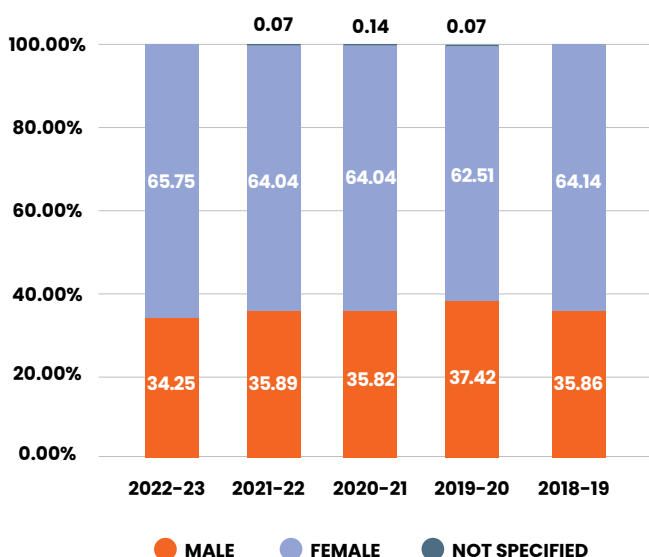
Our Gender Profile

Council is committed to gender equity. We hold bronze award and silver accreditation in the 50:50 Vision, which are both independently overseen by the Australian Local Government Women's Association (ALGWA).

We have initiatives such as supporting employees to apply for salary progression, parental leave events, several breast feeding and baby care rooms across our sites and International Women's Day events.

In 2022–23, our gender profile for permanent, temporary and casual employees is 65.75% female and 34.25% male. Figure 23 shows the gender profile of our workforce in 2022–23 and over the last five years.

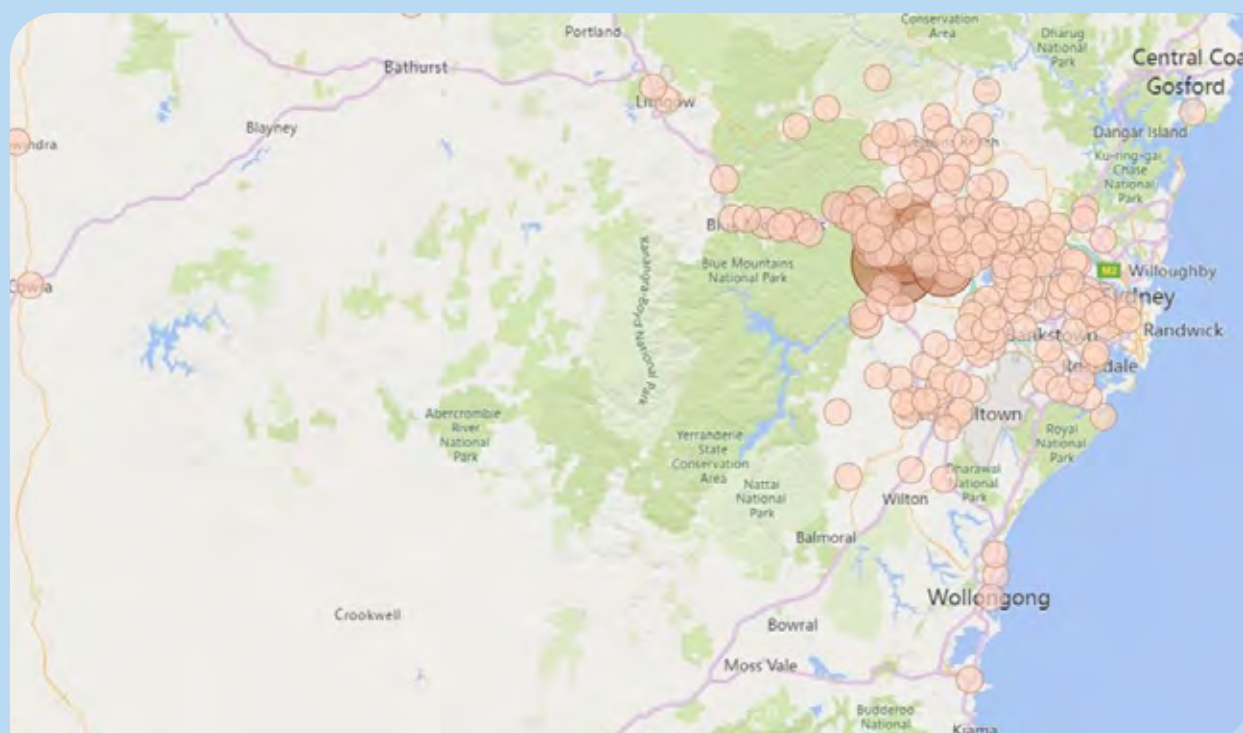
Figure 23: Our workforce gender profile by employment type over 5 years



Our Employees' Places of Residence

Around 51% of our employees live within the Penrith Local Government Area. During 2022–23, Council continued to attract employees from several other LGAs. Our Finding Balance philosophy will continue to be a competitive advantage for Council and highlights the importance to continue to embed this into our culture so we can continue to be an Employer of Choice.

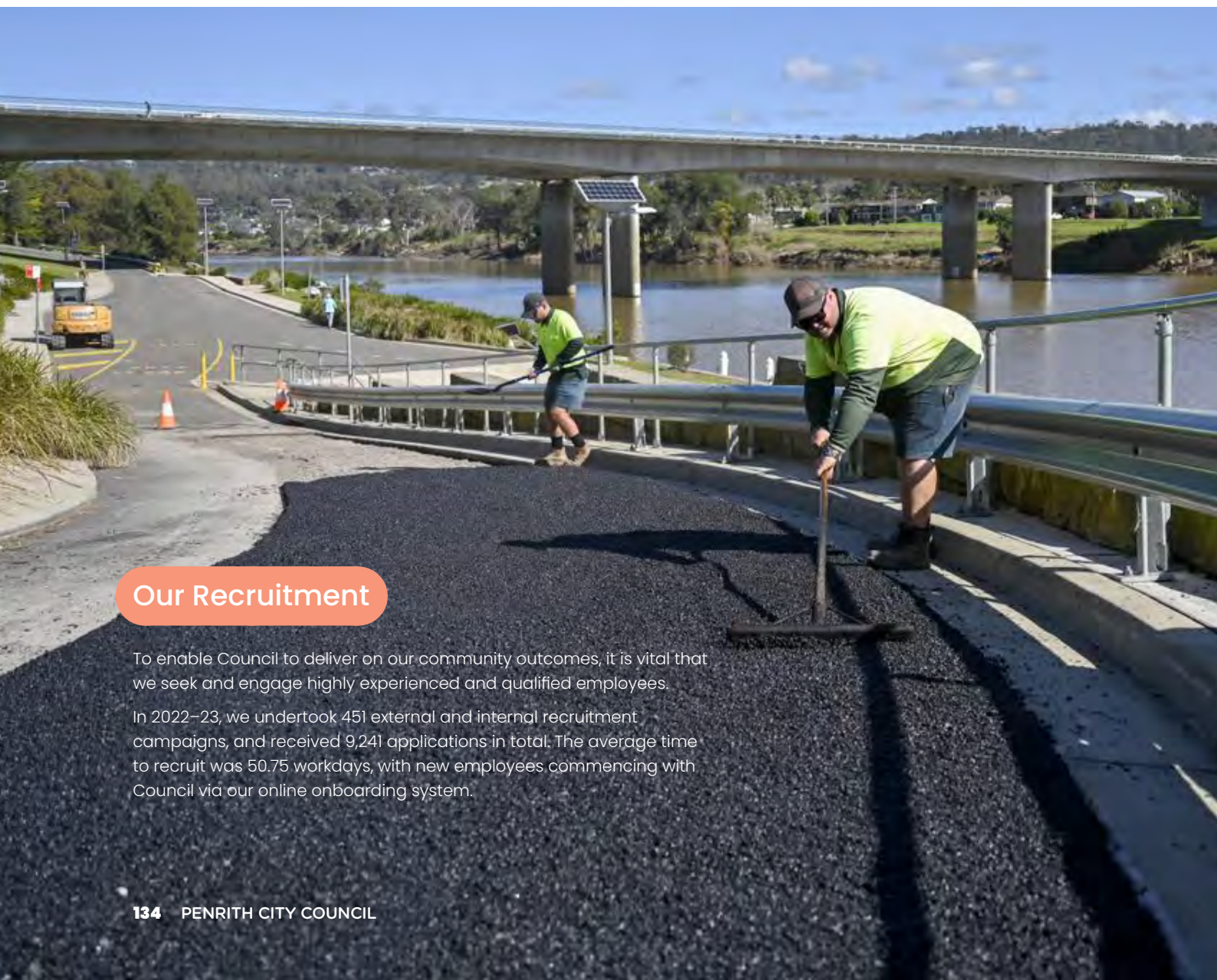
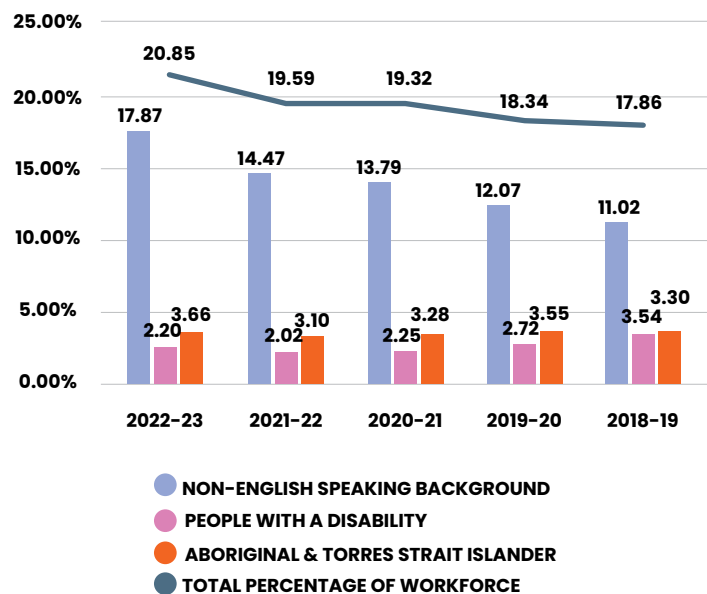
Figure 24: The spread of our employees' places of residence in 2022–23



Our Diversity Profile

We are committed to attracting and retaining a diverse workforce by providing all employees equal access to opportunities including training, development and progression. We actively work to provide a workplace free of discrimination, through our values, education and training programs. Staff are encouraged to complete an Equal Employment Opportunity form when they commence their role with us, while also having the option to remain anonymous. The data is reflective of those who completed the form.

Figure 25: Our workforce diversity profile over 5 years



Our Recruitment

To enable Council to deliver on our community outcomes, it is vital that we seek and engage highly experienced and qualified employees.

In 2022-23, we undertook 451 external and internal recruitment campaigns, and received 9,241 applications in total. The average time to recruit was 50.75 workdays, with new employees commencing with Council via our online onboarding system.

Our Induction Program

Council's Onboarding Program is a structured and comprehensive process designed to introduce new employees to our organisation, our collaborative culture, our values, policies, procedures, and work environment. Our Onboarding Program helps new employees settle into their role, feel welcome, integrate into their new team, and become productive members of our organisation. Activities are completed over the first three months, including:

Pre-arrival preparation

Before the new employee's first day, we provide them with essential information to help prepare them for their first day on the job. Our online onboarding allows employees to understand a range of benefits, policies and procedures at Council, and supports their learning and introduction to the business during their first three months of employment.

First-day induction

On the first day, our new employees meet their People Leader and team, complete their employee induction training, and learn about our organisation's vision, values, and goals. People Leaders prepare an induction plan so that the new employee can easily transition into their team and gains knowledge of the projects we are delivering for our community.

Training and development

Our onboarding program is underpinned by a wide range of learning, which equips our new employees with the necessary skills and knowledge to perform their job effectively. Our learning program covers topics such as our Code of Conduct, work health and safety, customer service, cyber security, privacy, and child safety, and more. This learning is delivered through on-the-job training, job shadowing, face-to-face training, and e-learning.

Regular check-ins

Throughout the onboarding period, People Leaders and HR representatives check in with each new employee to address any concerns, provide feedback, and ensure they are settling in well. This helps to identify and resolve any issues early, promoting a positive onboarding experience.



Our Learning and Development

It is critical that we continue to support and invest in our employees to develop their skills and knowledge. We provide a range of opportunities including face-to-face learning, eLearning modules, education assistance and support to attend external training, continuing professional development and conferences.

In 2022–23, we implemented several customised leadership development programs and adopted our custom-built Capability Framework across Council. These important projects aimed to uplift the capability and performance of our people, resulting in enhanced culture and outcomes for our organisation and the wider community.

The leadership development programs provided holistic and industry-relevant resources in the context of Council's operating environment to enable leaders to understand their role in driving individual, team and collective organisational performance and culture.

The Capability Framework was a key initiative identified in our Workforce Management Strategy 2022 and was adopted by Council in August 2023. Our Capability Framework enables the attraction, selection, development, and retention of our people, well into the future. The capabilities within the framework are expressed as behaviours that clearly define what 'good' looks like and provide a stronger focus on 'how' to achieve results. This approach places greater emphasis on behavioural expectations, a feedback dialogue and directly influences our organisational culture.

Case Study

Learning about our

First Nations Cultures

During 2022–23, staff from across the organisation participated in cultural awareness workshops under the guidance of Dalmarri, a 100% Aboriginal-owned local company that specialises in First Nations engagement, learning and connection. Participants learned about Penrith's proud First Nations people, culture, art and history, which fostered a deeper understanding and connection with our community. Participants also had the chance to try Indigenous-inspired artwork.

Our staff told us they appreciated learning about Aboriginal culture and came away with more meaningful connections to our people and places.



Our Education Assistance Program

In 2022–23, we invested in 63 employees through our Professional Development Education Assistance program. This program provides financial assistance and leave options to employees undertaking further study in areas including:

- Master's degrees
- Undergraduate degrees
- Diplomas
- Certificates
- Certified Practicing Accountant program.

Our employees study several vocations including early childhood teaching; business administration; work health and safety; ICT; marketing; urban management and planning; town planning; information studies; civil engineering; recordkeeping; and applied policy.

During 2022–23, Council invested \$102,680 in education assistance, as well as numerous leave days for study.

Our Traineeship Program

Our annual Traineeship Program has been running since 2000. In 2022–23, there were 21 trainees employed with Council. This program provides opportunities for people to work full time while studying in a relevant field and is utilised by people wanting to start their careers, re-enter the workforce or change their career. We offer traineeships across multiple disciplines including business administration, ICT and early childhood education and care.

Our Work Health and Safety

In 2022–23, we have continued to build on our 'Safety Workplace' and developing a safety mindset. We progressed and endorsed our four-year Safety Strategy that has set strong foundations for the future. We reviewed several policies and procedures that underpin best-practice work health and safety (WHS), as well as improving our understanding of hazards and risks for staff and the community.

A significant investment into our Safety Network has resulted in an increase of 15 health and safety representatives across work areas who support staff in discussing ideas and concerns. Our Health and Safety Committee has also continued to develop its safety understanding and challenges the business when needed.

We have continued to focus on health and wellbeing even as we come out of the COVID-19 pandemic. The 2022 RU OK Day Expo aimed to bring staff back together and to start conversations about safety and resilience. Our keynote speaker was Alex McKinnon, who shared about his experiences after suffering a life-changing injury.

Council is supporting a group of staff to undertake their Certificate IV in Mental Health. We have also increased the number of Mental Health First

Aiders who provide guidance to colleagues experiencing mental health uncertainties. Works began on implementing our Health and Wellbeing Expos in early 2023 for roll out later in the year.

During the year we also onboarded a new Workers Compensation Insurer, StateCover Mutual, which has significant experience and understanding of the Local Government landscape. StateCover Mutual has also provided us with their network of other councils and WHS professionals to bolster our resources.

It remains our highest priority to provide safe workplaces for our employees, contractors and visitors. Table 9 shows our work health and safety performance over the last year.

Table 9: Work health and safety performance by month, in 2022–23

1 JULY 2022 – 30 JUNE 2023	JUL 22	AUG 22	SEP 22	OCT 22	NOV 22	DEC 22	JAN 23	FEB 23	MAR 23	APR 23	MAY 23	JUN 23	TOTAL
Lost time injury incidents (LTI)	20	28	4	1	5	8	1	10	8	5	7	10	107
Near miss incidents	3	2	1	3	3	3	0	2	9	0	4	1	31
First aid treatable injuries	27	35	24	20	27	44	13	18	28	24	25	26	311
Medically treatable incidents	5	6	1	4	5	4	4	0	6	3	4	2	44
Equipment or property damage	1	4	2	0	3	3	2	4	8	0	1	4	32
Workers' compensation No LTI	0	2	2	1	2	2	2	1	1	1	4	0	18
Hazards	0	0	0	0	0	0	0	5	3	4	3	7	22
NUMBER OF CLAIMS	56	77	34	29	45	64	22	40	63	37	48	50	565
COVID-19 LTI	16	22	2	0	0	6	0	0	1	2	2	5	56
COVID-19 No LTI	12	13	5	2	4	28	3	0	4	5	5	6	87

Our Wellbeing Initiatives

In 2023, we updated our Health and Wellbeing Policy to consider all aspects of health and wellbeing. We have continued to promote initiatives to improve the health, safety, and welfare of our employees by:

- Training an extra nine Mental Health First Aid Officers.
- Sponsoring a group of staff to complete their Certificate IV in Mental Health.

Our Employee Assistance Program continued for all employees with access to free and confidential counselling services. In 2022–23, 172 staff or their family members accessed our EAP services. This included 96 new clients, 75 continuing clients and a total of 349 sessions. Of these sessions 90 were held face to face, 150 via telephone and 72 via video.

And as our workforce returned to more face-to-face interactions, we continued to support work-life balance through our Flexible Workplace Policy.

In 2022, we held R U OK? Day events across the organisation, which included a keynote speech by Alex McKinnon, who shared his story of reinvention, resilience and courage. This continued into our SafeWork Month initiatives, which included events promoting incident reporting, looking after your mental health and asking staff to have a break and a safety conversation over a SafeTEA.

292 employees received the flu vaccination at Council-run clinics and others received reimbursements under our annual flu vaccination program.

We have increased the number of defibrillators accessible to employees and the community by three and will roll out another 13 defibrillators in 2023–24.

We are a White Ribbon accredited organisation and as part of this, we collected devices for DV Safe Phone. Staff were encouraged to donate their old mobile phones, which were refurbished and given to people experiencing domestic violence. The project also raised awareness of support networks available for anyone who is experiencing, or at risk of experiencing, domestic violence.



Our Policies

In 2022–23, we introduced the Child Safe Policy and Procedure (see below for further information). We also reviewed several existing policies including:

- Work Health and Safety Policy
- Injury Management Policy
- Health and Wellbeing Policy.

Reviewing these policies has clarified expectations and accountabilities for all employees, provided a more holistic approach to wellbeing and referenced the health and wellbeing leave available to staff.



Our Child Safe Organisation

It is essential that children and young people feel safe while taking part in community life, whether they are accessing our facilities or in the care of our services. Council has zero tolerance of child abuse, and is committed to protecting the physical, emotional, cultural and social wellbeing of all children and young people.

We are committed to reducing the likelihood of children being harmed, as well as improving our employees' ability to identify and appropriately respond to suspected harm, allegations and disclosures of abuse.

In 2022–23, we have strengthened ourselves as a Child Safe Organisation by implementing processes, developing resources and sharing information.

Examples include:

- Establishment of the Child Safe and Wellbeing Group.
- Development and rollout of e-learning modules for staff.
- Creation of a Child Safe Policy and Procedure.
- Creation of a Child Safe Intranet page for internal staff.
- Creation of a Child Safe website for the public.
- Celebration of Working with Children Week.
- Developing key partnerships with other departments to conduct audits on public spaces to ensure child safety.
- Educating departments on consultation with children.
- Fostering partnerships with key stakeholders and Council childcare centres to capture the voice of children.
- Working with leadership team to have members obtain their Working with Children Check.







Appendices

Appendix 1

Our Council

Our Council Meetings

We are committed to ensuring all Council meetings are conducted in accordance with legislative requirements and that our community has the chance to participate in the decision-making process.

Council generally holds one Ordinary Meeting per month and one Policy Review Committee meeting every second month. They are usually on a Monday night at the Penrith Civic Centre. Our meetings are held in an open environment, with our Code of Meeting Practice guiding how meetings are conducted. Our website outlines what is required of members of the public who wish to address a meeting. Council meetings are recorded and webcast, and recordings are provided on our website after each meeting. Councillors are able to attend remotely if required.

Policy Review Committee meetings allow Councillors to discuss and review policy issues and ask questions of Council officers in a more informal environment. All recommendations made by the Policy Review Committee are presented to the next Ordinary Meeting for formal adoption.

At times, Council needs to deal with highly sensitive issues and may decide to work in confidence, which means that members of the community are excluded from the discussion and decision making. This is called the Committee of the Whole. We try to minimise the number of confidential reports brought before Council.

COUNCILLORS' ATTENDANCE AT MEETINGS

In 2022–23, Council held 13 Ordinary Meetings and three Policy Review Committee meetings, with 15 members of the public addressing Council on various issues and items of business. Table 10 shows our councillors' attendance at meetings for the year.

Table 10: Councillors' attendance at meetings in 2022–23

COUNCILLORS	ORDINARY MEETINGS		POLICY REVIEW COMMITTEE MEETINGS	
	NUMBER	ATTENDED	NUMBER	ATTENDED
Cr Bernard Bratusa	13	13	3	3
Cr Glenn Gardiner	13	12 ♦	3	3
Cr Jim Aitken OAM	13	3 ♦♦ ■■■■■■	3	0 ♦ ■■
Cr John Thain	13	12 ■	3	3
Cr Jonathan Pullen	13	7 ♦♦♦♦♦♦	3	2 ■
Cr Karen McKeown OAM	13	12 ♦	3	2 ♦
Cr Kevin Crameri OAM	13	13	3	3
Cr Mark Davies	13	11 ♦♦	3	2 ♦
Cr Mark Rusev	13	13	3	3
Cr Marlene Shipley	13	13	3	3
Cr Robin Cook	13	12 ■	3	2 ■
Cr Ross Fowler OAM	13	11 ♦♦	3	2 ■
Cr Sue Day	13	13	3	3
Cr Todd Carney	13	12 ■	3	2 ♦
Cr Tricia Hitchen	13	12 ♦	3	2 ♦

♦ APOLOGY

■ LEAVE OF ABSENCE GRANTED

Our Councillors' Fees and Charges

Table 11: Councillors' fees and charges for 2022–23

COUNCILLOR FEES		
Fee Name	Amount (\$)	Detail
Mayor allowance	73,684	Mayoral Fee
Deputy Mayor allowance	17,868	Mayoral Fee
Councillors' fees	474,766	
Overseas visits	0	
Councillor superannuation	57,032	
Expenses and Facilities		
Office equipment	0	
Usage Charges		
Mobile phone calls and data usage	10,440	Telephone and internet services
Reimbursement to Councillors for mobile phone—not council-owned	400	
Reimbursement to Councillors for internet services not provided by Council	1,077	
Conferences and seminars	18,927	Training, conferences and seminars
Training and skill development	7,365	
Travel	6,013	
Interstate visits	0	
Expenses for spouse or partner	423	Other
Other Councillor costs	4,244	
TOTAL	672,239	



Our Councillors'

Professional

Development

Our councillors undertake a comprehensive Councillor Induction Session immediately following the Local Government Elections. Councillors also participate in further diversity training and ongoing supplementary development sessions throughout the term. Table 12 shows the training completed by our councillors in 2022–23.

Table 12: Professional development undertaken by our councillors in 2022–23

COUNCILLOR	DATE
Cr Bernard Bratusa	
One-on-one professional development session	14 November 2022
Cr Glenn Gardiner	
One-on-one professional development session	14 November 2022
Cr Jim Aitken OAM	
None	
Cr John Thain	
One-on-one professional development session	14 November 2022
Cr Jonathan Pullen	
One-on-one professional development session	14 November 2022
Cr Karen McKeown OAM	
One-on-one professional development session	14 November 2022
Cr Kevin Crameri OAM	
One-on-one professional development session	14 November 2022
Cr Mark Davies	
None	
Cr Mark Rusev	
One-on-one professional development session	14 November 2022
Cr Marlene Shipley	
One-on-one professional development session	14 November 2022
Cr Robin Cook	
One-on-one professional development session	14 November 2022
Planning for Councillors	23 November 2022
Speed Reading	1 February 2023
Voice to the Parliament	23 March 2023
Cr Ross Fowler OAM	
One-on-one professional development session	14 November 2022
Cr Sue Day	
One-on-one professional development session	14 November 2022
Cr Todd Carney	
One-on-one professional development session	14 November 2022
Cr Tricia Hitchen	
One-on-one professional development session	14 November 2022

Our Committees and Organisations

Council has delegated certain functions to committees and organisations in accordance with section 377 of the Local Government Act 1993 and is authorised to exercise those delegated functions under section 355 of the Local Government Act 1993, or by a Licence Agreement in the case of other entities. Table 13 shows our 18 committees and entities in 2022–23.

We have also established several consultative forums and advisory committees, task forces and working parties to advise us on specific issues, usually involving representatives of the community, councillors and staff.

Table 13: Delegated committees and entities by type, status and membership

COMMITTEE NAME	TYPE	STATUS	MEMBERSHIP
Jamison Park Netball Complex Management Committee	Section 355 committee	Functional	Community
Penrith Schools Boatshed Management Committee	Section 355 committee	Functional	User group representatives
Ray Morphet Pavilion Management Committee	Section 355 committee	Functional	User group representatives
Penrith Seniors Centre Management Committee	Section 355 committee	Functional	User group representatives
Andromeda Community Centre Management Committee	Section 355 committee	Functional	Community
Nepean Community and Neighbourhood Services*	Community development organisation	Functional	Community
Community Junction	Community development organisation	Functional	Community
Arms Australia Inn Management Committee	Section 355 committee	Functional	Community, staff
Penrith International Friendship Committee	Section 355 committee	Functional	Community
Western Sydney Regional Illegal Dumping Squad Management Committee	Section 355 committee	Functional	Staff, EPA, other councils
Access Committee (Advisory)	Section 355 committee	Functional	Councillors, community
Heritage Advisory Committee (Advisory)	Section 355 committee	Functional	Councillors
Policy Review Committee	Standing Council Committee	Functional	All councillors
Audit, Risk, and Improvement Committee**	Advisory	Functional	Mayor, councillors, external independent members
Penrith Valley Community Safety Partnership**	Advisory	Functional	Councillors, community
Resilience Committee**	Advisory	Functional	Councillors, community, professional members
Floodplain Risk Management Committee	Section 355 committee	Functional	Councillors, staff, community, NSW Government representative, SES, asset holders, industry bodies and adjacent councils
Property Development Advisory Panel	Section 355 committee	Functional	Councillors and external independent members

Notes:

* Under licence agreement

** Committee has no authority granted to it.

External Bodies Exercising Council Functions

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

Our Partnerships, Cooperatives and Joint Ventures

During 2022–23, we also had delegates or directors elected or appointed to the boards and committees of:

Australian Local Government Women’s Association
Penrith Performing & Visual Arts
Penrith Whitewater Stadium
Penrith CBD Corporation
St Marys Town Centre
Hawkesbury River County Council
Sydney West Planning Panel
CivicRisk Mutual—a joint initiative established by councils in Western Sydney to give cost effective civil liability protection insurance.
Western Sydney Academy of Sport Advisory Board
National Growth Areas Alliance
Western Sydney Regional Committee for Illegal Dumping (RIDSquad)—along with several other Western Sydney councils.
Local Government NSW
Local Government Super
Council Ambassador to Lachlan Shire Council
Penrith Valley Regional Sports Centre
Penrith Valley Sports Foundation.

We also had representation on the Penrith City Children’s Services Co-operative.

We are a member of the Western Parkland Councils, a group of eight councils that have committed to working collaboratively for our region through the formation of a partnership.

Companies in which Council held a Controlling Interest

In 2022–23, Council held a controlling interest in the following companies:

- Penrith Performing & Visual Arts
- Penrith Whitewater Stadium.

Appendix 2

Our Corporate Governance

Our Governance Framework

Our Governance Framework was adopted in June 2020. The framework provides context to Council's practices and guides our compliance with governance responsibilities under various legislation.

Our Governance Framework outlines eight good governance characteristics which mean that we are:

1. Participatory
2. Responsive
3. Consensus oriented
4. Effective and efficient
5. Accountable
6. Equitable and inclusive
7. Transparent
8. Follows the rule of law.

To achieve high performance against these characteristics, we implement several mechanisms including policies, practices and systems which help staff and management perform to a high level. Some of these include maintaining an up-to-date policy register, risk register and administering a legislative compliance register.

In addition, we have a high-performing internal audit team supporting the Audit Risk and Improvement Committee, which drives continuous improvement.

We aim to be transparent in our operations through our public meeting cycle, as well as meeting all our regular reporting requirements such as financial and performance reporting.

Our Code Of Conduct

Our Code of Conduct was adopted in August 2022 and is available on our website. It sets the standard for ethical behaviour and decision-making for our councillors, staff and Council committees. The Code of Conduct helps to ensure that all Council representatives conduct themselves in a way that enhances public confidence in local government.

We actively promote the Code of Conduct to our councillors and staff, providing regular training so they understand and adhere to ethical standards relevant to their roles. We provide ongoing training through onboarding and e-learning programs to our councillors and staff.

Our Risk Management

We take a structured and proactive approach to risk management. Our comprehensive Risk Management Framework is in place, consisting of a policy, strategy and plan, risk appetite statement, snapshot guide, risk registers, legislative compliance system, crisis management plan and business continuity plans.

Council managers have received training on the operation of the framework and related processes. Two mandatory risk and legislative compliance reviews are facilitated every 12 months by Council's risk function, with the key risks, action plans and outcomes reported to the Leadership Team, managers and the Audit Risk and Improvement Committee. Two reviews were carried out during 2022–23. They were:

Calendar year-end review—a thorough review that includes a workshop in which our risk function meets with department managers to discuss their operational risk register and compliance with legislative obligations

Calendar mid-year review—requires department managers to review their operational risk register and legislative compliance register and complete a self-assessment attestation.

Three key strategic risks facing the organisation were identified during 2022–23. They relate to major projects, changes to planning legislation and increasing pace of development. These risks are monitored on an ongoing basis and will be explored further in 2023–24.



Our Internal Audit

Our internal audit function is a consulting model that provides independent assurance to management, the Audit Risk and Improvement Committee and councillors on the adequacy of design and effectiveness of operations of a wide range of systems, processes and internal controls.

This year's Internal Audit Program represented the third year of the four-year Strategic Internal Audit Program. Key audits undertaken included:

- Project Management (major improvement required; 21 recommendations)
- CBD and Town Centre Corporations (some improvement required; 10 recommendations)
- Strategic Asset Management Maturity Assessment (basic maturity rating; 34 recommendations)
- Contract Management (major improvement required; 11 recommendations)
- Location Visits (childcare centre, store and aquatic centre; some improvement required; 17 recommendations).

These audits have delivered insightful findings and practical, value-adding recommendations for improvement.



Audit, Risk

and Improvement

Committee

The Audit, Risk and Improvement Committee (ARIC) delivers fresh, constructive, collegiate, and strategically focused oversight to support Council's resolve for contemporary leading-edge governance, risk, compliance, audit arrangements, and improvement programs.

The independent ARIC membership was renewed during the year, in line with its charter, following an extended term of five years because of the delay in Local Government Elections caused by the COVID-19 pandemic.

The outgoing ARIC held its final full meeting in October 2022, in which its End of Term Report was presented. The report concluded the areas that the ARIC has overseen since 2017 now better reflect contemporary leading-edge governance, risk, compliance, audit arrangements and improvement programs.

The first meeting of the new ARIC membership took place in December 2022 and its second meeting was held in March 2023. To ensure continuity of membership, Elizabeth Gavey, who was a member of the outgoing ARIC, was appointed as Chair of the new ARIC. Councillor Ross Fowler and Cr Tricia Hitchen ensured continuity from a councillor perspective. Two new independent members, Sheridan Dudley and Carl Millington, were appointed to the ARIC after a thorough recruitment process.

Biographies of our ARIC independent members are included on the following pages.



ELIZABETH GAVEY (CHAIR)

B Com (Economics), LLB, GAICD

Elizabeth joined our ARIC as an independent member in November 2017. A qualified solicitor, Elizabeth has over 30-years' experience in private legal practice, investment banking and the health sector, specialising in banking and commercial law with a focus on risk management and governance. She is also an experienced company director in the health sector, with a special interest in supporting people living with chronic health conditions and serious mental ill health. Elizabeth also serves as Chair on the audit committees of three other NSW councils and on the audit committees for the NSW Electoral Commission, the Office of Independent Review Officer, and the Audit Office of NSW.



CARL MILLINGTON

Carl joined our ARIC as an independent member in December 2022. Carl comes with extensive experience in risk management, performance management, internal and external auditing, financial reporting, accounting, management control frameworks, financial internal controls, governance and business operations. He has 40 years' experience in preparing and auditing financial statements and auditing other councils. Carl is currently a member of three audit, risk, and improvement committees (and is the Chair of two).

Carl's qualifications and memberships are:

- Prequalified under the NSW Government Audit and Risk Committee Independent Chairs and Members Scheme
- Registered Company Auditor (no. 2980)
- Member of Chartered Accountants Australia and New Zealand (no. 24747)
- Fellow of the Governance Institute of Australia
- Member of the Australian Institute of Company Directors
- Associate Member of the Institute of Internal Auditors
- Fellow of the Local Government Auditors' Association of NSW Inc
- Bachelor of Accounting (ICAA)
- Graduate Certificate, Innovation and Entrepreneurship (University of Adelaide)
- Certificated Business Planner
- Registered Auditor under Fair Work (Registered Organisations) Act 2009.



SHERIDAN DUDLEY

Sheridan joined our ARIC as an independent member in December 2022. She is currently a member of five audit risk and improvement committees and six other boards. Sheridan has:

- 20 years' board-level experience in public and not-for-profit sectors
- 17 years' experience as a Company Secretary including at large national and international not-for-profit organisations.
- 30 years' experience as Chief Executive Officer and Leader for state and local government organisations and the not-for-profit sector.

Sheridan has significant experience in corporate governance, including legal and compliance matters, finance, audit and risk management, strategic planning, public policy and public sector reform, local government and education. Sheridan has a Bachelor of Arts, Bachelor of Laws, Post Graduate Diploma of Criminology, and Master of Administration. She is currently in her final year of her Doctor of Education candidature at UNSW, and her thesis is on large scale system reform in the public sector.

Collectively, the new members add extensive experience and expertise in the areas of governance, risk, performance reporting, improvement, accounting and audit.

KEY AUDIT RISK AND IMPROVEMENT FINDINGS

Some of our ARIC's key findings during 2022–23 year were:

- Effective processes were undertaken to prepare Council's 2021–22 financial statements; there were no contentious or unresolved significant matters.
- Internal audit is operating well and continues to deliver valuable insights through its independent efforts. An annual assessment confirmed the function remains compliant with professional auditing standards.
- The ARIC recognises Council's commitment to good governance and financial stewardship and acknowledges the maturity of governance activities and solid foundations.
- Semi-annual risk management updates confirmed that Council's Leadership Team is monitoring all significant risks and overseeing risk treatment plans where needed.

Our Legal Services Report

In addition to using external legal firms, Council's internal Legal and Governance Group employs a Chief Governance Officer, Legal Services Manager, Legal Counsel, Solicitor, and a Legal Secretary. The team provided a range of legal services in 2022–23, including dealing with Council's property transactions, providing legal advice, litigation, conveyancing, subpoenas, and other specific issues for Council.

Council paid its external legal firms, consultants, courts, process servers and barristers \$1,446,816 in 2022–23. This is compared to \$1,565,680 in 2021–22 and \$2,398,269 in 2020–21. 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 \$695,762 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 recovered \$316,002 from cost orders by undertaking its own in-house legal services with respect to conveyancing and litigation.

Fines in the amount of \$65,500 have been recovered through prosecutions in the Local Court.

The net external expenditure on external legal services was \$1,065,314.

The following tables show the breakdown of matters for the year.

Table 14: Matters in the Land and Environment Court of NSW in 2022–23

CASE	STATUS	COSTS (\$)
Toga Developments Pty Limited 634–638 High Street and 87–91 Union Road, Penrith (2021/126870)	Closed	52,292
Urban Apartments Pty Ltd 614–632 High Street Penrith (2021/355201)	Closed	402,734
888 Investments Pty Limited 26–28 Manning Street Kingswood (2021/332040)	Closed	2,303
Australian Unity Funds Management Limited ARE Australian Unity Healthcare Property Trust v Boston Nepean Pty Ltd & Penrith City Council 28–32 Somerset Street Kingswood (2021/361686)	Closed	0
Chia-Chen Liu 27 Coreen Avenue Penrith (2021/327271)	Closed	514
Raland Constructions Pty Ltd 1–5 Gordon Street St Marys (2022/65887)	Closed	5,979
NorSide Investments Pty Ltd 36–42 Great Western Highway Emu Plains (2022/43465)	Closed	108,200
CK Design Pty Ltd 27 and 28 Park Avenue Kingswood (2022/98637)	Closed	178,830
BW Cranebrook Pty Ltd ATF BW Cranebrook Trust & Anor 1 Renshaw Street, Cranebrook (2022/167570)	Closed	53,621
Boval Engineering Pty Ltd 13 Coombes Drive Penrith (2022/190588)	Closed	3,000
Universal Property Group Pty Ltd 16 Chapman Avenue Werrington (2022/169109)	Closed	21,010
Marian Musial 87 Bennett Road Londonderry (Class 4) (2022/148271)	Closed	21,633
Marian Musial 87 Bennett Road Londonderry (Class 6) (2022/128431, 2022/128432, 2022/128433)	Closed	0
Toga Developments Pty Limited 634–638 High Street and 87–91 Union Road, Penrith (2021/126870)	Closed	0
Urban Apartments Pty Ltd 614–632 High Street Penrith (2021/355201)	Closed	0

Table 15: New Matters in the Land and Environment Court of NSW in 2022–23

CASE	STATUS	COSTS (\$)
Fitzpatrick Investments Pty Ltd 68 Lockwood Road Erskine Park (2022/392005)	Ongoing	23,977
Tino Eboli 29–31 Marsden Road St Marys (2023/65562)	Ongoing	24,190
Statewide Planning Pty Ltd 27 Abacus Parade Werrington (2023/59166)	Ongoing	7,199
Nassar Daher 86–88 Sydney Street St Marys (2023/76932)	Ongoing	20,443
SPNA Holdings Pty Ltd 36–28 Leonard Street Colyton (2023/76998)	Ongoing	19,464
Nassar Daher and Zalfa Daher 23 Barker Street Cambridge Park (2023/104879)	Ongoing	1,023
Elie Elias 1–3 Edna Street Kingswood (2023/105025)	Ongoing	2,585
Statewide Planning Pty Ltd 731–755 Great Western Highway Werrington (2022/183322)	Closed	72,225
Fobupu Pty Ltd 10–14 Lethbridge Street Penrith (2022/244999)	Ongoing	59,808
Mark Galea and Corinne Galea, Galea Group Pty Ltd 430 The Driftway Londonderry (2022/251771, 2022/326112 2022/344710, 2022/344776)	Ongoing	12,859
CJ Bains Pty Ltd 65 Caloola Avenue Penrith (2022/304379)	Closed	8,168
Parade Apartments Pty Ltd 7–11 Worth Street and 33 Rodley Avenue Penrith (2022/332974)	Ongoing	20,604
Carpenter Street Centre Pty Ltd ATF the Carpenter Street Centre Trust 246 Carpenter Street St Marys (2023/21189)	Ongoing	33,157
Schell Custodian Pty Ltd as Trustee of Schell Family Superannuation Fund 62 Warwick Street Penrith (2022/284526)	Closed	9,690
Christopher Moujalli 55 Stafford Street Kingswood (2023/155954)	Ongoing	0
Clement Camilleri and Rita Camilleri 12–18 Judd Street Berkshire Park (2023/83166)	Ongoing	0
Principal Healthcare Finance Pty Limited 94–100 Explorers Way, St Clair (2023/65908)	Ongoing	0
Lilnace Investments Pty Ltd 1 Phoenix Crescent Erskine Park (2023/39596)	Ongoing	0
888 Holdings NSW Pty Ltd 12–14 Manning Street Kingswood (2023/197714)	Ongoing	0
Fitzpatrick Investments Pty Ltd 68 Lockwood Road, Erskine Park (2022/392005)	Ongoing	0
Prosperity Group 888 Pty Ltd 12–14 Edna Street Kingswood (2022/375439)	Ongoing	0
Mark Attard 143–145 Stafford Street Penrith (2022/282675)	Ongoing	0
Emerald Retail Pty Ltd 16–20 Pages Road St Marys (2022/250503)	Ongoing	0
Jordan Michael Down and Alethea Messis 2/6d Royal Place St Clair (2022/245154)	Closed	0

Table 16: Matters in the Fair Work Commission of Australia in 2022–23

MATTER	STATUS	COSTS INCURRED IN REPORTING PERIOD (\$)
De-identified employee vs PCC	Closed	0

Table 17: Matters in the Supreme Court of NSW in 2022–23

MATTER	STATUS	COSTS INCURRED IN REPORTING PERIOD (\$)
Phoenix Chase Pakeho (2021/290956)	Ongoing	0
Dean Maddock (2022/153376)	Closed	0

Table 18: Matters in the District Court of NSW in 2022–23

MATTER	STATUS	COSTS INCURRED IN REPORTING PERIOD (\$)
Anne Maree Trenter and Stephen John Harvey (2022/50633)	Ongoing	0
Antoinette Therese McGlone (2021/66189)	Closed	0
Lee Johnson (2022/40931)	Ongoing	0
Leanne Mallard (2022/153376)	Closed	0
Susan Elaine Liddiard (2021/43445)	Closed	0
Scott Booth 2023/334258	Ongoing	0

Table 19: Matters in the Local Court of NSW in 2022–23

MATTER	STATUS	COST (\$)
John Dardaneliotis (2022/143391)	Closed	0
Tahany Gabrael (2022/143417)	Closed	0
Michael Pollard (2022/102792, 2022/102816)	Closed	0
Aaron Taylor (2023/47244)	Ongoing	0
Solomon Company Pty Ltd (2023/87663)	Closed	0
Various parking matters	There were 89 parking matters prosecuted during the period.	0

Table 20: Matters in the NSW Civil and Administrative Tribunal in 2022–23

MATTER	STATUS	COST (\$)
Saleam v Hitchen & Ors (2022/181504)	Ongoing	38,942

Details of internal legal expenses can be viewed in our supplementary statutory information.
Costs quoted are the costs incurred on those matters within 2022–23 only.

Table 21: Expenses and recovered monies in 2022–23

EXPENSES/RECOVERED MONIES	VALUE (\$)
External legal expenses	1,446,816
Internal legal expenses	695,762
Costs orders	316,002
Recovered fines	65,500

Our Overseas Travel

There was no overseas travel by councillors or council staff during 2022–23.

Access to Our Information

GIPA REPORT

We reported the following Information in accordance with the Government Information (Public Access) Act 2009 (GIPA).

Clause 8A: 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

Applicant withdrew application at NCAT stage.

Clause 8B: 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
51

Clause 8C: 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
	-	1	1
% TOTAL	-	100%	100%



SCHEDULE 2: STATISTICAL INFORMATION ABOUT ACCESS APPLICATIONS TO BE INCLUDED IN ANNUAL REPORT

Table 22: Number of GIPA applications by type of applicant and outcome in 2022–23

	ACCESS GRANTED IN FULL	ACCESS GRANTED IN PART	ACCESS REFUSED IN FULL	INFORMATION NOT HELD	INFORMATION ALREADY AVAILABLE	REFUSE TO DEAL WITH APPLICATION	REFUSE TO CONFIRM/DENY WHETHER INFORMATION IS HELD	APPLICATION WITHDRAWN	TOTAL	% OF TOTAL
Media	-	-	-	-	-	-	-	-	-	-
Members of Parliament	-	-	-	-	-	-	-	-	-	-
Private sector business	1	-	-	-	-	-	-	-	1	2%
Not-for-profit organisations or community groups	-	-	-	-	-	-	-	-	-	-
Members of the public (by legal representative)	11	8	-	-	-	-	-	-	19	40%
Members of the public (other)	7	17	-	1	-	1	-	1	27	57%
TOTAL	19	25	-	1	-	1	-	1	47	
% OF TOTAL	40%	53%	-	2%	-	2%	-	2%		

Note:

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.

Table 23: Number of GIPA applications by type of application and outcome in 2022–23

	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*	3	2	-	-	-	-	-	1	6	13%
Access applications (other than personal information applications)	16	23	-	1	-	1	-	1	41	87%
Access applications that are partly personal information applications and partly other	-	-	-	-	-	-	-	-	-	-
TOTAL	19	25	-	1	-	1	-	1	47	
% OF TOTAL	40%	53%	-	2%	-	2%	-	2%		

Notes:

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.

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

Table 24: Invalid GIPA applications in 2022–23

REASON FOR INVALIDITY	NUMBER OF APPLICATIONS	% OF TOTAL
Application does not comply with formal requirements (section 41 of the Act)	18	100%
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	18	100%
Invalid applications that subsequently became valid applications	17	94%

Table 25: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 to the GIPA Act in 2022–23

	NUMBER OF TIMES CONSIDERATION USED*	% OF TOTAL
Overriding secrecy laws	–	–
Cabinet information	–	–
Executive Council information	–	–
Contempt	–	–
Legal professional privilege	1	100%
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	–	–
Privilege generally–Sch 1(5A)	–	–
Information provided to High-Risk Offenders Assessment Committee	–	–
TOTAL	1	100%

Note:

* 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).

Table 26: Other public interest considerations against disclosure: matters listed in table to section 14 of the GIPA Act in 2022–23

	NUMBER OF TIMES CONSIDERATION USED*	% OF TOTAL
Responsible and effective government	–	–
Law enforcement and security	–	–
Individual rights, judicial processes and natural justice	24	100%
Business interests of agencies and other persons	–	–
Environment, culture, economy and general matters	–	–
Secrecy provisions	–	–
Exempt documents under interstate Freedom of Information legislation	–	–
TOTAL	24	100%

Note

* 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).

Table 27: Timeliness of GIPA decisions in 2022–23

	NUMBER OF APPLICATIONS*	% OF TOTAL
Decided within the statutory timeframe (20 days plus extensions)	45	100%
Decided after 35 days (by agreement with applicant)	–	–
Not decided within time (deemed refusal)	–	–
TOTAL	45	100%

Table 28: Number of applications reviewed under Part 5 of the GIPA Act by type of review and outcome in 2022–23

	DECISION VARIED	DECISION UPHELD	TOTAL	% OF TOTAL
Internal review	–	1	1	50%
Review by Information Commissioner*	1	–	1	50%
Internal review following recommendation under section 93 of the GIPA Act	–	–	–	–
Review of NCAT	–	–	–	–
TOTAL	1	1	2	
% OF TOTAL	50%	50%		

Note:

* 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 29: Applications for review under Part 5 of the GIPA Act, by type of applicant in 2022–23

	NUMBER OF APPLICATIONS FOR REVIEW	% OF TOTAL
Applications by access applicants	–	–
Applications by persons to whom information the subject of access application relates (see section 54 of the GIPA Act)	2	100%
TOTAL	2	100%

Table 30: GIPA applications transferred to other agencies in 2022–23

	NUMBER OF APPLICATIONS TRANSFERRED	% OF TOTAL
Agency-initiated Transfers	–	–
Applicant-initiated Transfers	–	–
TOTAL	–	–

Public Interest Disclosures

Council has an adopted Public Interest Disclosure Policy and supporting information available for all staff on our intranet. New public interest disclosure legislation will be commencing in October 2023. Council will be implementing the new policy and training accordingly from this date.

We also make staff aware of the policy through:

- Posters around council buildings
- Ombudsman-provided training
- Council-provided training
- Email messages to all staff
- Links on our intranet
- Statement of commitment from the General Manager
- Training provided to new staff during induction.

There were no Public Interest Disclosures (PIDs) for 2022–23 as shown in Table 31.

Table 31: Public Interest Disclosures for 2022–23

	MADE BY PUBLIC OFFICIALS PERFORMING THEIR DAY-TO-DAY FUNCTIONS	UNDER A STATUTORY OR OTHER LEGAL OBLIGATION	ALL OTHER PIDS
Number of public officials who made public interest disclosures to your public authority	–	–	–
Number of public interest disclosure received by your public authority	–	–	–
Of public interest disclosures received, how many were primarily about:			
Corrupt conduct	–	–	–
Maladministration	–	–	–
Serious and substantial waste	–	–	–
Government information contravention	–	–	–
Local government pecuniary interest contravention	–	–	–
No. of public interest disclosures (received since 1 Jan 2021) that have been finalised in this reporting period	–	–	–

Privacy Management Plan

Penrith City Council respects the privacy of our residents, ratepayers, employees and the people who use its services, and has adopted a Privacy Management Plan (PMP) which can be located on Council's website.

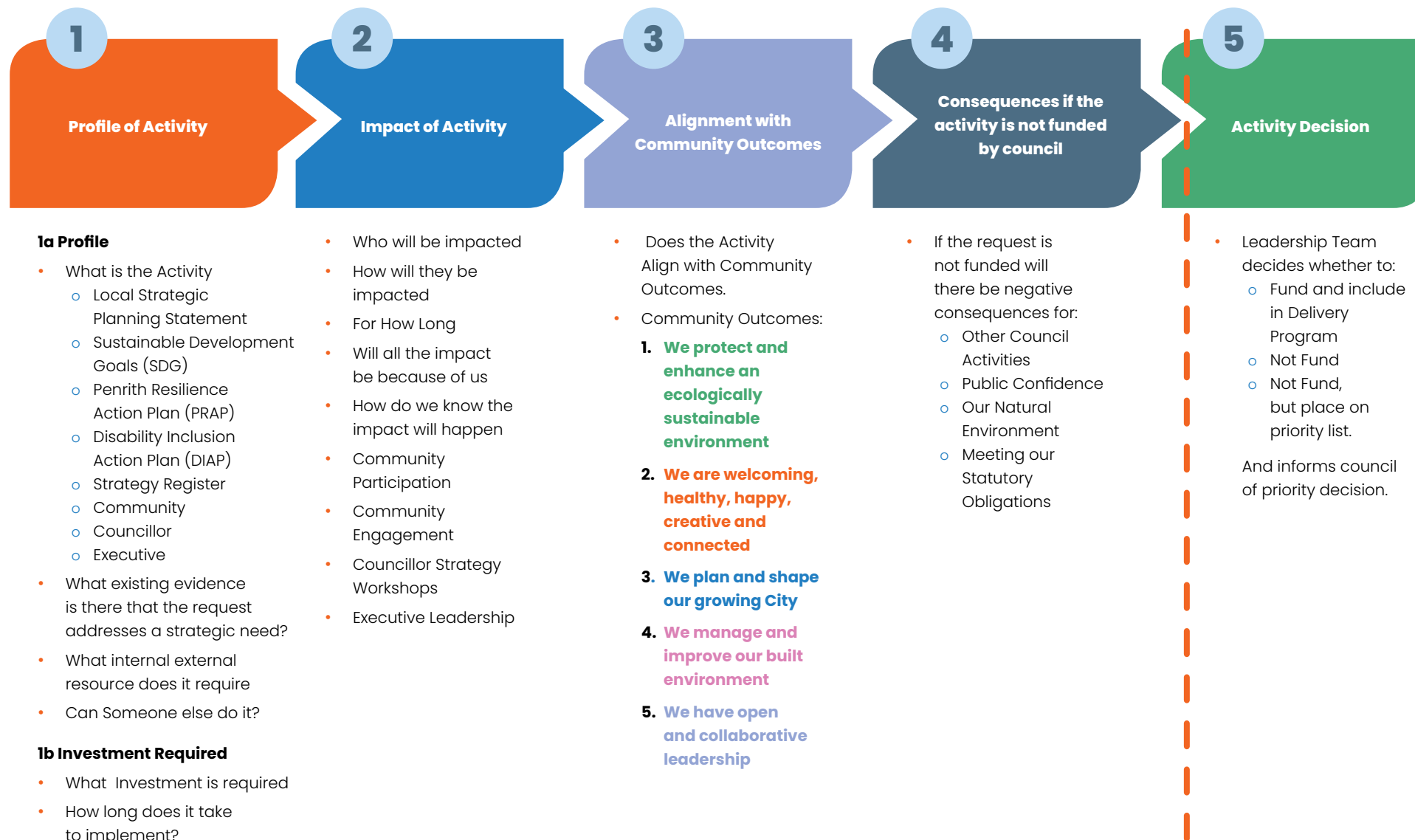
The purpose of the PMP is to ensure compliance with the Privacy and Personal Information Protection Act 1998 (PPIPA), the Government Information (Public Access) Act 2009 (GIPA Act) and the Health Privacy Principles under the Health Records and Information Privacy Act 2002 (HRIPA).

The PMP ensures the correct privacy practices are in place to protect the privacy of individuals through the appropriate management and protection of personal and health information held by Council.

There were no reported breaches for 2022–23.

Figure 26: Our Prioritisation and Evaluation Process

HOW DELIVERY PROGRAM ACTIVITIES ARE PRIORITISED



Our Project Management Methodologies

We developed a Project Management Framework (PMF) to establish consistent and effective project management practice and governance that is fit for purpose across Council.

The principal objectives of the Project Management Framework are to:

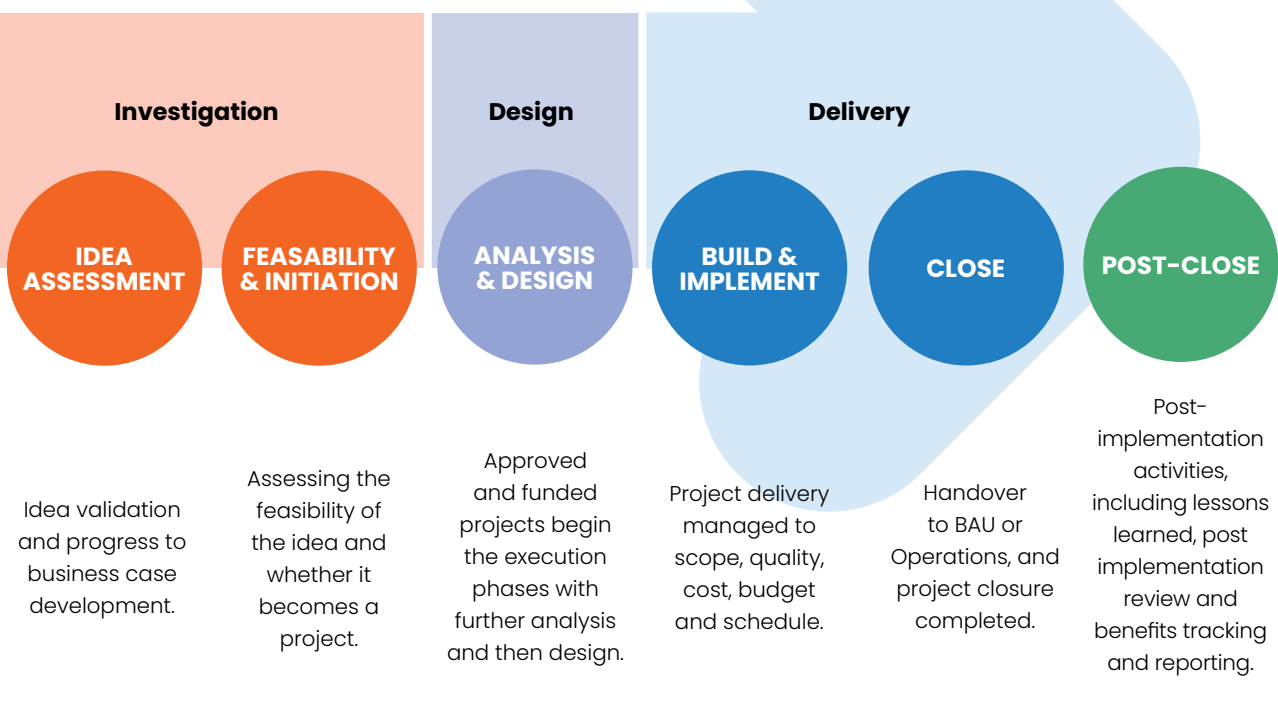
- Establish a Project Management Framework for managing all projects, programs and portfolios to support consistent methods for project delivery. This applies to capital and non-capital projects.
- Establish the guidelines and criteria for project classification and the definition of a project.
- Establish regular project, program and portfolio performance reporting.
- Support the annual prioritisation cycle for projects and programs.

Our Project Management Framework assists our employees in delivering even better project outcomes for our community. Figure 10 shows a graphic of our project management life cycle.

Project Management Lifecycle

- ✓ Developed using experience from other organisations
- ✓ Designed to simplify terminology
- ✓ Make project management language consistent across the business

Figure 27: Our Project Management Lifecycle



Our Approach to Cyber Security

We continued to implement a strong cyber security strategy and align with current best-practice frameworks to mitigate the risk of financial loss, employee and customer dissatisfaction or damage to Council's integrity and reputation.

Cyber security is a critical priority for our business and employees. The increasing connectivity, reliance on technology, and evolving cyber threats necessitate robust measures to protect sensitive information, ensure business continuity, and safeguard privacy.

In 2022–23, we introduced 'SafeConnect', a cyber security awareness campaign designed to educate staff on how to keep our technology environment, our data and our devices safe online. This includes a mandatory employee and councillor eLearning Module, attack simulation training, intranet information area and regular updates on the latest cyber threats.

There are four focus areas in which information security vulnerabilities and threats could be experienced. These are:

- Networks and data communications
- Applications and databases
- Server (virtual and physical) environments and cloud environments
- Other physical and hardware components.

We have standards-based security measures and industry-recognised tools to protect us from malicious activities. These are supported by our policies and procedures to mitigate risks to our networks and systems.

We have been progressively implementing security measures that align with the Essential 8 and NIST cyber mitigation strategies. These help to protect us from various cyber threats. We also undertake annual penetration testing to uncover vulnerabilities or weaknesses.

We have a dedicated Cyber Security Analyst within our ICT team. The team provides quarterly updates to the Leadership Team and regular 6-monthly reports to the Audit, Risk and Improvement Committee, detailing the current situation and progress in implementation and maintenance of our Cyber Security Strategy.

There have been no reportable breaches in 2022–23.



Appendix 3

Strengthening Our Community

Celebrating our First Nations Culture

Our First Nations culture and heritage is strong within Penrith City, giving vibrancy, richness and significance to our community. In 2022–23, we were able to return to our NAIDOC Week celebrations after a hiatus of several years due to the COVID-19 pandemic. The celebrations infused the city with the spirit of First Nations culture. At the heart was the NAIDOC Week civic event, held on 7 July at the Penrith Civic Centre. Council staff joined traditional owners and revered knowledge holders, Aboriginal community-controlled organisations, Muru Mittigar and Dalmarri, along with Jannawi and other accomplished First Nations artists and community members.

Following the COVID-19 pandemic and bad weather, our community were finally able to return to Jamison Park during our Penrith NAIDOC event, with more than 7,000 people attending. The event featured 80 stallholders, workshops, a free barbecue and cultural performances. It was our biggest NAIDOC Week community event to date.



In 2022–23, we actively engaged in Aboriginal land management practices through cultural burns, in which staff and residents were able to learn the sustainable, social, cultural and economic benefits. Workshops were facilitated by Local Land Services, in collaboration with members of the Darug, Gundungurra traditional owner groups and Fire Sticks Alliance.

Council staff completed cultural awareness training with the Dalmarri Gallery in St Marys the ideal backdrop for learning about the local history, culture, and heritage from First Nations peoples of our LGA (for more information see page 136).

This year we also focused on acquiring locally produced First Nation artworks, which can be used and embedded across Council communications platforms such as online content and written documents.

We continued to be an active member in the Nepean–Blue Mountains Aboriginal Network and the NSW Local Government Aboriginal Network, supporting community capacity building, research and the development of best practice approaches. Through this participation, we gained understanding of the needs and opportunities of First Nations people in Penrith. We continue to contextualise and infuse First Nations values and perspectives across the business, and we acknowledge we have much more to learn and do.

Valuing our Health

Council is actively enhancing local health outcomes by building upon the partnerships and achievements of the 2018 Penrith Health Action Plan and our involvement in the Western Sydney Health Alliance (WSHA). The WSHA is a collaboration of local, NSW, and Australian government representatives, committed to fostering healthy communities throughout the Western Parkland City. Membership includes eight councils (Blue Mountains, Camden, Campbelltown, Fairfield, Hawkesbury, Liverpool, Penrith, and Wollondilly); the Local Health Districts of Southwest Sydney and Nepean Blue Mountains, as well as the Primary Health Networks of Southwest Sydney and Nepean Blue Mountains; and Sector Connect.

We continued to engage with key local partners, Nepean Blue Mountains Local Health District, Nepean Blue Mountains Primary Health Network, and Greater Western Aboriginal Health Services, to consider current and emerging health and wellbeing needs for our community and opportunities to combine resources and approaches for collective benefit. Several joint meetings were held with the information shared used to shape an updated Health Action Plan that will boost accessibility to health services and create avenues to proactively address our community's health-related challenges.

Demographic analysis reports tell us more about specific communities within Penrith, and we have used them to guide our work and that of interested community organisations, groups and residents. These are available on our website. Each report uses 2021 Australian Bureau of Statistics data and helps us understand things like health and disability, young people, First Nations, and multicultural communities.



Our Village Café

The Village Café wellbeing program is a community-driven initiative aimed at cultivating stronger connections and supporting the overall wellbeing of residents in North St Marys, Kingswood, and Llandilo. It addresses social isolation and aims to improve the health outcomes of aged and isolated people in older established communities. The vision is to create a supportive and connected community where residents can access resources, engage in wellbeing activities, and build lasting relationships.

Village Café continued to offer diverse programs to promote wellbeing, including access to local support services, yoga and meditation, immunisation, social engagement, connection to Council's services, and digital literacy support. We have seen that collaboration on the project has led to increased community engagement, exposure to new clients, and improved partnerships. Council has benefited from strengthened connections with the community and has been able to identify emerging needs.

An example of the Village Café's positive impact comes from Ali, a Penrith resident from Iran. He was introduced by a trusted support service and Village Café partner. Ali sought social engagement after his wife passed away, and he quickly found a welcoming community at Village Café, extending invites to people within



his own community. His positive experience and newfound social connections illustrate the project's success in creating an inclusive and welcoming environment for the community.

Village Café is supported by many organisations, including Nepean Blue Mountains Local Health District, Wentworth Health Care, Westcare, Likemind, Community Junction, Nepean Community and Neighbourhood Services, Penrith Women's Health Centre, SydWest Multicultural Services and Uniting. Council meets with these services monthly to share insight on how to improve the program. Engaging community services in Village Café helps us to serve diverse needs. With service providers from a variety of cultural backgrounds enables inclusivity and access for the community.



Case Study

16 Days of Action Against

Gender-based Violence 2022

Each year, Council reaffirms its commitment to ending domestic and family violence by hosting dedicated community education and awareness-raising activities during the 16 Days of Action. Everyone deserves to feel safe. As an accredited White Ribbon Australia workplace, we champion a culture of respect and gender equality.

Support for the 16 Days of Action is a key area of activity identified in the Community Safety Plan 2018–22, which recognises the reduction of domestic and family violence as a priority for Penrith.

This year, we delivered an online campaign and other public awareness activities, which included those described below.



FACEBOOK AND INSTAGRAM CAMPAIGN

From 25 November to 10 December, Council's Facebook and Instagram social media featured daily posts with actions we can take as a community, as individuals and as workplaces against gender-based violence. This included information on support services and steps to challenge gender stereotyping.



THE CIVIC CENTRE 'LIGHTS-UP' IN ORANGE

The Penrith Civic Centre was lit up again this year with external orange lighting for the 16 Days of Action campaign. This is part of an international campaign supported by the Zonta Club Nepean Valley. Social media messaging and banners on the front of the Penrith Civic Centre helped to communicate the significance of the orange lighting to our local community.



YARN BOMBING INSTALLATION

Women from local knitting groups created a 'yarn bomb' installation that was displayed on trees and street furniture throughout the Penrith City Centre, including High Street and Triangle Park.

The installations aimed to start conversations and raise awareness of the campaign and were also featured as part of the ROAM Festival held in the Penrith CBD.

The initiative was promoted on our social media with strong community engagement. At the end of the campaign, the yarn bomb installations were professionally laundered, made into blankets and donated to local domestic and family violence support services.

Financially

Supporting

Our Community

Council delivers community funding to support social and cultural outcomes. During 2022–23, we distributed \$160,213 through various programs.

The Community Assistance Program (CAP) is currently in its 28th year and provides small grants to community groups and organisations. During 2022–23, the CAP supported 38 applications from community organisations or groups to a total of \$49,366. The funding supported their capability to respond to emerging needs and deliver projects with public funds. The success of CAP is demonstrated year on year, as application numbers continue to grow.

Financial assistance was also provided through programs including the School Holiday Program, subsidies to organisations, subsidies to bands and the Mayoral Music Scholarship, and Mayoral Art Award. During 2022–23, a total of \$63,200 was distributed across these five programs supporting organisations to deliver youth programs and creative opportunities in Penrith. The Magnetic Places placemaking grant distributed \$47,647 amongst three applicants who contributed to activation and vibrancy through creative and cultural initiatives in key neighbourhoods.

Council also has made 23 financial contributions to a value of \$4,200 in accordance with the Donations to Amateur Sportsperson and Representatives in the fields of Art, Music and Culture—Interstate and Overseas Travel Policy.



Supporting Our Children

CHILDREN'S SERVICES REPORT

In 2022–23, we achieved our objective to provide quality education and care for children aged 0–12 years old, by managing services to meet the needs of local families. These services included:

- 19 Long day care centres
- 20 Before and after school care services
- 6 preschool services
- 6 vacation care services.

We also managed other children's services projects including the Mobile Playvan, Children and Parenting Project and the Aboriginal and cultural program.

These diverse services and projects have met family and community needs by providing:

- An all-inclusive fee for working families and a high-quality education program for children aged 0–6 years and 6–12 years in long day care, before and after school care, and preschool environments.
- The Mobile Playvan service that supports families in areas without established services.
- A transition to school program to prepare children for primary school and high school.
- Support to families and children in vulnerable circumstances through the Children and Parenting Project.

We have also supported the inclusion of children by:

- Providing programs and specialised staff to assist children with additional needs and disability by developing curriculum programs that provide coaching and mentoring to services to ensure the implementation of the Early Years Learning and My Time: Our Place Curriculum Framework.
- Supporting diverse family backgrounds, including First Nations families through preschool fees with Start Strong funding from the NSW Government.
- Employing a full-time Inclusion Support Specialist to work with centres and children with high support needs and behavioural issues.

In 2022–23, we continued to review the quality of care provided by Children's Services. We implemented efficiencies and improvements including:

- The Children's Services Strategic Plan for the 2022–26
- Increased footprint with five outside school hours care services (OSHC), one new preschool and one new long day care service.

- Continual upgrade of facilities and improvements to playground environments to ensure compliance with legislation and regulations.
 - Development of NDIS Allied Health Services to support families with Occupational Therapy and Speech Therapy.
 - A food tender to streamline food purchases in services.
 - Customer Relationship System (CRM) to manage all incoming requests and enquiries by centralising all interactions and communication via Customer Connect.
 - Lobbying extensively with the NSW and Australian governments for improvements to the Childcare Subsidy for vulnerable and low-income families.
 - Parent meetings and annual surveys for evaluations of our services directly managed by Council.
 - Mental Health Awareness training for Centre Directors and Leadership Team.
 - A \$10 split-shift allowance for OSHC educators.
 - Cluster Director Level 2 positions for directors who manage two or more services.
 - The Capability Framework that clearly defines what 'good' looks like and provides a stronger focus on 'how' results are achieved.
 - Queenies Book of Comfort 'Train the Trainer' program for children's services staff. The program enabled educators to provide children with skills and activities to encourage conversations around trauma so they can calm themselves, stay safe, get help, and begin to heal.
 - Reviewed the OSHC Educator recruitment process to attract more diverse knowledge and experience.
 - 11 staff members attended Early Childhood conferences or symposiums.
- During the year, we faced staffing challenges particularly with teacher and assistant roles. A review was undertaken to assess our recruitment process which has led to:
- Streamlined interview and functional assessment process to ensure they occur at the same time.
 - Reduced number of interview panellists from three staff members to two.
 - Sourced budget funding to employ a Recruitment Specialist.

OUR LIBRARY SERVICES FOR CHILDREN

Our dedicated team of four full-time and one part-time staff member delivered an engaging range of face-to-face programs and activities during 2022–23.

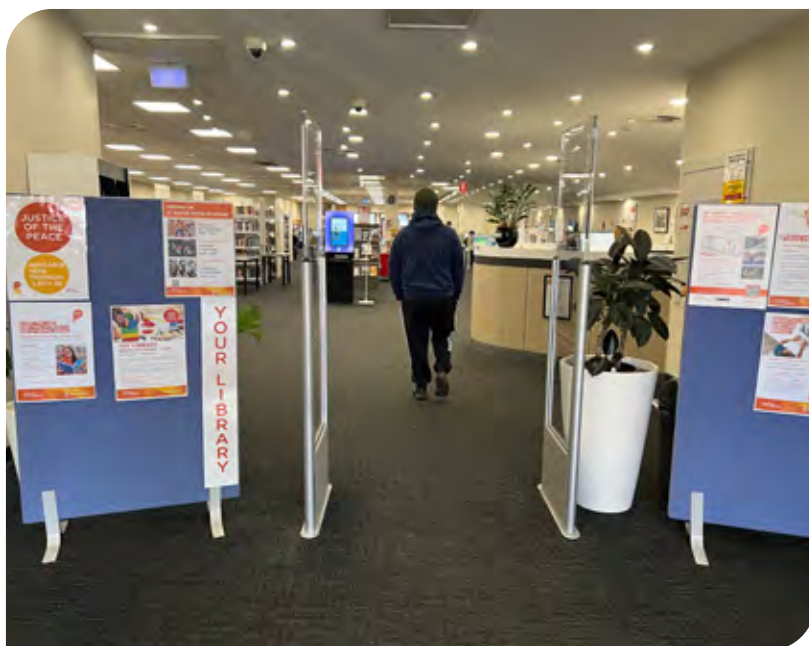
During term time, weekly Early Years programs for preschoolers included Baby Time sessions at Penrith and St Marys library branches, and Story Time at Penrith, St Marys, and St Clair libraries. We also delivered bi-lingual Story Time sessions in Mandarin, Tagalog, Urdu, Arabic, and Auslan.

We introduced a new Early Years program, Little Seekers Story Time, at Penrith twice per term. It was developed for children aged 2–5 years old who have social or sensory needs and with disability or high support learning needs. Parents or caregivers and children could enjoy songs, stories, and play activities. There were 203 Early Years sessions delivered, with 5,361 people attending.

After school activities including chess club, Dungeons & Dragons, coding, robotics, brick building, craft, and HSC lectures for Mathematics and English were offered to children aged 6–17 years old. There were 45 sessions delivered, with 524 people attending. These sessions were delivered by a variety of professional facilitators such as Sydney Academy of Chess, Bricks 4 Kidz, and Western Sydney University, as well as library staff.

School holiday activities at our libraries included practical workshops like arts and crafts, circus skills, writing and sketching classes, magic and circus shows. There were 23 sessions delivered with 543 people attending.

Penrith City Libraries collaborated with The Joan Sutherland Performing Arts Centre to bring families some exciting opportunities to show their creativity. The Edward the Emu show was the inspiration for some emu-themed craft workshops and pre-show parties for library families,





and Possum Magic on stage was celebrated with a colouring in competition for children aged 3–8 years old. There were 80 entries and 20 new library members.

We also gave young people other opportunities to demonstrate their creativity by hosting writing workshops leading into the Westwords Living Stories Western Sydney Writing Prize. We facilitated a Penrith Pride Art Prize canvas competition in celebration of our diverse community during Pride Month. The Penrith Pride Art Prize competition attracted 25 entries.

We offer a specialist toy service to support children with disability and specialised learning needs. With a completed referral form, children have access to switch-adapted, sensory and educational toys. These specialised resources can help with social inclusion, enable play opportunities, and give children a chance to learn independently. The Toy Library outreach service currently has 18 active members which has resulted in 637 items being loaned during the year.

Our general Toy Library collection includes sturdy toys for children aged 0–8 years old, including baby toys, construction sets, puzzles, vehicles, and role play toys. This year, we introduced a range of popular board games for families and teenagers. This service is available for browsing and borrowing seven days per week during library branch opening hours. Loans from the Toy Library increased, with 8,219 items being borrowed. Penrith City Libraries purchased an additional \$20,000 worth of new items to add to this popular collection during this period to meet the increased demand.

Penrith City Libraries offer an extensive collection of children's board books, picture books, graded readers, magazines, junior fiction and non-fiction books including Premiers' Reading Challenge titles for students in Kindergarten to Year 9. Our extensive collection of classic and contemporary fiction and graphic novels for teens and young adults is popular.



The book collection is complemented with DVDs, CDs, online resources such as audio books and e-books, and audio-visual content that is accessible via platforms Beamafilm, Indyreads, and Libby digital platforms.

Students have access to an online study help service through Studiosity in addition to a range of educational e-resources.

An interactive reading pod is available at Penrith Library for children to listen to stories in English and other languages.

Library membership is free to all children living in NSW.



Valuing Our Volunteers

LIBRARY SERVICES VOLUNTEERS

The Justice of the Peace (JP) volunteer library service covers seven separate sessions, across three library branches, from Monday to Friday. The JP service is consistently one of the library's most popular services with most sessions booked out in advance. Our JPs regularly certify anywhere between 50 and 100 documents in a session.

The Home Library Service volunteers have been an asset us as they select material for library patrons who are unable to access the library themselves. They tailor their selections to each patron's preferences and do a wonderful job in providing our customers with the material they enjoy.

The Research Services Volunteers continue to transcribe local history resources, sort the large photographic collection and process and rehouse parts of the local history collection.

The library recently formed a partnership with the Digital Literacy Foundation that provides volunteers for Digital Help sessions at the Penrith and St Marys branches. Our Digital Help sessions are extremely popular. They provide one-on-one help on everything from mobile phone use, email, computer help and accessing the library's digital content. Their efforts help to increase digital literacy in the community and reduce the digital divide.

BUSHCARE VOLUNTEERS

Our Bushcare Volunteering Program fosters partnerships with the community to deliver environmental outcomes. Volunteers include individuals, schools, community groups and corporate organisations who volunteer their time in Council-owned and managed bushland reserves to improve the natural area. Our city is home to koalas, platypus and the endangered Cumberland Plain Woodland. Volunteers undertake planting, weeding, litter collection, flora and fauna monitoring, mulching, erosion control, track maintenance and nature walks.

In 2022–23, there were:

2,000 people who volunteered

**2,842 native plants
planted by volunteers**

**3,491 volunteer hours
that consisted of:**

- *Bushcare:* 2,243 hours by 690 volunteers.
 - *Events:* 763 hours by 1,094 volunteers.
 - *School and Community:* 336 hours by 139 volunteers.
 - *Corporate Groups:* 149 hours by 34 volunteers.
-

We ran:

105 Bushcare sessions

42 events
(excluding Bushcare sessions)

There was more than 200 kilograms of litter collected during the year.



Appendix 4

Our Program of Works

We carried out an extensive program of works across the LGA in 2022–23, as detailed in the following tables and lists.

Table 32: Road resurfacing by location in 2022–23

ROAD RESURFACING WORKS
Birmingham Road, South Penrith
Blackbird Place, Erskine Park
Blackman Court, Werrington County
Boyd Place, Werrington County
Carrington Road, Londonderry
Castlereagh Road, Castlereagh
Coot Place, Erskine Park
Cressy Road, Mt Vernon
Eurabbie Glade, St Clair
Fairlight Road, Mulgoa
Francis Street, Colyton
Goldie Place, Colyton
Government Road, Berkshire Park
Grevillea Drive, St Clair
Hibiscus Circuit, St Clair
Huntingdale Drive, Glenmore Park
Isaac Smith Road, Castlereagh
Kookaburra Place, Erskine Park
Manning Street, Kingswood
Mimosa Close, St Clair
Moonah Crescent, St Clair
Mt Vernon Road, Mt Vernon
Napunyah Way, St Clair
Nutt Road, Londonderry
Seaton Crescent, Cranebrook
Sir John Jamison Circuit, Glenmore Park
Summercrop Place, Cambridge Park
Thurwood Avenue, Jamisontown
Trinity Drive, Cambridge Gardens
Ulpha Place, Cranebrook
Vela Place, Erskine Park
Wagtail Place, Erskine Park
West Lane, St Marys
Whistler Crescent, Erskine Park
Zodiac Place, Erskine Park
TOTAL 79,114 SQUARE METRES

Table 33: Road reconstruction by location in 2022–23

ROAD RECONSTRUCTION
Colorado Drive, St Clair
Coonawarra Drive, St Clair
Galvin Road, Llandilo
Gate Road, Luddenham
Greendale Road, Wallacia
Jamison Road, South Penrith
Laycock Street, Cranebrook
Littlefields Road, Mulgoa
Swallow Drive, Erskine Park
Bringelly Road, Kingswood
TOTAL 49,622 SQUARE METRES

Table 34: Footpath construction by location in 2022–23

FOOTPATH CONSTRUCTION
College Street, Cambridge Park
Glebe Place, Penrith
Jamison Dog Park, South Penrith
Park Avenue, Kingswood
Roma Avenue, Wallacia
Victoria Street, Werrington
Wrench Street, Cambridge Park
TOTAL 785 METRES

Table 35: Shared footpath construction by location in 2022–23

SHARED FOOTPATHS
Forrester Road, St Marys (between St Marys Station and 190 Forrester Road)
Great Western Highway, Emu Plains (between Brougham Street and Mitchells Pass)
TOTAL 1.895 KILOMETRES

Table 36: Shared footpath reconstruction by location in 2022–23

SHARED FOOTPATH RECONSTRUCTION

Snowden Street, Jamisontown (through Reserve)

The Northern Road, Cranebrook (between Sherringham Road and Andrews Road)

TOTAL 860 METRES

Table 37: Drainage construction by location in 2022–23.

DRAINAGE

Gymea Place, Jamisontown

Oriole Street, Glenmore Park

Woodlands Drive, Glenmore Park

TOTAL 174 METRES



TRAFFIC CALMING CONSTRUCTION

- Third Avenue and Eighth Avenue, Llandilo

PEDESTRIAN REFUGE CONSTRUCTION

- Walkers Crescent and Great Western Highway, Emu Plains

SPEED HUMP CONSTRUCTION

- Glengarry Drive, Glenmore Park (between Branksome Way and Cooe Avenue)
- Walkers Crescent, Emu Plains
- Greys Street, Emu Plains

BUS SHELTER CONSTRUCTION

- Blackwell Street, St Clair
- Saddington Street, St Marys
- Roper Road, Colyton
- Wrench Street, Cambridge Park

BLACKSPOT PROGRAM

Roundabouts construction

- Feather Street and McIntyre Avenue, St Clair
- Shepherd Street and Marsden Street, Colyton

Traffic calming construction

- Bringelly Road and Derby Street, Kingswood
- Victoria Street and Richmond Road, Kingswood

Pedestrian refuge construction

- Burton Street and Victoria Street, Werrington
- Shepherd Street, Colyton (between Dollin Street and Blattman Street)
- Rodgers Street and Bringelly Road, Kingswood

Speed hump construction

- Shepherd Street, Colyton (between Caines Crescent and Downes Street)

We used:

- 1,046 tonnes of recycled glass
- 136,000 recycled coffee cups.

SPORT AND RECREATION STRATEGY PROJECTS

Table 38 shows the works we carried out as part of our Sport and Recreation Strategy.

Table 38: Sport and recreation works undertaken by location and Council Ward in 2022–23

LOCATION	WARD	PROJECT
Eileen Cammack Reserve, South Penrith	South	Amenities building upgrade
Patterson Oval, Cambridge Park	North	Cricket practice facility upgrade
Sports field at Cook Parade and Banks Drive, St Clair	East	Cricket practice facility upgrade
Cook Park, St Marys	East	Enhance Cook Park playspace—new outdoor health and fitness station
Cook Park, St Marys	East	Floodlighting update
Eileen Cammack Reserve, South Penrith	South	Floodlighting upgrade to Field 2 and Mini Field
Cook Park Cricket (Bill Ball Oval), St Marys	East	New amenities building upgrade
Kevin Dwyer Fields, Colyton	East	New goalposts and ball fencing
Tench Reserve South, Jamisontown	East	NSW Government Parks for People Precinct Upgrade—Playspace upgrade, tree planting, seating and landscaping
David Currie Playspace, Banks Drive, St Clair	East	Inclusive playspace upgrade
Nindi Crescent, Glenmore Park	South	Playspace upgrade
Iron Bark Way, Colyton	East	Playspace upgrade
Pauline Fields Park, Penrith	North	Playspace upgrade
Penrose Crescent, South Penrith	South	Playspace upgrade
Brooker and Day Street Reserve, Colyton	East	Playspace upgrade
Stapley Street, Kingswood	East	Playspace upgrade
Armstein Crescent, Werrington	North	Playspace upgrade
Trinity Drive, Cambridge Gardens	North	Playspace upgrade
Glengarry Drive, Glenmore Park	South	Playspace upgrade
Parker Street Reserve, Penrith	North	Precinct Upgrade—new amenities building, floodlighting, field reconstruction, Stage 1 car park and refurbishment.
Harold Corr Oval synthetic athletics track, Werrington	North	Precinct upgrade—new synthetic athletics track and field facility, floodlighting, amenity refurbishment and Stage 1 car park.
Shade and tree planting program	City-wide	Shade structures and tree planting to playspaces across the City.
Jamison Park, Penrith	South	Spectator and player seating units and landscaping for the Jamison Park Synthetic Fields.
Surveyors Creek, Glenmore Park	South	Surveyors Creek softball facility player dug outs and Diamond 1 surface reconstruction.

OUR WORKS CARRIED OUT ON PRIVATE LAND

There were no instances during 2022–23 in which we sought a Council resolution to carry out works on private land.

What we are planning to do in 2023–24

The following information comes from our 2023–24 Operational Plan program of works for the coming year.

ROADS TO RECOVERY PROGRAM

The Driftway, Londonderry

URBAN ROAD RESEALING/RESHEETING PROGRAM

Karuah Road, Penrith

Bannister Way, Werrington County

Corsair Crescent, Cranebrook

Aldan Place, St Clair

Bartock Grove St Clair

Bax Glen, St Clair

Berrigan Place, St Clair

Flintlock Drive, St Clair

Lockheed Circuit, St Clair

Morningbird Close, St Clair

Mustang Avenue, St Clair

Osprey Place, Claremont Meadows

Sandalwood Avenue, St Clair

Sunray Crescent, St Clair

Walkers Lane, St Clair

Whipbird Place, Erskine Park

Calgaroo Crescent, Kingswood

Jamison Road, Kingswood

Marlock Street, Kingswood

Martin Street, Regentville

Pardalote Place, Glenmore Park

RURAL ROAD RESEALING/RESHEETING PROGRAM

Castlereagh Road, Agnes Bank

Doak Avenue, Londonderry

Leitch Avenue, Londonderry

Nutt Road, Londonderry

Seventh Avenue, Llandilo

Whitegates Road, Londonderry

Castle Road, Orchard Hills

Chain-o-Ponds Road, Mulgoa

Kerrs Road, Mt Vernon

Longview Road, Mulgoa

Samuel Marsden Road, Orchard Hills

St Thomas Road, Mulgoa

Verdelho Way (North), Orchard Hills

URBAN ROAD RECONSTRUCTION PROGRAM

Carpenter Street, Colyton

Desborough Road, Colyton

Maple Road North St Marys

Fragar Road, South Penrith

Greenhills Avenue, South Penrith

Jamison Road, Penrith

FOOTPATH DELIVERY PROGRAM

Coreen Avenue, Penrith

Blackwell Avenue, St Clair

Leonay Parade, Leonay

Colless Street, Penrith

SHARED PATHWAYS MAINTENANCE PROGRAM

Leonard Lane, Colyton

Echo Lane Penrith

Woodriff Street, Penrith

Werrington Lakes Reserve, Werrington

Grimley Lane, Penrith

Bennett Road Reserve, St Clair

Menzies Lane, St Clair

Peter Pan Lane, St Clair

Oleander Lane, North St Marys

Morley Lane, Kingswood

Tulloch Lane, St Clair

Todman Lane, St Clair

Laneway, Jimbi Place, Glenmore Park

Cobb Avenue, Jamisontown

Snowden Street Jamisontown

Samuel Foster Reserve, South Penrith

Thurwood Lane, Jamisontown

DRAINAGE PROGRAM

Woodside Glen, Cranebrook
Dobson Place, Emu Heights
Howell Road, Londonderry
Rickards Road, Agnes Banks
Fourth Road, Berkshire Park
Lakeside Drive, Jordan Springs
Hobart Street, St Marys
Magnolia Street, North St Marys
Poplar Street, North St Marys
Narooma Avenue, South Penrith
Sweet Water Grove, Orchard Hills
Sheba Crescent, South Penrith
Enfield Road, Jamisontown
Vista Steet, Penrith
Glenmore Parkway, Glenmore Park

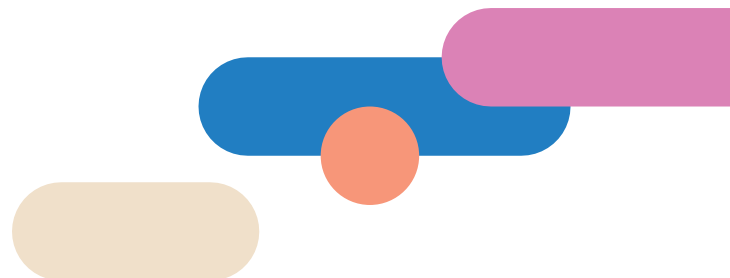
BUILDING ASSET RENEWAL PROGRAM

Hickeys Lane Amenities Renewal, Penrith
Kingsway North Amenity Building, Werrington
Carita Childcare Centre, South Penrith
Children Services Fire Safety (various locations)
Children Services General Building Renewal (various locations)
Cook Parade Childcare Centre, St Clair
Kids Place Childcare Centre, Emu Plains
Kindana Long Day Care, South Penrith
Strauss Road Childcare Centre, St Clair
Joan Sutherland Performing Arts Centre General Renewal Allocation, Penrith
Penrith Regional Gallery General Asset Renewal, Emu Plains
South Penrith Neighbourhood Centre Renewal, South Penrith
St Marys Library Lift Replacement, St Marys
Ripples St Marys General Renewal Allocation, Penrith
Parker Street Sporting Field upgrades, North Penrith
Penrith Pool Kiosk, Penrith
St Clair Recreation and Leisure Air-conditioning Renewal, St Clair
General Asset Renewal and high-risk work, (various locations)
Painting schedule (various locations)

URBAN ROAD RESEALING/RESHEETING PROGRAM

Dorothy Radford Reserve Playground Renewal, St Clair
Gilmour Street Reserve Playground Renewal, Colyton
Monfarville Sportsgrounds Mayoral Challenge*, St Marys
Londonderry Park Playground Upgrade, Londonderry
Henry Brigden Park Playground Renewal, Penrith
Eileen Cammack Reserve Playground Renewal, South Penrith
Surveyors Creek Lighting Upgrade, Glenmore Park
Cricket Wicket Resurfacing Program (various locations)
Blue Hills Wetlands Western Platform Renewal, Glenmore Park,
Jim Anderson Park Basketball Court, Werrington Downs
Drinking Fountain Program (various)
Pinnacle Park Softfall Renewal, Glenmore Park

* Parks Asset Renewal Program contribution towards Mayoral Challenge Project.



Appendix 5

Our Financial Report

Our Financial Statements

OUR INCOME STATEMENT - FOR THE YEAR ENDED 30 JUNE 2023			
ORIGINAL UNAUDITED BUDGET 2023	\$'000	ACTUAL 2023	ACTUAL 2022
INCOME FROM CONTINUING OPERATIONS			
188,571	Rates and annual charges	186,830	180,206
45,485	User charges and fees	44,531	37,856
2,177	Other revenues	8,425	3,727
9,130	Grants and contributions provided for operating purposes	30,287	35,754
42,806	Grants and contributions provided for capital purposes	76,321	70,840
3,175	Interest and investment income	8,237	1,795
4,370	Other income	7,953	5,063
-	Net gain from the disposal of assets	-	10,721
295,714	TOTAL INCOME FROM CONTINUING OPERATIONS	362,584	345,962
EXPENSES FROM CONTINUING OPERATIONS			
136,015	Employee benefits and on-costs	126,861	122,247
78,860	Materials and services	97,064	84,305
1,233	Borrowing costs	1,529	944
47,328	Depreciation, amortisation and impairment of non-financial assets	56,631	47,271
13,195	Other expenses	13,988	12,142
554	Depreciation, amortisation and impairment of non-financial assets	4,126	-
277,185	TOTAL EXPENSES FROM CONTINUING OPERATIONS	300,199	266,909
18,529	Operating result from continuing operations	62,385	79,053
18,529	NET OPERATING RESULT FOR THE YEAR ATTRIBUTABLE TO COUNCIL	62,385	79,053
(24,277)	Net operating result for the year before grants and contributions provided for capital purposes	(13,936)	8,213

OUR STATEMENT OF COMPREHENSIVE INCOME - FOR THE YEAR ENDED 30 JUNE 2023		
\$'000	2023	2022
Net operating result for the year – from Income Statement	62,385	79,053
OTHER COMPREHENSIVE INCOME		
Amounts which will not be reclassified subsequently to the operating result		
Gain (loss) on revaluation of infrastructure, property, plant and equipment	887,517	325,263
Total items which will not be reclassified subsequently to the operating result	887,517	325,263
TOTAL OTHER COMPREHENSIVE INCOME FOR THE YEAR	887,517	325,263
TOTAL COMPREHENSIVE INCOME FOR THE YEAR ATTRIBUTABLE TO COUNCIL	949,902	404,316

The above Income Statement and Statement of Comprehensive Income should be read in conjunction with Council's 2022-23 Financial Statements available on Council's website.

OUR STATEMENT OF FINANCIAL POSITION – AS AT 30 JUNE 2023

\$'000	2023	2022
Assets		
CURRENT ASSETS		
Cash and cash equivalents	16,655	13,240
Investments	164,434	149,651
Receivables	17,513	14,127
Inventories	751	735
Contract assets and contract cost assets	15,038	24,749
Other	4,379	10,884
TOTAL CURRENT ASSETS	218,770	213,386
NON-CURRENT ASSETS		
Investments	48,529	58,298
Receivables	3,309	3,859
Infrastructure, property, plant and equipment (IPPE)	3,631,878	2,697,356
Investment property	97,939	43,001
Intangible assets	423	486
Right of use assets	22	69
TOTAL NON-CURRENT ASSETS	3,782,100	2,803,069
TOTAL ASSETS	4,000,870	3,016,455
Liabilities		
CURRENT LIABILITIES		
Payables	49,205	40,008
Contract liabilities	21,405	22,999
Lease liabilities	16	47
Borrowings	5,653	6,526
Employee benefit provisions	36,884	36,978
Provisions	503	725
TOTAL CURRENT LIABILITIES	113,666	107,283
NON-CURRENT LIABILITIES		
Contract liabilities	23,300	23,300
Lease liabilities	6	21
Borrowings	64,802	36,654
Employee benefit provisions	1,259	1,262
TOTAL NON-CURRENT LIABILITIES	89,367	61,237
TOTAL LIABILITIES	203,033	168,520
NET ASSETS	3,797,837	2,847,935
Equity		
Accumulated surplus	1,401,825	1,339,440
IPPE revaluation reserve	2,396,012	1,508,495
Council equity interest	3,797,837	2,847,935
TOTAL EQUITY	3,797,837	2,847,935

The above Statement of Financial Position should be read in conjunction with Council's 2022-23 Financial Statements available on Council's website.

OUR STATEMENT OF CHANGES IN EQUITY – FOR THE YEAR ENDED 30 JUNE 2023

\$'000	AS AT 30/06/23			AS AT 30/06/22		
	Accumulated surplus	IPPE Revaluation reserve	Total Equity	Accumulated surplus	IPPE Revaluation reserve	Total Equity
Opening balance at 1 July	1,339,440	1,508,495	2,847,935	1,260,387	1,183,232	2,443,619
Net operating result for the year	62,385	–	62,395	79,053	–	79,053
OTHER COMPREHENSIVE INCOME						
Gain (loss) on revaluation of infrastructure, property, plant and equipment	–	887,517	887,517	–	325,263	325,263
Other Comprehensive Income	–	887,517	887,517	–	325,263	325,263
TOTAL COMPREHENSIVE INCOME	62,385	887,517	949,902	79,053	325,263	404,316
CLOSING BALANCE AT 30 JUNE	1,401,825	2,396,012	3,797,837	1,339,440	1,508,495	2,847,935

The above Statement of Changes in Equity should be read in conjunction with Council's 2022–23 Financial Statements available on Council's website



OUR STATEMENT OF CASH FLOWS – FOR THE YEAR ENDED 30 JUNE 2023			
ORIGINAL UNAUDITED BUDGET 2023	\$'000	ACTUAL 2023	ACTUAL 2022
INCOME FROM CONTINUING OPERATIONS			
RECEIPTS			
188,571	Rates and annual charges	187,404	179,416
45,485	User charges and fees	42,781	37,821
3,175	Interest received	5,209	1,392
50,754	Grants and contributions	99,328	90,244
6,500	Bonds, deposits and retentions received	7,451	5,778
7,430	Other	12,303	6,546
PAYMENTS			
(135,975)	Payments to employees	(126,906)	(119,989)
(78,740)	Payments for materials and services	(95,285)	(86,725)
(1,233)	Borrowing costs	(1,529)	(944)
(4,500)	Bonds, deposits and retentions refunded	(5,135)	(4,028)
(13,104)	Other	(3,013)	(8,254)
68,363	Net cash flows from operating activities	122,608	101,257
CASH FLOWS FROM INVESTING ACTIVITIES			
RECEIPTS			
3,900	Sale of investment	3,900	–
130,000	Redemption of term deposits	128,203	139,000
4,993	Proceeds from sale of IPPE	5,528	19,708
81	Deferred debtors receipts	78	–
PAYMENTS			
–	Purchase of investment	(4,697)	(8,319)
(130,000)	Acquisition of term deposits	(131,492)	(205,001)
(51,000)	Purchase of investment property	(52,100)	(1,526)
(107,718)	Payments for IPPE	(95,841)	(72,241)
–	Deferred debtors and advances made	–	(62)
(149,744)	Net cash flows from investing activities	(146,421)	(128,441)
CASH FLOWS FROM FINANCING ACTIVITIES			
RECEIPTS			
37,800	Proceeds from borrowings	33,800	24,000
PAYMENTS			
(7,560)	Repayment of borrowings	(6,525)	(6,608)
(47)	Principal component of lease payments	(47)	(75)
30,193	Net cash flows from financing activities	27,228	17,317
(51,188)	Net change in cash and cash equivalents	3,415	(9,867)
13,240	Cash and cash equivalents at beginning of year	13,240	23,107
(37,948)	Cash and cash equivalents at end of year	16,655	13,240
212,963	plus: Investments on hand at end of year	212,963	207,949
175,015	TOTAL CASH, CASH EQUIVALENTS AND INVESTMENTS	229,618	221,189

Note: All figures are reported on 30 June 2023.

Our Special Rate Variation

On 1 July 2016 the 'Planning our Future' Special Rate Variation (SRV) commenced. The 2016–17 SRV was 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.

As part of the determination by the Independent Pricing and Regulatory Tribunal (IPART), we are required to report on the SRV fund expenditure until 2025–26. Although the 'Planning our Future' SRV expired in 2019–20, and Council reverted to the IPART approved rate peg in 2020–21, the prior SRV increases remained in the rates base funding projects and initiatives previously funded under the SRV. This provides extra capacity in our road asset renewal, building asset renewal, public domain maintenance, neighbourhood renewal and urban design programs. These funds were allocated to help fund the projects outlined in Table 39.

Table 39: Our Building Asset Renewal Program by name and location in 2022–23

LOCATION	PROJECT
St Clair	Kindana Before and After School Care renewals
Glenmore Park	Floribunda Before and After School Care renewals
Werrington	Harold Corr Oval amenities plumbing works
Penrith	Joan Sutherland Performing Arts Centre café renewal and refurbishment
Penrith	Hickeys Lane amenities renewal
North St Marys	Boronia Park amenities renewal
Penrith	Parker Street sporting field upgrades
St Marys	Bill Ball (Cook Park) Oval upgrade
Penrith	Woodriff Gardens tennis amenity upgrade
Glenmore Park	Ched Towns Reserve amenity renewal and upgrade
St Marys	Monfarville Street Park amenity building upgrade
St Marys	St Marys Hall network upgrades
Penrith	Andrews Road rugby amenities asset replacement
Emu Plains	Penrith Regional Gallery Main Gallery floor and asset replacement
Londonderry	Cook Park amenity building and grandstand upgrade
South Penrith	South Penrith Neighbourhood Centre renewal
Oxley Park	Ridge Park Hall building renewal refurbishment
Penrith	Joan Sutherland Performing Arts Centre Q Theatre lighting and seating replacement
Werrington	Yoorami Before and After School Care building upgrade
St Clair	St Clair Leisure Centre air conditioning installation
Penrith	University of the Third Age building renewal
Emu Plains	Dukes Oval amenities renewal (high-risk works)
Emu Plains	Penrith Regional Gallery air conditioning renewal
Emu Plains	Blue Emu Childcare Centre minor renewal and high-risk works
St Clair	Kindana Before and After School Care minor renewal and high-risk works
St Marys	St Marys Library lift replacement

Table 40: Our Road Resurfacing and Reconstruction Program, by name and location in 2022–23

SUBURB	ROAD NAME
ROAD RESURFACING	
Berkshire Park	Government Road
Cambridge Gardens	Trinity Drive
Cambridge Park	Summertime Place
Castlereagh	Castlereagh Road
Castlereagh	Issac Smith Road
Colyton	Francis Street
Colyton	Goldie Place
Cranebrook	Seaton Crescent
Cranebrook	Ulpha Place
Erskine Park	Blackbird Place
Erskine Park	Coot Place
Erskine Park	Kookaburra Place
Erskine Park	Vela Place
Erskine Park	Wagtail Place
Erskine Park	Whistler Crescent
Erskine Park	Zodiac Place
Glenmore Park	Huntingdale Drive
Glenmore Park	Sir John Jamison Circuit
Jamisontown	Thurwood Road
Kingswood	Manning Street
Londonderry	Carrington Road
Londonderry	Nutt Road
Mt Vernon	Cressy Road
Mt Vernon	Mt Vernon Road
Mulgoa	Fairlight Road
South Penrith	Birmingham Road
St Clair	Eurabbie Glade
St Clair	Grevillea Drive
St Clair	Hibiscus Circuit
St Clair	Mimosa Close
St Clair	Moonah Crescent
St Clair	Napunyah Way
St Marys	West Lane
Werrington County	Blackman Court
Werrington County	Boyd Place

SUBURB	ROAD NAME
ROAD RECONSTRUCTION	
Cranebrook	Laycock Street
South Penrith	Jamison Road
St Clair	Coonawarra Drive
Luddenham	Gate Road
Llandilo	Galvin Road
Wallacia	Greendale Road



Our Stormwater Management Service Charge

We introduced a Stormwater Management Service Charge (SMSC) in 2012–13 to fund 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 that are essential to the health of our waterways and respond to the community's expectations.

The Stormwater Management Service Charge generated \$2,271,153 in income in 2022–23, with an opening balance of \$2,792,226.

Almost \$1.95 million was spent on environmental, floodplain management and drainage programs in the last year. They are outlined below.

AUDIT INDUSTRIAL, COMMERCIAL AND AGRICULTURAL ACTIVITIES

Funding of \$151,253 was allocated and \$144,109 expended during the year in response to complaints on industrial, commercial and agricultural premises.

MAINTENANCE OF GROSS POLLUTANT TRAPS

\$338,127 was allocated, and \$338,127 expended during the year. All gross pollutant traps were maintained as per program with 591 tonnes of waste removed from the stormwater drainage system in 2022–23.

PENRITH CBD DRAINAGE UPGRADE PROGRAM

\$612,980 was allocated and \$612,659 was expended during the year. Repayment of \$5.7 million loan for works connected to the upgrade of Penrith CBD drainage infrastructure to mitigate the risks posed by another flooding event.

FLOODPLAIN MANAGEMENT RESOURCING

\$273,470 was allocated and \$267,913 expended during the year to support our ongoing floodplain management program.

FLOOD STUDIES AND FLOODPLAIN MANAGEMENT STUDIES AND PLANS

\$497,415 was allocated and \$71,055 expended during the year. It is important to note that these projects typically span multiple years given their nature and complexity.

FLOOD STUDIES AND RISK MANAGEMENT PLANS

In 2022–23, we completed the following flood studies and risk management plans with allocated funds.

Cranebrook Overland Flow Flood Study

The study area is approximately 12.9 square kilometres. It covers Cranebrook and North Penrith and is bounded by the Nepean River and Penrith Lakes to the west, The Northern Road to the east and the Great Western Railway Line to the south. The Study has progressed to its final stage. The draft Flood Study reports were placed on public exhibition in April–May 2023 and the results will be presented to the Floodplain Risk Management Committee at the next available meeting. The flood study is jointly funded by Council and the NSW Government under a three-year funding program. Completion is planned for September 2023.

Rickabys Creek Catchment Flood Study

The study area is approximately 72.93 square kilometres and covers Agnes Banks, Londonderry,

Castlereagh, Berkshire Park Llandilo and Cranebrook. The study area is bounded by Castlereagh Road to the west, The Northern Road to the east and The Driftway to the north. Community consultation has been completed. The Study is jointly funded by Council and the NSW Government. Completion is planned for February 2025.



Upper Byrnes Creek Catchment Overland Flow Flood Study

The study area is approximately 6.52 square kilometres and covers parts of Colyton, St Clair and Erskine Park, with Ropes Creek bounding the study area to the east. The Study is at its initial stage with the consultant recently engaged. The Study is jointly funded by Council and the NSW Government. Completion is planned for October 2025.



Blackwell Creek Catchment Flood Study

The study area is approximately 12 square kilometres and covers parts of St Clair, Erskine Park and Kemps Creek and drains to South Creek. The study area is bounded by South Creek to the west and M4 Motorway to the north. The Study is at its initial stage with the consultant recently engaged. The Study is jointly funded by Council and the NSW Government. Completion is planned for December 2025.



Peachtree and Lower Surveyors Creeks Catchment Floodplain Risk Management Study and Plan

The study area is approximately 12.5 square kilometres and covers parts of Penrith, South Penrith and Jamisontown. The study area is bounded by the Nepean River to the west, M4 Motorway to the south and The Northern Road to the east. Contributing catchments include Upper Surveyors Creek, Showground Channel and The Corporation Drain. The Study provides a comprehensive analysis of the existing and the future flood risks, investigates possible flood risk management measures to manage the flood risk, and recommends feasible flood risk management solutions. The Study's preliminary draft Floodplain Risk Management Study report is being reviewed. The Study is jointly funded by Council and the NSW Government. Completion is planned for December 2023.



Emu Plains Floodplain Risk Management Study and Plan

The study area is approximately 13 square kilometres and covers Emu Plains, Emu Heights and Leonay and drains to Nepean River. The study area is bounded by the Nepean River to the north and east and the Penrith LGA boundary to the west. The contributing catchments, include the Tunnel Gully, Knapsack Creek and Lapstone Creek. The Study provides a comprehensive analysis of the existing and the future flood risks, investigates possible flood risk management measures to manage the flood risk, and recommends feasible flood risk management solutions. Community consultation has been completed. The Study is jointly funded by Council and the NSW Government. Completion is planned for February 2025.



Doonmore Street, Penrith Retarding Basin

Investigation and Detailed Design—The Penrith CBD Floodplain Risk Management Plan identified the flood mitigation measure 'Doonmore Street Retarding Basin' as a high priority flood mitigation option to minimise the flooding to downstream properties. The proposed investigation includes the design and construction of a retarding basin within Spence Park and open space to the north. The proposed works will be completed in stages. Stage 1 is progressing and the detailed survey of Spence Park, geotechnical investigation, soil contamination assessment, and the 40% detailed design plan are finished. Stage 1 works are jointly funded by Council and the NSW Government and completion is planned for December 2023. Stage 2 involves the construction of the retarding basin for which neither grant funding nor Council funds are currently available.

St Marys Flood Protection Levee Upgrade

The South Creek Floodplain Risk Management Plan identified the flood mitigation measure, 'Upgrades to St Marys Levee and Plus Flap Gate Installation' as a high priority option. The levee was initially designed and constructed to provide 1%AEP flood immunity with a freeboard allowance of 0.5 metres. The proposed investigation includes the design and construction of the levee and flap gate at Byrnes Creek culvert. The proposed works are to be undertaken in stages. Stage 1 work is progressing and the detailed survey, levee audit, geotechnical investigation, soil contamination assessment, preparation of concept and 40% detailed design plans are finished. The Stage 1 works are jointly funded by Council and the NSW Government and completion is planned for February 2024. Stage 2 involves the construction of the retarding basin for which neither grant funding nor Council funds are currently available.



Oxley Park Levee

Investigation and Detailed Design—The South Creek Floodplain Risk Management Plan identified the flood mitigation measure, ‘Oxley Park Flood Protection Levee’ as a high priority flood mitigation option to minimise the flooding on properties along the Melbourne Street precinct. The proposed investigation includes the design and construction of a levee on Ropes Creek floodplain, with the proposed works being undertaken in stages. In Stage 1, we are undertaking a detailed survey, geotechnical and soil investigations, preparation of concept and detailed design plans. Stage 1 works are jointly funded by Council and the NSW Government and completion is planned for December 2024. Stage 2 involves the construction of the levee for which neither grant funding nor Council funds are currently available.

Chapman Gardens Basin Augmentation

Investigation and Detailed Design—The College, Orth and Werrington Creeks Floodplain Risk Management Plan identified the flood mitigation measure ‘Chapman Gardens Basin Augmentation’ as a high priority flood mitigation option as part of combined measures to provide greater attenuation of flows during significant floods in the catchment. This mitigation option provides emergency response benefits for the Great Western Highway and Victoria Street. The

proposed investigation includes the design and construction of the basin, with works undertaken in stages. Stage 1 involves a detailed survey, geotechnical and soil investigations, preparation of concept and detailed design plans. The Stage 1 works are jointly funded by Council and the NSW Government and completion is planned for March 2025. Stage 2 involves the construction of the basin for which neither grant funding nor Council funds are currently available.

Byrnes Creek Flood Mitigation Works

Investigation and Detailed Design—The St Marys (Byrnes Creek) Catchment Floodplain Risk Management Plan identified the flood mitigation measures ‘Scheme 5B—Stormwater Drainage Upgrade along Saddington Street’ and ‘Scheme 6—construction of new detention basin at Collins Street reserve’ as high priority flood mitigation options. The proposed investigation includes the design and construction of the stormwater drainage and the basin, with works undertaken in stages. Stage 1 involves undertaking a detailed survey, geotechnical and soil investigations, preparation of concept and detailed design plans. The Stage 1 works are jointly funded by Council and the NSW Government, with completion planned for September 2025. Stage 2 involves construction of the stormwater drainage and basin for which neither grant funding nor Council funds are currently available.

INTEGRATED CATCHMENT MANAGEMENT PROGRAM

\$144,597 was allocated and \$121,552 was expended during the year. We continued to advocate for better water management in:

- review of development applications.
- referrals relating to the management of waterways.
- our water sensitive urban design requirements.

Stormwater Treatment Device Audit Program

Council has continued to develop an on-lot Stormwater Treatment Device Audit Program to ensure that stormwater treatment systems in higher-risk developments are maintained. The program will also increase property owners’ awareness of their responsibilities around maintaining their stormwater treatment infrastructure. The program is an important way for us to properly manage stormwater in our catchments.

Water Working Group

Our Water Working Group has continued to focus on improving the integration of water management and better deliver sustainability initiatives such as urban heat island effect mitigation.

STORMWATER WORK IMPROVEMENT PROGRAM

\$385,670 was allocated and \$21,785 expended during the year. To safeguard the quality and health of our waterways, a range of vegetated stormwater treatment measures—such as bioretention systems—are being installed in new release areas. These systems are dedicated to Council for ongoing management.

In 2022–23, we completed an audit of our bioretention systems, and a program of works has been developed to improve their condition and performance. Following a tender process, a panel of contractors has been engaged to complete routine and corrective maintenance. Works will be completed in future years to ensure the treatment systems continue to function effectively.

We are developing a Stormwater Management Strategy to better inform the projects funded by the Stormwater Management Service Charge. It will include a review of stormwater improvement options and prioritise projects to be implemented in coming years.

WATERWAYS HEALTH MONITORING PROGRAM

\$70,000 was allocated and \$53,751 expended during the year. The Water Health Monitoring Program involves macro-invertebrate sampling in autumn and spring. Seasonal monitoring of waterway health helps to identify changes in water quality and the ecological condition of our waterways. It is a general indicator of water health. The results of the spring and autumn surveys are steady. All sites had stable or improving water health grades, which reflected a return to more normal rainfall levels compared with the Spring 2022 sampling period.

Council's Recreational Water Monitoring involves weekly enterococci testing with monthly physical and chemical parameters undertaken at four key sites along the Nepean River—Tench Reserve, Jamisontown; Regatta Park, Emu Plains; the Rowing Club, Nepean River Weir; and Devlin Road, Castlereagh. Sampling is undertaken each year between October and March. Initial results continue to indicate that water quality at these sites is generally good, except for immediately after rain. A trend is also starting to develop indicating the poorest water quality at Delvin Road, Castlereagh.

We now provide recreational water quality information on our website from four sampling sites along the Nepean River. The page is promoted through Council's social media channels prior to the warmer weather when more people start using the river for recreational water activities.

During the year, we partnered with our neighbours at Camden City Council on a series of educational videos on recreational water quality, river health, water sensitive urban design, environmental, social and cultural importance of the Nepean River. This series aims to provide the community with important information quickly and easily, and in an entertaining and visually appealing way.

WATER SENSITIVE URBAN DESIGN CAPACITY BUILDING

\$10,000 was allocated and \$4,878 expended during the year. We developed inspection and maintenance guidelines for a range of stormwater treatment measures. This resource to assist property owners to maintain their treatment devices. It is available on our website.

We also developed interpretive signage, which will be installed at Mountain View Reserve to highlight the various elements of the reserve including the stormwater treatment wetland.

A video on water sensitive urban design was also made as part of Council's Waterways Video series. The series of videos is available at: www.penrithcity.nsw.gov.au/facilities-recreation/nepean-river-our-river

ST MARYS MASTER PLAN INTEGRATED WATER MANAGEMENT PLAN

\$35,000 was allocated and none was expended during the year. Council is currently undertaking procurement for an Integrated Water Management Plan for St Marys Town Centre, to be developed in consultation with Sydney Water. The Plan will include prioritisation and costing of urban stormwater infrastructure upgrades, renewals and improvements required to service the anticipated urban growth. The project is expected to commence in August 2023 and will be completed in 2023–24.

CCTV INVESTIGATION OF DRAINAGE ASSETS

\$100,000 was allocated and \$74,309 expended during the year. We completed several pit and pipe investigations during 2022–23. Prioritisation of locations for future investigation is currently underway and \$25,691 has been carried over to the 2023–24 budget to increase CCTV inspections next year.

PIT AND PIPE STUDY

\$250,000 was allocated and \$247,880 expended during the year. The purpose of this study is to collect and survey the pits and pipes drainage data to inform two flood studies— the Upper Byrnes Creek Catchment Overland Flow Flood Study and the Blackwell Creek Catchment Flood Study. The study area covers St Clair and Erskine Park. The survey of the stormwater drainage data will enhance flood model development and modelling results. The pit and pipe survey is underway and completion is planned for November 2023.

THE NSW GOVERNMENT'S GREENING OUR CITY INITIATIVE

\$60,000 was allocated and \$0 expended during the year. Tender documents for the installation of passively irrigated street trees were finalised during the year. Following an unsuccessful quotation process, we expect to seek more quotes in the coming year. WSROC and WSU had their extension request approved by the NSW Government to 2025.

Our Voluntary Planning Agreements

During 2022–23, we entered into four voluntary planning agreements that apply to the following sites or precincts within Penrith:

Kings Central, 16 Chapman Street, Werrington

57 Henry Street, Penrith

657–769 Mamre Road, Kemps Creek



Our Development Contributions and Levies

In 2022–23, we are required to report our development contributions plans and levies as shown in Table 41.

Table 41: Development contributions plans and levies in 2022–23

CONTRIBUTIONS PLAN	PROJECT ID (AS IDENTIFIED IN THE CP)	PROJECT DESCRIPTION	THE KIND OF PUBLIC AMENITY OR SERVICE	MONETARY AMOUNT EXPENDED FROM DEVELOPMENT CONTRIBUTIONS (\$)	VALUE OF LAND DEDICATION	VALUE OF MATERIAL PUBLIC BENEFIT PROVIDED (\$)	CONTRI-BUTION EXPENDED TO DATE (\$)	TEMPORARY BORROWING	PROJECT STATUS
Penrith City Local Open Space Development Contributions Plan	L3020	Armstein Crescent Reserve Renewal Project	Open Space	68,000	0	0	68,000	0	Under way
Penrith City Local Open Space Development Contributions Plan	L5340	Boronia Park Amenities Renewal	Open Space	750,244	0	0	812,841	0	Under way
Penrith City Local Open Space Development Contributions Plan	L1980	Parker Street Sporting Field Upgrade	Open Space	110,000	0	0	294,815	0	Under way
Penrith City Local Open Space Development Contributions Plan	L3330	Stapley Street New Play Equipment	Open space	25,000	0	0	25,000	0	Under way
Penrith City Local Open Space Development Contributions Plan	Plan Administration	Plan Administration	Plan Administration	4,673	0	0	49,147	0	Under way
Penrith 7.12 Contributions Plan		Forrester Rd – St Marys Rail to Christie	Active transport Facilities	432,767	0	0	432,767	0	Under way
Penrith City District Open Space Facilities Development Contributions Plan	Gipps St L6490	Gipps Street Recreation Precinct	Open Space	6,651,649	0	0	6,651,649	0	Under way
Penrith City District Open Space Facilities Development Contributions Plan	Great River Walk	Great River Walk/ Nepean Avenue	Open Space	6,475	0	0	1,729,261	0	Under way
Penrith City District Open Space Facilities Development Contributions Plan	South Creek Park	Harold Corr Synthetic Track	Open Space	2,321,399	0	0	2,321,399	0	Under way
Penrith City District Open Space Facilities Development Contributions Plan	Ripples Leisure centre and hydro pool	Ripples Leisure Centre Splashpad	Open Space	576,405	0	0	2,213,054	0	Under way
Penrith City District Open Space Facilities Development Contributions Plan	Plan Administration	Plan Administration	Plan Administration	29,520	0	0	476,210	0	Under way

CONTRIBUTIONS PLAN	PROJECT ID (AS IDENTIFIED IN THE CP)	PROJECT DESCRIPTION	THE KIND OF PUBLIC AMENITY OR SERVICE	MONETARY AMOUNT EXPENDED FROM DEVELOPMENT CONTRIBUTIONS (\$)	VALUE OF LAND DEDICATION	VALUE OF MATERIAL PUBLIC BENEFIT PROVIDED (\$)	CONTRI-BUTION EXPENDED TO DATE (\$)	TEMPORARY BORROWING	PROJECT STATUS
Civic Improvement Plan 7.11 Development Contributions Plan	Plan Administration	Plan Administration	Plan Administration	26,740	0	0	26,740	0	Under way
Claremont Meadows Development Contributions Plan	Caddens Road Park and Drainage Reserve	Caddens Road Park and Drainage Reserve Loan	Drainage and Open space	283,164	0	0	5,098,327	0	Under way
Claremont Meadows Development Contributions Plan	Plan Administration	Plan Administration	Plan Administration	6,574	0	0	156,546	0	Under way
Mamre Road Precinct Development Contributions Plan	Plan Administration	Plan Administration	Plan Administration	85,370	0	0	182,511	0	Under way
Lakes Environs (Waterside Green) – Development Contributions Plan	Plan Administration	Plan Administration	Plan Administration	2,720	0	0	27,131	0	Under way
Werrington Enterprise Living and Learning (WELL) Precinct S.94 Development Contributions Plan	Land Acquisition Southern Sports field	Land Acquisition Southern Sports field loan	Open Space Land	230,141	0	0	1,613,045	0	Under way
Werrington Enterprise Living and Learning (WELL) Precinct S.94 Development Contributions Plan	Plan Administration	Plan Administration	Plan Administration	47,102	0	0	340,493	0	Under way
Glenmore Park Stage 2		Sports field	Open Space	323,511	0	0	2,267,871	0	Under way
Erskine Park Development Contribution Plan	Plan Administration	Plan Administration	Plan Administration	24,419	0	0	322,755	0	Under way
TOTAL CONTRIBUTIONS EXPENDED (\$)	12,005,873								
TOTAL CONTRIBUTIONS RECEIVED (\$)	10,106,335								

Our Contractor Report

Table 42 shows:

- Contracts awarded in 2022–23 for amounts that were greater than \$150,000.
- Contracts awarded in previous years with expenditure in 2022–23 greater than \$150,000.
- Payments of greater than \$150,000 in 2022–23 that were not under a contract.
- Payments of greater than \$150,000 in 2022–23 under contracts held by others (including local government procurement, Procurement Australia and state government).

Table 42: Contractor Report for 2022–23

CONTRACTS AWARDED IN 2022–23 FOR AMOUNTS GREATER THAN \$150,000		
SUPPLIER	AMOUNT	DESCRIPTION OF GOODS/SERVICES
Polytan Asia Pacific Pty Ltd	5,242,695.90	Track upgrade
Regal Innovations Pty Ltd	4,257,258.41	Supply and install landscape construction
2020 Projects Pty Ltd	3,132,763.24	Amenity building redevelopment
Budget Demolition & Excavation Pty Ltd	2,420,672.73	Demolition and remediation work
Romba Pty Ltd	2,265,145.48	Trinity Drive, Cambridge Gardens playspace upgrade
Bucher Municipal Pty Ltd	903,353.17	Plant parts and services
Central West Electrical Contractors	592,253.30	Floodlights
Stabilised Pavement of Australia Pty Ltd	560,208.63	Minor asphalt and road sealing
Novoplan Trading Pty Ltd	516,584.75	Computer software
AWS Sydney Pty Ltd	465,161.66	Building refurbishment
ACOR Consultants Pty Ltd	379,591.61	Consultancy structural services
Sportz Lighting	270,815.60	Sports field lighting
Axial Construction Pty Ltd	268,665.00	Consultancy
Forpark Australia	241,950.50	Supply and installation of play equipment
Aqua-Line Pool Renovators Pty Ltd	240,077.73	Pool resurfacing and renovation
Millster Pty Ltd trading as Local Government Project Solutions	234,485.26	Advisory and consultancy services
Horizon Print Management Pty Ltd	226,390.19	Print services
LG Software Solutions Pty Ltd	223,665.20	Project management software
Master Building Solutions Pty Ltd	222,803.90	Supply, install and commission noise treatment works
Camatic Pty Ltd	200,303.69	Replacement of seating
DGL Manufacturing Pty Ltd	179,163.99	Chemical formulation
The Spatial Distillery Company Pty Ltd	173,314.90	Computer software
EC Sustainable Pty Ltd	172,780.00	Waste and resource recovery
Davis Contracting Group Pty Ltd	162,249.57	Flood damage repairs
McCulloch & Buggy Pty Ltd	161,829.41	Insurance and strata law
The Strategy Group Pty Ltd	160,490.00	Employee consultancy services

CONTRACTS AWARDED IN PREVIOUS YEARS WITH EXPENDITURE IN 2022–23 GREATER THAN \$150,000

SUPPLIER	AMOUNT	DESCRIPTION OF GOODS/SERVICES
Veolia Recycling and Recovery Pty Ltd	28,696,030.48	Waste collection
Glascott Landscape and Civil Pty Ltd	25,935,393.34	Landscape and construction
Cleanaway Pty Ltd	15,357,274.55	Bulk cleanup
Australian Native Landscapes Pty Ltd	10,055,119.33	Bulk material supplies
Coverit Building Group Pty Ltd	9,303,256.00	Building maintenance and construction works
Bernipave Road Solutions Pty Ltd	9,189,687.69	Road patching services
Western Earthmoving Pty Ltd	6,365,763.68	Road upgrades
Hix Group Pty Ltd	4,940,197.36	Electrical trades and plumbing trades
Data 3 Limited	4,181,598.46	Managed computer and software services
Civic Risk Mutual Ltd	3,432,720.50	Insurance services
Secure Building Solutions Pty Ltd	3,086,496.89	Refurbishment of senior citizens building
Trivett Automotive Retail Pty Ltd trading as Subaru	2,911,530.94	Fleet purchases
B G Enterprises (NSW) Pty Ltd	2,716,579.78	Electrical trades and plumbing trades
AMA Projects Pty Ltd	2,337,952.42	Police cottage refurbishment
Alpall Pty Ltd	2,168,462.70	Construction and refurbishment of sporting amenities
Cardia Bioplastics Pty Ltd	1,918,842.74	Supply and delivery of compostable bags
Del Rocchio Concreting Pty Ltd	1,869,025.78	Concrete maintenance works
Rogers Construction Group Pty Ltd	1,743,943.40	Community building refurbishments
VDG Pty Ltd	1,628,937.06	Facility cleaning services
Stantec Australia Pty Ltd	1,530,059.95	Design services
Quickway Constructions Pty Ltd	1,527,300.52	Caddens Road, Caddens upgrade
Mack Civil Engineering Pty Ltd	1,410,503.40	New concrete footpaths
Statecover Mutual Limited	1,251,237.36	Worker insurance
SNG Constructions	1,225,397.36	Supply and construction of carpark
Dentons Australia Pty Ltd	1,190,050.14	Legal services
Trinity Quality Interiors Pty Ltd	1,097,483.75	Library refurbishment
Durbach Block Jaggers Architects Pty Ltd	1,044,199.20	Soper Place design competition
Visy Recycling	976,639.22	Recycling services
Inter-Chillers Pty Ltd	972,052.38	Mechanical services
Grace Records Management Pty Ltd	963,256.56	Digitisation of council application records
Central Industries	962,232.70	Shade structures and sails
Metal Fencing Specialists	961,603.23	Fencing supplies and installation
Moduplay Group Pty Ltd	938,115.89	Playground redevelopment
J & G Excavations & Asphaltting Pty Ltd	909,409.76	Minor asphalt and road sealing
A_Space Australia Pty Ltd	887,677.75	Playground equipment
Avante Linemarking	887,500.10	Road marking
Charmax Facility Management	839,133.02	Property maintenance services
Envirocivil NSW Pty Ltd	831,774.66	Specialist excavation
Hi Quality Recycling Services Pty Ltd	814,543.20	Supply and disposal of quarry products
APP Corporation Pty Ltd	797,153.06	Project management
SMEC Australia Pty Ltd	793,748.91	Traffic modelling
HWL Ebsworth Lawyers	784,446.88	Provision of legal services

CONTRACTS AWARDED IN PREVIOUS YEARS WITH EXPENDITURE IN 2022–23 GREATER THAN \$150,000

SUPPLIER	AMOUNT	DESCRIPTION OF GOODS/SERVICES
Total Drain Cleaning Pty Ltd	753,242.69	Plant hire (various)
Masport Pty Ltd	752,432.45	Pathway construction
Piekar Comm Services Pty Ltd	746,491.52	Security systems and services
Abcoe Distributors Pty Ltd	721,811.39	Consumables and cleaning supplies
NSW Kerbing Pty Ltd	713,152.15	Concrete maintenance works
Buildpark Homes Pty Ltd	708,920.30	Building refurbishment
Hawkesbury City Council	659,837.34	Pound services
JBS&G Australia Pty Ltd	658,911.00	Contamination assessment
RM Hassall & AS White & Others	628,519.79	Provision of legal services
Acron Building Services Pty Ltd	557,900.76	Minor construction works
RecordPoint Software APAC Pty Ltd	551,878.46	Records365 subscription
Beasy Pty Ltd	531,328.51	Asbestos hygiene services
WSP Australia Pty Ltd	507,069.01	Consulting Services
Land & Marine—Ocean Engineering Pty Ltd	493,873.82	Engineering of boat ramp
NDY Management Pty Ltd	469,991.25	Environmentally sustainable development consultants
Pageup People Pty Ltd	456,736.17	Human resources functions
Woolworths Limited	440,152.48	Children's Services food supplies
The Trustee for Project Nine Event Group Unit Trust	430,413.81	Event production hub
Group GSA Pty Ltd	428,449.45	Gipps Street Recreation Precinct
BRIDGE42 Pty Ltd	424,032.13	Consultancy
RMA Contracting Pty Ltd trading as Ross Mitchell & Associates	423,950.21	Remediation and asbestos works
TST Property Services	423,415.24	Amenities cleaning
Duncan Solutions Reino International Pty Ltd	413,148.13	Integrated parking management systems
RP Infrastructure Pty Ltd	409,182.16	Project management services
Aten Systems Pty Ltd	396,366.30	Information management system
Melocco and Moore Architects Pty Ltd	382,413.45	Design services
Krost Business Furniture Centre Pty Ltd	379,803.05	Supply and installation of office furniture
Cranebrook Construction	363,297.82	Construction services
L J Follington Constructions Pty Ltd	337,655.00	Grave digging services
CBD Mechanical Electrical	334,420.66	Minor mechanical services
Preferred Turf Pty Ltd	304,060.45	Supply and installation of synthetic turf
James Mather Delaney Design Pty Ltd	297,662.86	Architectural design services
Bitzios Consulting	290,977.50	Consultancy
Buildco Projects Pty Ltd	280,420.53	Construction
Douglas Partners Pty Ltd	277,772.99	Environmental services
Elite Sand and Soil Pty Ltd	271,728.12	Bulk material supplies
Mastercut Concrete Pty Ltd	270,463.17	Concrete and asphalt
Haskoning Australia Pty Ltd	262,890.87	Consultancy
Network Solutions Group Pty Ltd	259,144.58	Network and security solutions
Sue Barnsley Design Pty Ltd	256,926.46	Landscape design
Ineight Pty Ltd	256,302.75	Construction management software

CONTRACTS AWARDED IN PREVIOUS YEARS WITH EXPENDITURE IN 2022–23 GREATER THAN \$150,000

SUPPLIER	AMOUNT	DESCRIPTION OF GOODS/SERVICES
Australian Election Company	252,957.98	Election services
Holcim Australia Pty Ltd trading as PF Concrete	249,074.78	Premix concrete
Cockerill Contracting Pty Ltd	248,878.30	Construction of sewer water mains
Margot Natoli Project Management Pty Ltd	243,569.92	Event management
Staples Bros (Nowra) Pty Ltd trading as Premier Pumpouts	235,318.28	Effluent collection services
Empower Masterpay Pty Ltd trading as Fusion5	233,168.44	Business solutions
The McGregor Coxall Unit Trust	230,639.75	Landscape design services
Anzuk Education Services Pty Ltd	230,048.07	Temporary employment services
Allcott Hire Pty Ltd	229,931.42	Truck and plant hire
GYC Pty Ltd	228,939.03	Plant equipment
KPMG Australia	227,700.00	ERP Strategy development
RP Infrastructure Pty Ltd	219,956.01	Project management services
Never Stop Irrigation Pty Ltd	213,750.53	Irrigation installation
Getex Pty Ltd	195,723.00	Asbestos consultancy contract panel
Taylor Thomson Whitting Pty Ltd	192,357.00	Project and consultancy services
Durkin Constructions Pty Limited	190,016.97	Pavement investigation
Elemental Architecture Pty Ltd trading as Sam Crawford Architects	187,504.90	Architect, landscape, architect and ESD services
Elite Turf Projects Pty Ltd	186,632.03	Turf supply
Trinitas Group Pty Ltd	178,402.40	Asbestos consultancy contract panel
Breakspear Architects	169,975.83	Dining Precinct—Regatta Park Emu Plains
Lucas Stapleton Johnson & Partners Pty Ltd	162,303.58	Police cottage building engineering services
Cox Architecture Pty Ltd	157,723.00	Architectural design services
Knight Frank Australia Pty Ltd	155,052.53	Town planning consultancy
Deloitte Consulting Pty Ltd	154,979.88	Computer software
Savills Project Management Pty Ltd	153,021.00	Project management services

PAYMENTS OF GREATER THAN \$150,000 IN 2022–23 THAT WERE NOT UNDER A CONTRACT

SUPPLIER	AMOUNT	DESCRIPTION OF GOODS/SERVICES
Telstra Corporation Ltd	2,065,407.19	Telecommunications
icare Workers Insurance	1,330,181.21	Insurance services
Technology One	1,302,560.56	ERP system
Australia Post	866,840.46	Post Billpay™ agreement
Penrith City Automotive Pty Ltd	736,510.54	Fleet purchases
Randstad Pty Ltd	712,543.15	Temporary employment services
McArthur (NSW) Pty Ltd	693,773.25	Temporary employment services
The Trustee for Computers Now Unit Trust	587,256.99	IT hardware
Morrison Low Consultants Pty Ltd	581,171.88	Internal audit and management consultancy services

PAYMENTS OF GREATER THAN \$150,000 IN 2022–23 THAT WERE NOT UNDER A CONTRACT

SUPPLIER	AMOUNT	DESCRIPTION OF GOODS/SERVICES
Cardno (NSW/ACT) Pty Ltd	558,998.19	Flood study
Sinclair Ford	472,611.56	Motor vehicle and parts
Microsoft Pty Ltd	448,032.07	Software systems
J Blackwood & Son Pty Ltd	437,572.34	Hardware goods
Penrith Waste Services Pty Ltd	368,104.04	Waste treatment and management
J. Wyndham Prince Pty Ltd	359,736.60	Civil engineering
Fuji Xerox Australia	340,201.22	Multifunction device supply
TPG Network Pty Ltd	312,188.54	Network broadband
Brandown Waste and Recycling Services Pty Limited	294,002.77	Supply and deliver recycled quarry products
Street Furniture Australia	282,518.50	Supply of street furniture
QBE Insurance Australia Ltd	277,312.22	Green slip insurances
Penrith Auto 2016 Pty Ltd trading as Sinclair Hyundai	262,696.75	Motor vehicle and parts
Apple Pty Ltd	252,390.26	Technology products
CC Tyres	236,200.00	Supply tyres
Australian Catchment Management Pty Ltd	226,875.00	Aquatic weed harvesting and maintenance
Kerry Heap Auto Electrics Pty Ltd	222,388.42	Auto electrical services

PAYMENTS OF GREATER THAN \$150,000 IN 2022–23 UNDER CONTRACTS HELD BY OTHERS (LOCAL GOVERNMENT PROCUREMENT, PROCUREMENT AUSTRALIA, STATE GOVERNMENT)

SUPPLIER	AMOUNT	DESCRIPTION OF GOODS/SERVICES
State Asphalts Services Pty Ltd	13,835,580.06	Asphalt and road sealing
Treeserve Pty Ltd	2,167,387.30	Tree pruning services
Nepean Regional Security Pty Limited	1,601,963.86	Provision of security
Shell Energy Retail Pty Ltd	1,599,179.74	Supply of electricity
Asplundh Tree Expert Pty Ltd	1,534,496.01	Tree pruning services
Origin Energy	1,405,970.07	Supply of electricity for large buildings and facilities and small gas agreement
Ampol Australia Petroleum Pty Ltd	1,356,047.99	Fuel cards
Ampol Australia Petroleum Pty Ltd	1,283,365.09	Fuel Cards
Site Group Pty Ltd	1,229,673.56	Traffic management services
Red Energy Pty Ltd	1,183,550.99	Energy supply
Gilbert & Roach	871,760.46	Vehicle purchases
AGL Sales Pty Ltd	858,774.36	Supply of electricity for small tariff sites
Generation-E Productivity Solutions Pty Ltd	459,786.55	Microsoft communication, collaboration and productivity solutions
Barrier Signs Pty Ltd	248,830.98	Signage
Fulton Hogan Industries Pty Ltd	215,699.30	Supply and delivery of asphalt mixes
Austek-Play	211,111.23	Playground renewal

**PAYMENTS OF GREATER THAN \$150,000 IN 2022–23 UNDER CONTRACTS HELD BY OTHERS
(LOCAL GOVERNMENT PROCUREMENT, PROCUREMENT AUSTRALIA, STATE GOVERNMENT)**

SUPPLIER	AMOUNT	DESCRIPTION OF GOODS/SERVICES
Australian Hammer Supplies trading as Western Sydney Kubota	207,674.38	Equipment
Leonard Advertising	206,855.95	Newspaper advertising
Catchment Simulation Solutions Pty Ltd	203,522.25	Floodplain management
Western Toyota trading as City Hino/ Iveco City Hino	177,330.60	Motor vehicle and parts
J & E Asphalt & Civil Pty Ltd	173,352.39	Road widening and related works
SG Fleet Australia Pty Ltd	168,381.69	Fleet management
AB Maintenance Solutions Pty Ltd	165,759.00	Public spaces maintenance
Rapid Map Services Pty Ltd	163,900.00	Drainage study
Complete Office Supplies Pty Ltd	163,073.14	Stationery
Bunnings Group Limited	161,907.02	Hardware supplies
Western Suburbs Concrete	155,425.68	Supply and delivery of concrete
Modern Teaching Aids Pty Ltd	153,035.39	Toys and education

Anti-slavery statement

As required by the Modern Slavery Act 2018 (NSW) we provide the following statement.

Issues raised by the Anti-slavery Commissioner

Penrith City Council was not advised of any issues, so no action was required.

Our actions taken during 2022–23

We reviewed and introduced Modern Slavery principles into our procurement processes. We implemented the following actions.

- Council's procurement standards were updated and effective from 11 April 2023 to provide general information on modern slavery and includes the Australian Border Force's Modern Slavery Key Facts and Figures Infographic as a summary as well as a modern slavery supplier questionnaire.
- The Tender Plan which provides a pre-tender evaluation of the tender process now contains a modern slavery risk evaluation to assess risk and plan tender requirements.
- All tender and quotation documentation, including contracts from that date now reflect our commitment to meeting our modern slavery obligations with suppliers. Suppliers in the tender and quotation process are required to disclose any risks in their supply chain.
- The Penrith City Council Business Ethics Statement has been updated to reflect our modern slavery responsibilities.

Our Rates and Charges Written Off

The Local Government Act 1993 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, hardship, roundings, postponed rates, domestic waste corrections, small balance write-offs and valuation objections.

Table 40 summarises the rates and sundry debtor amounts written off during 2022–23 under legislation, delegated authority, or pursuant to Council resolutions.

Extra charges include interest and legal costs and are written off due to financial hardship, and where the original rate or domestic waste charge is required to be written off.

Table 43: Summary of rates and sundry debtor amounts written off during 2022–23

RATES AND CHARGES WRITTEN OFF	\$
General Rates	105,888
Extra Charges	39,524
Domestic Waste	10,131
TOTAL	155,543

PENSIONER REBATE ABANDONMENTS	\$
General Rates – Statutory	1,873,777
Domestic Waste – Statutory	631,455
Stormwater – Voluntary	220,932
TOTAL	2,726,164

SUNDRY DEBTOR ABANDONMENTS	\$
Sundry Debtor	24,318
TOTAL	24,318

Our Capital Projects Summary

In 2022–23, we expended a total of \$60,204,980 on capital projects.
Table 44 provides a summary of our projects and their progress.

Table 44: Capital Projects progress report by location, project and cost in 2022–23

LOCATION	DESCRIPTION	EXPENDITURE (\$)
AQUATIC AND LEISURE SERVICES		
St Marys	Lane rope replacement	72,100
St Marys	Ripples venues CCTV installation	69,146
TOTAL AQUATIC AND LEISURE SERVICES		141,246
CHILDREN'S SERVICES		
Various	Building upgrades	53,312
	IT replacement, capital	109,410
	Whitegoods replacement, capital	8,460
	Playground upgrades	266,852
	Kitchen upgrades	182,977
Penrith LGA	OOSH bus fleet replacement	9,680
TOTAL CHILDREN'S SERVICES		630,692
CIVIL MAINTENANCE, RENEWAL AND CONSTRUCTION		
Various	Road resealing and re-sheeting	3,862,343
Various	Traffic facilities—regulatory	503,001
Various	Rural roads—resealing	59,500
Various	Dedication—subdivision roads	7,306,732
Various	Dedication—drainage works	7,086,942
Castlereagh	Castlereagh Road—House no. 497 to House no. 539	156,000
Various	Road reconstruction	141,497
Llandilo	Ninth Avenue Llandilo	161,516
Thornton	Fernandez Lane and Radcliffe Place (Thornton)	824
Emu Plains	Lewers Gallery, River Road footpath	3,441
Leonay	Leonay Parade pram ramp	10,567
Kingswood	25–26 Park Avenue	3,763
South Penrith	80 Fragar Road pram ramp construction	1,818
South Penrith	78 Fragar Road pram ramp construction	1,818
South Penrith	116 Fragar Road pram ramp construction	1,818
South Penrith	118 Fragar Road pram ramp construction	1,818
Penrith LGA	Urban drainage construction program	1,894
St Clair	Bennett Road single lane roundabout with Coonawarra Drive	217
Llandilo	Third Avenue	138,506
Glenmore Park	Ridgetop Drive Glenmore Park Glenmore Parkway to Bluestone Drive	1,400
Cambridge Park	Herbert Street to Francis Street	6,634
Claremont Meadows	Myrtle Road	2,500
South Penrith	Jamison Road	30,465
Penrith	Intersection of Cox Avenue and Parker Street	1,000

LOCATION	DESCRIPTION	EXPENDITURE (\$)
CIVIL MAINTENANCE, RENEWAL AND CONSTRUCTION CONTINUED		
Penrith LGA	Footpath delivery program	15,564
Jamisontown	Regentville Road	1,282
Cambridge Park	College Street	48,940
Werrington	Victoria Street	42,455
South Penrith	Jamison Dog Park	15,972
Cambridge Park	Wrench Street	6,765
Penrith LGA	Roads to Recovery	15,668
Mulgoa	Littlefields Road	390,946
Erskine Park	Swallow Drive	350,000
St Clair	Colorado Drive	467,871
Kingswood	Bringelly Road	295,585
Penrith LGA	Black Spot Program	123
South Penrith	Maxwell Street	739
St Marys	Forrester Rd between Glossop Street and Christie Street	11,117
Werrington	Victoria St between Richmond Rd and east of Burton Street	292,055
Emu Plains	Shared path Great Western Highway Emu Plains to Glenbrook	578,225
Various	Urban Drainage Construction Program 2021–22	2,970
Cranebrook	Taylor Road no. 63, opposite St Paul's Grammar School	55,199
Emu Plains	Old Bathurst Road railway underpass near Emu Plains railway station	57,635
Orchard Hills	Castle Road, Calverts Road	36,220
Glenmore Park	Oriole Street no. 1, Woodland Dr (north-west corner)	316,084
Various	Safer Roads Program 2021–22	2,494
Penrith	Evan Street and Derby Street	8,174
St Clair	Endeavour Avenue	14,578
St Clair	Feather Street and McIntyre Avenue	234,754
Glenmore Park	Footpath construction—Glenmore Loch	12,287
Glenmore Park	Woodlands Drive sinkhole road restoration	210,968
Penrith	Woodriff Street drainage rectification works	36,070
Londonderry	MacPherson Road restoration	1,202
Llandilo	Terrybrook Road restoration	76,227
Londonderry	Clark Road flood restoration	198,261
Llandilo	Galvin Street	17,980
Orchard Hills	Sweetwater Grove	44,385
Orchard Hills	Wentworth Road	630
Jamisontown	Gymea Place	33,547
Penrith	Woodriff Street	81,056
South Penrith	Greenhills Avenue	1,800
Oxley Park	Canberra Street, increase two-pit inlet	9,840
Kemps Creek	Aldington Road post-flood restoration	286,246
Londonderry	Luxford Road post-flood restoration	134,457
Londonderry	Wingara Glen post-flood restoration	15,000
Llandilo	Old Llandilo Road post-flood restoration	82,762
Caddens	Caddens Oval drainage improvements	42,267
Colyton	Shepherd Street and Marsden Street	272,599

LOCATION	DESCRIPTION	EXPENDITURE (\$)
CIVIL MAINTENANCE, RENEWAL AND CONSTRUCTION CONTINUED		
Colyton	Hewitt Street and Desborough Road	51,682
Cranebrook	Andrews Road and Laycock Street	6,773
Kingswood	Santley Crescent, Derby Street and Bringelly Road	63,506
Various	Road reconstruction	139,600
Cranebrook	Laycock St—Borrowdale Way to Sherringham Road	449,607
St Clair	Coonawarra Drive—Arndell Park Drive to Erskine Park Road	218,089
South Penrith	Jamison Road—Fragar Road to Penrose Crescent	668,362
Llandilo	Gavin Road—Llandilo Road to Barnes Road	125,970
Luddenham	Gate Road—Gate Rd (NSW Government completed) to end	468,891
Wallacia	Greendale Road no. 114 to opposite no. 103	146,228
Glenmore Park	Woodlands Drive pipe replacement	326,337
Glenmore Park	Oriole Street pipe replacement	269,017
St Marys	Forrester Rd—St Marys railway station to Christie Street	432,767
Llandilo	Eighth Avenue Flood safety gates installation	9,100
Cranebrook	Woodside Glen	2,900
St Marys	Links Road U-turn Bay and surface renewal	60,087
Penrith City Council	Camera system for pipe inspections	31,970
Various	Regional and local roads repair program 2023	78,829
Agnes Banks	Castlereagh Road	22
Werrington	Oldham Ave	4,248
Werrington County	Swagman Place	90
St Clair	Barossa Close	13,759
Erskine Park	Bittern Close	3,234
St Clair	Evening Row	7,124
Erskine Park	Skylark Crescent	3,234
St Clair	Todd Row	4,381
St Clair	Tuna Place	24,161
Werrington County	Wilde Place	9,149
South Penrith	Jason Avenue	9,995
South Penrith	Samuel Foster Drive	2,496
Wallacia	Footpath installation—Roma Avenue	7,765
TOTAL CIVIL MAINTENANCE, RENEWAL AND CONSTRUCTION		27,944,384
COMMUNITY FACILITIES AND RECREATION OPERATIONS		
Various	Neighbourhood centres and halls Improvements	5,500
TOTAL COMMUNITY FACILITIES AND RECREATION OPERATIONS		5,500
COMMUNITY FACILITIES AND RECREATION PLANNING		
Kingswood	Doug Rennie Fields amenities	945,934
Kingswood	Chapman Gardens irrigation	15,693
Kingswood	Chapman Baseball amenity	39,700
South Penrith	Jamison Park synthetic connections	24,140
Glenmore Park	Drinking station, sunbird terrace	9,960
Jordan Springs	Drinking station, Livvi's Place	11,734
South Penrith	Roofs for equipment cages at Jamison Park	31,256
TOTAL COMMUNITY FACILITIES AND RECREATION PLANNING		1,078,417

LOCATION	DESCRIPTION	EXPENDITURE (\$)
COMMUNITY RESILIENCE (COMMUNITY SAFETY)		
Penrith	Great River Walk safety upgrade	1,311
TOTAL COMMUNITY RESILIENCE (COMMUNITY SAFETY)		1,311
COMMUNITY RESILIENCE (NEIGHBOURHOOD RENEWAL)		
Various	Mayoral Youth Challenge	3,321
Various	Advancement of St Marys Town Centre revitalisation projects	68,644
Kingswood	Streets as Shared Spaces Live Work Play Kingswood	228,075
TOTAL COMMUNITY RESILIENCE (NEIGHBOURHOOD RENEWAL)		300,041
COUNCIL AND CORPORATE GOVERNANCE		
Penrith City Council	Print room equipment purchase	13,599
TOTAL COUNCIL AND CORPORATE GOVERNANCE		13,599
DESIGN AND PROJECTS		
Various	Park asset shade sails	154,096
Various	Parker Street Sporting Field upgrades	4,139,734
Penrith	Soper Place multi-deck carpark	2,722,663
Penrith CBD	Regatta Park—Stage 1	10,475,368
Emu Plains	36 to 42 Great Western Highway	88,127
St Marys	Ripples Leisure Centre splashpad facilities	336,877
Glenmore Park	Mulgoa Rise amenity building extensions	59,864
St Clair	Mark Leece Oval New amenity building	29,894
St Clair	Mark Leece Oval—Stage 2	3,949
South Penrith	Jamison Park Multi-Sport Synthetic Surface	4,220
Werrington	Gipps Street Recreation Precinct	17,265,561
Werrington	Gipps Street Stage 2—WestInvest	1,503,599
Erskine Park	Chameleon Reserve—Stage 1 tree planting	50,533
St Clair	Corio Drive	5,262
St Clair	Kindana Childcare Centre	15,498
Penrith CBD	City Park	1,882,593
Penrith CBD	City Park—WestInvest	4,794,193
St Marys	Cook Park cricket amenities refurbishment	150
North Penrith	Nursery redevelopment	71,542
Werrington	Harold Corr synthetic track upgrade	3,932,541
Claremont Meadows	Caddens Road—Gipps Street to Heaton Road	82,922
Penrith	Dunheved Road upgrade	1,097,149
Penrith	JSPAC Café renewal and refurbishment	47,223
Penrith	Hickeys Lane amenities renewal	1,487,609
North St Marys	Boronia Park amenities renewal	1,186,322
North St Marys	Dog park	16,319
Jordan Springs	Cricket nets	43,290
Penrith	Boating Now round 3 kayak launch	4,200
South Penrith	Eileen Cammack Building Refurbishment	188,664
Penrith	Civic Centre renewal	153,853
Penrith	Ground Floor works	6,619
Penrith	Penrith Library front counter refurbishment	900
St Marys	Bill Ball (Cook Park) Oval upgrade	1,229,295

LOCATION	DESCRIPTION	EXPENDITURE (\$)
DESIGN AND PROJECTS CONTINUED		
St Marys	Carpark construction	41,108
Penrith	Woodriff Gardens Tennis amenity upgrade	550,406
Glenmore Park	Ched Towns amenity renewal and upgrade	952,901
South Penrith	Eileen Cammack field lighting Stage 2 and 3	122,302
Penrith	Great River Walk Nepean Avenue shared use path	6,475
St Clair	David Currie Playspace Banks Drive St Clair	490,769
Colyton	Brooker and Day Street Reserve Colyton	174,334
Penrith LGA	Cooling the City green infrastructure project	810,633
St Marys	Bennett Park St Marys mixed recreation space	95,066
St Marys	Bennett Park St Marys Mixed Recreation Space—WestInvest	26,038
St Marys	Monfarville amenity building upgrade	25,723
St Marys	St Marys Hall network upgrades	7,200
St Marys	St Marys Senior Citizens Centre	2,866,277
Llandilo	Wilson Park Mayoral Challenge	16,195
Glenmore Park	Nindi Crescent—renew play equipment and soft fall	166,738
St Marys	Ripples St Marys roof refurbishment	14,358
Werrington	Kingsway North (Touch) field upgrades	99,653
Glenmore Park	Mulgoa Sanctuary amenities construction	23,281
Emu Heights	Wedmore Road dog park upgrade	50
St Marys	Cook Park floodlight upgrades	107,225
South Penrith	Jamison Park synthetic field project	161,857
Cambridge Gardens	Trinity Drive mixed recreation shade seating paths	83,850
Penrith	Temporary Judges Place carpark construction	12,523
Penrith	Andrews Road rugby amenities asset replacement	212,951
Emu Plains	Penrith Regional Gallery main gallery floor and asset replacement	114,340
Emu Plains	Emu Plains Regatta Park—kiosk	620,151
Emu Plains	Landscape consultant	100,868
Emu Plains	Other consultant	24,130
Penrith LGA	Installation of playspace shading at 17 playgrounds	110,561
Jordan Springs	Boronia Park	6
Londonderry	Cook Park amenity building and grandstand upgrade	320,185
St Marys	Cook Park amenity building and grandstand upgrade—WestInvest	90,737
Glenmore Park	Surveyors Creek softball facility	724,390
Glenmore Park	Floodlighting	2,612
Penrith	Stapley Street new play equipment shade and paths	104,090
Werrington	Armstein Crescent Reserve renewal	161,493
Penrith	Trinity Drive Reserve renewal	993,846
Londonderry	Iron Bark Way Reserve renewal	111,324
Penrith	Pauline Fields Park renewal	92,716
Penrith	Penrose Crescent Park renewal	101,237
South Penrith	South Penrith Neighbourhood Centre renewal	698,523
St Marys	Kingsway North amenity building renewal	76,510
Oxley Park	Ridge Park Hall building renewal refurbishment	23,500
Penrith	Judges Place carpark amenities—new adult change room	14,608

LOCATION	DESCRIPTION	EXPENDITURE (\$)
DESIGN AND PROJECTS CONTINUED		
Penrith	JSPAC Q Theatre lighting and seating replacement	118,525
Penrith	Theatre lighting upgrade	14,802
Penrith	Patron seating upgrade	182,545
Werrington	Yoorami Centre building upgrade	142,518
St Clair	St Clair Leisure Centre air conditioning installation	79,388
St Clair	Peter Kearns Oval David Currie amenity upgrade and renewal	78,374
Cambridge Park	Patterson Oval cricket practice facility upgrade	92,996
St Marys	Cook Park playspace enhancement	100,000
Penrith	University of the Third Age building renewal	491,933
Colyton	Kevin Dwyer Fields—New aluminium goalpost and ball fencing	25,000
St Clair	Cook and Banks cricket practice facility upgrade	78,905
Erskine Park	Capella Reserve renewal	3,130
Erskine Park	Chameleon Reserve Masterplan	50,667
Emu Plains	Dukes Oval amenities renewal (high-risk works)	79,451
Penrith	Emergency works	2,160
Penrith	Essential public asset reconstruction works	4,045
Cambridge Park	Allsopp Oval floodlights	136,075
Erskine Park	Ridgeview Crescent playground renewal	946
Glenmore Park	Glengarry Drive playground renewal	155,000
St Clair	Explorers Way playground renewal	6,714
Jamisontown	Willoring Crescent Reserve playground renewal	359
Cranebrook	Goldmark Crescent Reserve playground renewal	1,616
Kingswood Park	Illawong Community playspace—new playground CBP21	1,413
Werrington Downs	Jim Anderson Reserve playground renewal	988
Penrith LGA	Berried Treasure	11,457
Penrith LGA	Planting trees for the Queen's Jubilee	13,070
St Marys	Ripples solar panel installation and accessible rooms	13,202
St Marys	Installation of new solar panels	95,964
St Marys	Upgrade to accessible rooms	4,355
St Marys	Staff room	126,007
Emu Plains	Penrith Regional Gallery air-conditioning renewal	140,583
Emu Heights	18 Strathdon Road—land treatment	3,200
Emu Plains	Blue Emu Childcare Centre minor renewal and high-risk work	10,000
St Clair	Kindana B&A minor renewal and high-risk work	10,000
St Marys	Koala Corner Childcare Centre High-risk work	534
Jordan Springs	Jordan Springs Village Lake—Decking Repairs	22,617
St Marys	St Marys Library lift replacement	39,947
Emu Plains	River Road Major culvert renewal	124,886
Emu Plains	River Road and Buring Avenue culvert replacement	113,056
St Marys	St Marys City Heart and Entertainment Canopy	6,950
Cambridge Park	Be Cool to School	7,982
Penrith	Local Roads Package Round 4	538
Penrith	Coreen Avenue and Lemongrove Rd intersection upgrade	9,070
Penrith	Coreen Avenue and Bel-Air Road roundabout upgrade	8,689

LOCATION	DESCRIPTION	EXPENDITURE (\$)
DESIGN AND PROJECTS CONTINUED		
Penrith	Coreen Avenue and Coombes Drive intersection upgrade	27,161
Penrith	Coreen Avenue and Sydney Smith Drive intersection upgrade	6,859
Cranebrook	Grey Gums Oval drainage	57,592
St Marys	Project Management administration	250,269
Claremont Meadows	Multi-indoor sports stadium—WestInvest	256,215
Various	Playspace network upgrades—WestInvest	47,479
Penrith CBD	Nursery upgrade and Cumberland Plain improvement project—WestInvest	26,629
Cranebrook	Andromeda Oval storage, sports surface and carpark improvement—WestInvest	31,428
TOTAL DESIGN AND PROJECTS		67,947,655
DIVISIONAL ASSURANCE (CITY SERVICES)		
Penrith City Council	CCTV upgrade and renewal program	44,903
TOTAL DIVISIONAL ASSURANCE (CITY SERVICES)		44,903
ENVIRONMENT HEALTH (BIODIVERSITY)		
Penrith LGA	Stormwater work improvement program	21,785
TOTAL ENVIRONMENT HEALTH (BIODIVERSITY)		21,785
FLEET AND PLANT MANAGEMENT		
Various	Motor vehicle purchases	2,626,774
Penrith City Council	Plant replacement	1,846,387
Penrith City Council	New plant purchase (not replacement)	206,412
TOTAL FLEET AND PLANT MANAGEMENT		4,679,572
INFORMATION MANAGEMENT		
Various	Information management system	29,400
Penrith City Council	Records capital equipment purchases	8,998
TOTAL INFORMATION MANAGEMENT		38,398
INFORMATION TECHNOLOGY		
Various	Desktop hardware and devices	387,034
Penrith City Council	Server infrastructure	380
Penrith City Council	Remediation	2,512
Penrith City Council	Networking	37,630
Penrith City Council	Warranty	3,110
TOTAL INFORMATION TECHNOLOGY		430,666
LIBRARIES		
Various	Library resources—capital	492,562
Civic Centre	Library special purpose projects—building	39,966
TOTAL LIBRARIES		532,528
PLACE AND ACTIVATION		
Various	Renewing the Heart of Kingswood—Your High Street	920,650
TOTAL PLACE AND ACTIVATION		920,650

LOCATION	DESCRIPTION	EXPENDITURE (\$)
PROPERTY DEVELOPMENT AND MANAGEMENT		
Various	Property development expenditure project	20,073
Various	Mulgoa Road and Jane Street project—Works in kind/acquisition	983,990
Various	Cox Avenue, Kingswood	24,628
Various	Henry Street Penrith	105,491
Various	Erskine Park urban reinvestment	183,341
Various	Commuter carpark upgrade—Cox Avenue Kingswood	466,701
Various	Commuter carpark upgrade—St Marys	565,506
Various	Emu Plains employment precinct (capital)	46,621,655
Various	The Police Cottage	1,783,227
St Marys	Civil works	4,494
TOTAL PROPERTY DEVELOPMENT AND MANAGEMENT		50,759,106
PUBLIC SPACE MAINTENANCE (BUILDINGS)		
Various	Bus shelters program	148,866
Penrith LGA	Building asset renewal	64,578
Penrith LGA	Annual paint program	23,751
St Clair	Kindana Before and After School Care renewals	12,248
Glenmore Park	Floribunda Before and After School Care renewals	37,752
Cambridge Park	Harold Corr amenities plumbing works	112,339
St Marys	Pool structural renewal works	222,493
St Marys	Ripples general renewal allocation	85,326
Various	Land Recognition—Community	1,464,000
Various	Land Recognition—land under roads	159,282
Various	Open space asset dedications	952,930
St Marys	BMX Track restoration	84,097
TOTAL PUBLIC SPACE MAINTENANCE (BUILDINGS)		3,367,661
PUBLIC SPACE MAINTENANCE (CITY SERVICES)		
Penrith	Penrith Rowers Launch Jettythelics	24,436
Werrington	Parkes Avenue futsal court	10,220
Cranebrook	Nereid Reserve playground	14,773
South Penrith	Jamison Park playground	57,118
Glenmore Park	Surveyors Creek Glenmore Park—Dugouts and Diamond 1 surface	72,251
TOTAL PUBLIC SPACE MAINTENANCE (CITY SERVICES)		178,798
REGIONAL ILLEGAL DUMPING		
Penrith City Council	RIDSquad motor vehicle purchases	82,840
TOTAL REGIONAL ILLEGAL DUMPING		82,840
RESILIENCE		
Various	St Marys City Heart WestInvest engagement and stakeholder management	11,595
TOTAL RESILIENCE		11,595

LOCATION	DESCRIPTION	EXPENDITURE (\$)
SECURITY AND EMERGENCY SERVICES MANAGEMENT		
Regentville	Regentville RFS driveway replacement	20,949
Various	SES equipment priority list	4,510
Penrith LGA	RFS equipment—grant funded	368,000
Londonderry	Londonderry Brigade station improvements	8,839
Mulgoa	New Mulgoa RFS station construction	525,188
Penrith Council	RFS—Plant and equipment	18,920
TOTAL SECURITY AND EMERGENCY SERVICES MANAGEMENT		946,406
SOCIAL STRATEGY		
Various	Disability access improvements	37,685
Penrith LGA	First Nations artwork	30,000
TOTAL SOCIAL STRATEGY		67,685
TRAFFIC MANAGEMENT, PARKING AND ROAD SAFETY		
Various	Local Traffic Committee—urgent traffic facilities	59,542
TOTAL TRAFFIC MANAGEMENT, PARKING AND ROAD SAFETY		59,542
TOTAL CAPITAL PROJECTS		160,204,980

Our Capital Expenditure Reviews

Table 45 shows the projects that were part of our capital expenditure reviews in 2022–23. For the full list, please contact us.

Table 45: Summary of the projects that were submitted for capital expenditure review in 2022–23

LOCATION	DESCRIPTION
Claremont Meadows	Indoor multi-sports stadium
St Marys	St Marys City Heart and entertainment canopy (Council direct round)
St Marys	Cook Park Precinct sport, play, grandstand and mixed recreation
Penrith	City Park urban retreat
Various	Playspace network—upgrades of 21 playspaces
Claremont Meadows	Gipps Street Recreation Precinct (Council direct round)
Penrith	Nursery upgrade and Cumberland Plain Improvement Project
Penrith	Parker Street Reserve sport and recreation precinct
Cranebrook	Andromeda Oval storage, sports surface and carpark improvements
St Marys	Bennett Park mixed recreation space

Appendix 6

Our Compliance Report



Our Compliance Matters

by Type

Council's enforcement officers are required to make decisions and use discretion about appropriate enforcement action to address non-compliant activity. Section 8 of the Local Government Act 1993 requires regulatory activities to be carried out consistently, proportionate to non-compliance, and without bias.

Effective decision making and actions ensure the health, safety and environmental protection of all stakeholders including residents, visitors, workers and business operators.

Our Compliance and Enforcement Policy provides a framework to facilitate a responsive risk-based approach to compliance and enforcement, and ensures our resources are targeted towards matters that contain a high degree of risk to residents and the environment.

UNAUTHORISED LAND USE AND DEVELOPMENTS

During the last year, there was an increase in complaints and demands for Council's services relating to unauthorised land use and developments. The continued rise in people working from home has contributed to increased reporting of unauthorised activities and building and renovation works that facilitate working from home.

URBAN GROWTH DEVELOPMENTS AND BUILDING SITES

Increased urban growth developments and building site activities have put greater demand on our responsibility to regulate these activities and manage impacts on residents and the surrounding environment. The increase in developments approved by private certifiers largely contributes to the additional demand for Council resources in this area.

COURT PROCEEDINGS

The increase in complexity of Council investigations and actions has resulted in an increase of matters in local court and Land and Environmental Court proceedings.

Table 46 provides an overview on the variety of complaints Council received and actioned during 2022–23.

Table 46: Complaints received and actioned by type in 2022–23

CATEGORY	RECEIVED	COMPLETED
Asbestos	22	21
Building sites	214	133
Civil matters	26	27
Compliance with conditions of consent	156	138
Dangerous structure/fire	19	23
Driveway/ road reserve	6	9
Flooding	131	137
Industrial audit	46	25
Landfilling/earthworks	82	86
Sex services	2	6
Tree clearing, removal and pruning	34	32
Unauthorised business/land use	133	96
Unauthorised dwelling/secondary dwelling	71	68
Unauthorised signage or variable message screens	13	10
Unauthorised structure	152	125
TOTAL	1,107	936

Our Inspections of Private Swimming Pools

We are committed to the safety of pool users by ensuring privately owned swimming pools contain a compliant child-resistant barrier.

Throughout the year, Council delivered a swimming pool inspection and education program aimed at owners or managers of private premises that contain a swimming pool. This program is part of our legislative obligations outlined in Swimming Pool Act 1992. Council is required to:

- Take appropriate steps to ensure that we are notified of the existence of all swimming pools in our LGA.
- Promote awareness of the requirements of the Act in relation to swimming pools.

Investigate complaints about breaches of this Act in accordance with section 29A.

In 2022–23, Council partnered with Ripples Aquatic and Recreation Centre and Western Weekender on a print media education and awareness campaign called ‘Fatality Free Summer’. The campaign focused on swim safety and included messaging on waterway safety and pool owners’ responsibilities. Our aim was to record zero deaths on Penrith’s waterways. The campaign ran from November 2022 for 14 weeks and captured the peak summer and swimming season.

During the year, there was an increase in pool owners seeking certificates of compliance, which must be included in property lease agreements. A certificate of compliance or certificate of non-compliance is required in property of sale contracts. The increase in this area is due to our prompt inspection regime, and the falling number of private accredited certifiers offering swimming pool certification. Table 47 details the types of swimming pool inspections that we carried out during the year.

Table 47: Swimming pool inspections by type in 2022–23

OUR INSPECTIONS OF PRIVATE SWIMMING POOLS	
Total number of swimming pool inspections (includes spa pool)	1,036
Total number of inspections in relation to Compliance Certificate issued (including reinspection)	652
Total number of mandatory inspections (tourist and visitor accommodation or premises with two or more dwellings)	24
Total number of certificates of compliance issued	437
Total number of certificates of non-compliance Issued	2

Our Program of Inspections

FOOD SAFETY PROGRAM

During 2022–23, we completed 976 primary food business inspections and 389 food business reinspections.

378 food businesses rated 5 star, 204 rated 4 star and 95 rated 3 star equating to 87% of local food businesses. 96 businesses did not qualify or were not eligible for a rating (bar only) and a further 203 inspections confirmed that the business had closed or changed proprietors.

95 Improvement Notices, 13 Prohibition Orders and 22 Penalty Notices were issued. 101 food business-related complaints were investigated.

362 approvals for temporary events and 39 mobile food vending approvals were issued. Food safety inspections were carried out at the Penrith Show, St Marys Spring Festival, Christmas Tree Lighting, Penrith Panthers Australia Day, Penrith Producers, St Marys Lights Up and Twilight Penrith festival events.

Newsletters have been sent to all registered food businesses and four free Food Handler Education seminars were conducted.

SKIN PENETRATION SAFETY PROGRAM

During 2022–23, we completed 121 primary skin penetration business inspections and 17 reinspections, with four improvement notices issued.

PUBLIC SWIMMING POOL AND SPLASHPARK SAFETY PROGRAM

During 2022–23, we completed 27 primary swimming pool and splash park business inspections and three reinspections, with one prohibition order issued.

REGULATED SYSTEM PROGRAM (LEGIONELLA SAFETY)

During 2022–23, we completed 56 primary inspections.



Our companion animals

In 2022–23, our budget for Companion Animal Management and activities was \$1,204,662, with an actual spend of \$1,294,437. No external funding was made available for this purpose during the year. We issued penalty infringements to the value of \$403,086 for various animal control offences.

UNCLAIMED ANIMALS

Council has a range of strategies in place to comply with our obligations under section 64 of the Companion Animals Act 1998 to seek alternatives to euthanasia for unclaimed animals including:

- Working closely with the Hawkesbury Animal Shelter to facilitate a low-kill initiative to rehome dogs and cats wherever possible.
- Actively participating in the assessment and classification of dogs deemed suitable for rehoming.
- Maintaining beneficial working relationships with not-for-profit rehoming organisations.
- Improving social media messaging by Penrith and Hawkesbury councils.
- Prioritising microchipping and maintenance of accurate database records to improve return rates.

COMPANION ANIMAL MANAGEMENT

We lodge monthly returns on the Companion Animal Registry based on figures supplied by Hawkesbury Animal Shelter. Table 48 shows the number of dogs and cats seized in accordance with Section 16(2) of the Companion Animals Act 1998.

Table 48: Survey of Council seizures of cats and dogs in 2022–23, submitted to the Office of Local Government

	DOGS	CATS
Total Impounded	566	670
Released	126	20
Sold	294	370
Rehomed	39	71
Euthanised	86	159
Total dog attacks	81	
Total human victims	56	
Total animal victims	61	

Council undertakes a variety of activities to comply with the Companion Animals Act 1998 and Companion Animals Regulation 2018. During 2022–23, we participated in a wide range of programs and education opportunities within the community including:

- Promoting and partially funding discounted desexing programs coordinated by the Animal Welfare League.
- Promoting, partially funding and participating in a pet microchipping and health check day coordinated by Greencross Vets.
- Assisting in promoting and partially funding the 'Friends of Hawkesbury' social media platform with responsible pet ownership messages.
- Assisting and supporting NSW Police with specialist services and companion animal reference materials.
- Planning and conducting a high-profile enforcement and education campaign called 'Tag, Wag and Bag.'
- Significantly increasing and targeting high profile recreational open spaces for companion animal offences.
- Participating in dog community events such as Dogs in the Park and Dogs NSW Open Day.

OFF-LEASH DOG PARKS

There are seven active off-leash dog parks in Penrith. These areas are maintained and improved when funds become available. Our rangers work with our City Presentation Team to ensure reliable waste bag removal and replenishment. The off-leash parks are located at:

- Wedmore Road, Emu Plains
- Boundary Road and Soiling Crescent, Cranebrook
- Cullen Avenue, Jordan Springs
- Jamison Park, Racecourse Road, South Penrith
- Doncaster Avenue, Claremont Meadows
- Melville Road, St Clair
- Saddler Way, Glenmore Park.

Case Study

Four-Legged Furry Team

Lend a Hand

Our Rangers Services Team recruited a dynamic four-legged furry team to assist them at local events and help spread the word about how responsible pet ownership.

Our furry team includes:

- **Pablo**—the friendly Labradoodle
- **Buddy**—the charming Cavalier King Charles Spaniel
- **Smooch**—the bouncing Toy Poodle.

The dogs are well socialised and their calm friendly natures are perfect for interactions with the public—especially those that are fearful of dogs. They have attended several events including our ROAM festival and the St Clair Family Fun Day. They have also been seen at the Dogs in the Park events at Luddenham and Penrith, and Dogs on Show at The Royal Canine Council at Luddenham; St Marys Spring Festival; and the REAL Festival featuring in the 'Fur-Real Zone'.

These events help to prompt residents to check and update their pet's identification details and registration status. We can update many changes at the stand on the day if customers have the correct information with them. Keeping pet details updated helps us return lost pets to their owners and reduces the number of lost pets in our shelter.

We also offer a wide range of information to assist pet owners, including:

- Being a responsible dog or cat owner
- Pet proofing your home
- Barking dogs
- Dog attacks
- Restricted, dangerous and meaning dogs
- Dogs and holidays
- Desexing your pet.

Our Tag, Bag and Wag responsible pet ownership program promotes our responsible pet care messages to help to ensure dogs are on lead, wearing a tag and have poop bags onboard. If we see a person walking a dog without bags, we offer them our Pooch Poopy Pouch.



Appendix 7

Our Sustainability and Climate Change Report

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

We have a strong history in the area of sustainability, and we use this strong foundation to guide our work into the future. We are focused on advancing the liveability of Penrith, providing sustainability leadership, encouraging business innovation and resource efficiency, and supporting sustainable practices in our community.



Our Energy and Water Management

We have invested considerable effort in improving the energy and water efficiency of our assets and operations.

In 2015, we established three sustainability targets to continue to encourage energy and water efficiency in our organisation and the transition to more sustainable sources of energy and water.

Our targets are:

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.

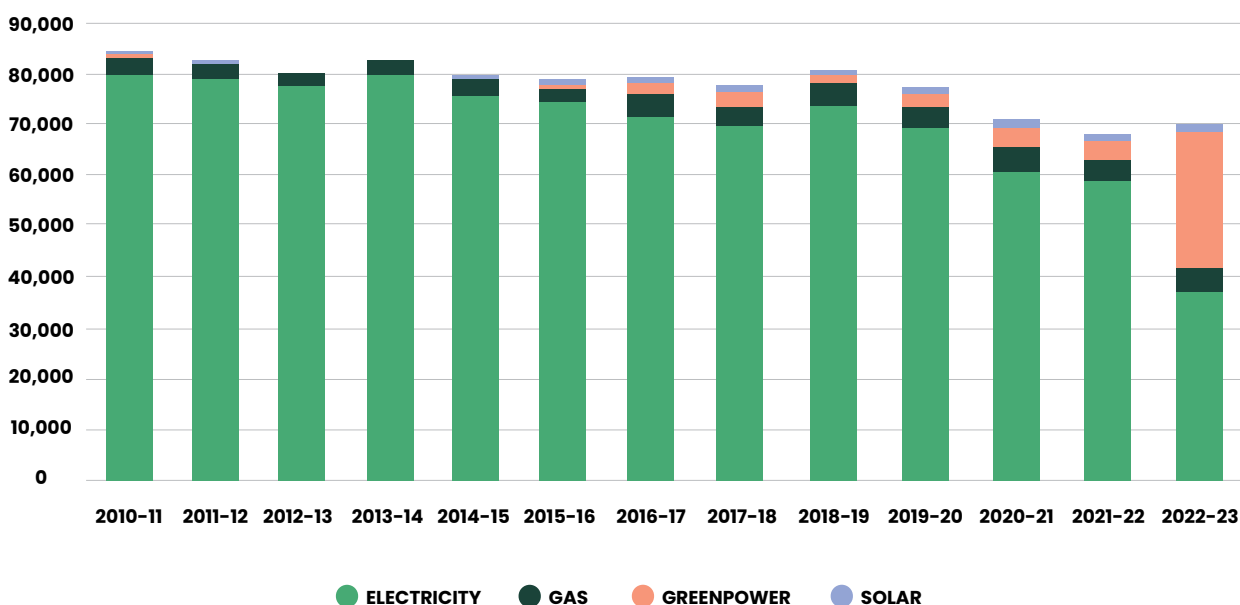
Maximise opportunities for sustainable water sources

Since the baseline year (2010–11), combined energy consumption across all of our assets and facilities has been trending downwards from a high of 83,603GJ in 2010–11 to 69,877GJ in 2022–23, a drop of 16.4% as shown in Figure 28.

This is a result of ongoing energy management and the upgrading and improvement of plant and fixtures at our facilities. In 2022–23, energy use increased slightly compared to the previous year, with a rise of 2.9%. This was due mainly to COVID-19 restrictions being lifted, resulting in increased asset usage and energy use.

Part of our response to achieving this balance is to change the mix of energy used to power our facilities, with continued contributions from rooftop solar power. This is a consistent trend and reflects a shift towards our lower carbon-intensive energy supply, with less greenhouse gas emissions.

Figure 28: Energy consumption (GJ) across all Council assets from 2010–11 to 2022–23

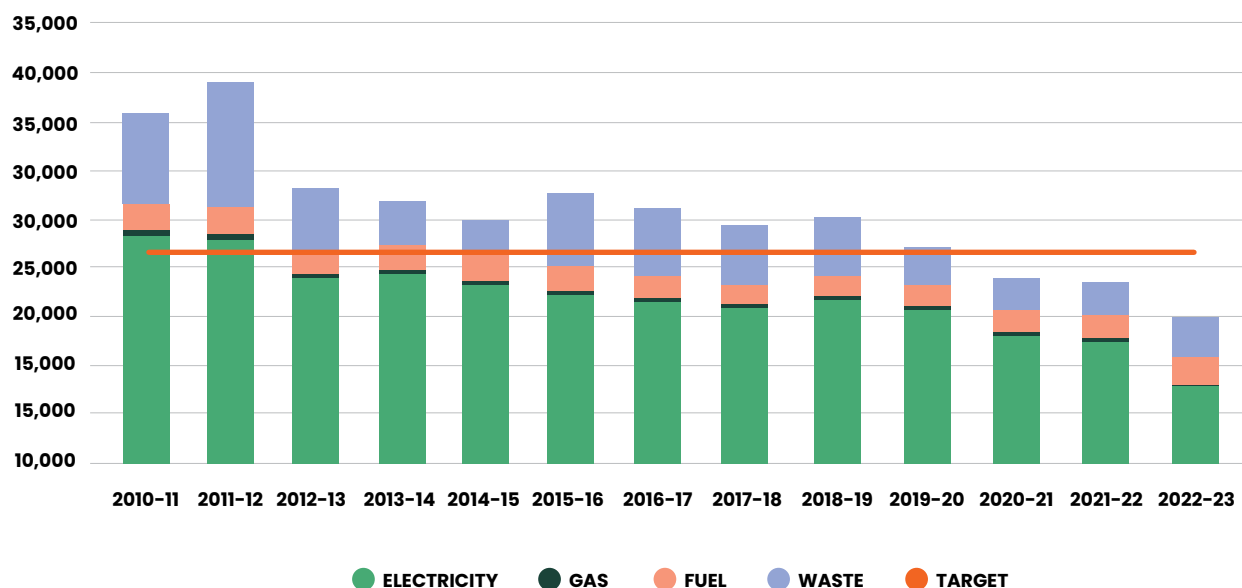


Our Emissions

Figure 29 shows Council's emissions associated with electricity and gas consumption over the last 12 years, along with emissions generated from fuel consumption from our fleet, and the disposal of corporate waste. Our emissions target is shown as the horizontal line.

Since the baseline year (2010–11), combined emissions across electricity, gas, fuel, and waste have decreased by 58% from 35,722 tonnes of carbon dioxide equivalent in 2010–11 to 15,131 tonnes in 2022–23. Emissions decreased 19% in 2022–23 compared to the previous year.

Figure 29: Our total emissions (by tonnes of carbon dioxide equivalent) from 2010–11 to 2022–23



Our Solar Installations and Green Power

In 2022–23, Council generated 1,597GJ of electricity from rooftop solar systems located on 43 sites, increasing by 6% compared to the previous year. This included one new solar installation at Ripples Leisure Centre, St Marys, with a capacity of 66kW.

Council also purchases accredited Green Power for our facilities with the supply of 100% renewable energy for major sites, streetlights, and smart-metered small sites from 1 January 2023; and 20% Green Power for minor sites with basic meters.

In 2022–23, this accounted for 26,470GJ of energy coming from accredited low-carbon sources. During the year, the supply of green power increased considerably compared to the previous year due to a new Power Purchasing Agreement to supply 100% renewable energy for major sites, streetlights, and smart metered small sites from 1 January 2023.

Combined, the energy generated by Council's rooftop solar systems and the accredited Green Power purchased for our sites equates to 28,068GJ or 40% of our total energy consumption in 2022–23 compared to 8% in the previous year.



Our Sustainability

Revolving Fund

The Sustainability Revolving Fund (SRF) was established in 2003 and enables the savings we have made from sustainability initiatives to be diverted into a designated fund to provide financial support for future sustainability projects. These projects must return the identified savings back into the SRF for a minimum of three years. This allows the SRF to continue to support more projects into the future.

The SRF has since been expanded to forward-fund the development of feasibility studies and business cases for sustainability-based projects, along with supporting resilience-based initiatives aligned to the Resilient Penrith Action Plan to increase our capacity to build the resilience of Penrith.

Since its inception, the SRF has supported 54 projects valued at around \$3.7 million. The first project involved lighting and air conditioning upgrades. Since then, the SRF has supported the installation of solar panels, efficient lighting upgrades of facilities, heat reflective roof paint, solar hot water systems, electric vehicle charging station infrastructure and LED street lighting. These projects have delivered savings of more than \$1 million each year, along with abatement of more than 5,200 tonnes of carbon dioxide equivalent.

In 2022–23, funding to develop a Fleet Electric Vehicle (EV) Transition Plan was approved. A Fleet EV Transition Plan will enable Council to make informed decisions on the best approach to transitioning our fleet away from petrol towards zero-emissions transport, where a fit-for-purpose and cost-effective alternative exists on a whole-of-life cost basis, over a feasible timeframe. Once completed, this initiative will assist sustainability outcomes through a reduction in greenhouse gas emissions and uptake of renewable energy sources.

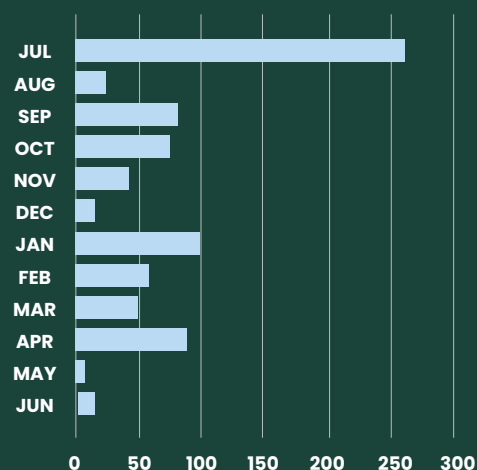
Funding has also been approved to enhance the play and recreation experiences of our community. We are developing cool playgrounds and providing parks with potable drinking water and shade, reflective and cool materials. This allows us to adapt and improve the community's resilience to the extreme heat impacting Penrith.

Investigations into future sustainability and resilience-based initiatives are continuing with more projects planned for the coming year.

Our Water Use

Council's potable water consumption across all assets in 2022–23 was 217,049kL, an increase of 37% on the previous year. The increase in water use is due to a 45% decrease in rainfall compared to the previous year. 798 millimetres of rainfall was recorded in 2022–23, compared with a long-term average rainfall of 670 millimetres. Water usage is greatly impacted by rainfall, as irrigation of parks and playing fields is a major part of Council's overall water consumption. We use recycled water at four playing fields to help reduce use of potable water. The Recycled Water Treatment Plant was offline for an extensive time during the last two years due to flooding and upgrade works being undertaken by Sydney Water.

Figure 30: Monthly rainfall levels recorded in 2022–23



Resilient Penrith Action Plan 2021–30

Table 49: Our actions and progress in 2022–23 for RPAP direction 1

DIRECTION 1. PEOPLE-CENTRED CITY			
GOAL	ACTION	TIMEFRAME	PROGRESS STATUS
BUILDING RESILIENCE THROUGH ACCESSIBLE SERVICES AND SPACES			
Building resilient individuals	Create a promotional campaign to highlight Penrith localised stresses and building resilience	Short	Completed. <i>Resilience in Action video series promoted.</i>
	Work with service providers, private sector and education providers to raise youth awareness of education and employment pathways	Short-Medium	Progressing. <i>Council participation in the GEN STEM and STEM programs for schools, mentoring students regarding education and employment pathways. Promotion of WSU Solar Team.</i>
	Investigate opportunities to continue to build digital literacy in the community and increase access to digital services	Short	Completed. <i>Services offered to the community through the Library, The Joan and other Council services/facilities.</i>
	Promotion of existing health and education services, and appropriate resources for Aboriginal and Torres Strait Islander people living in the LGA.	Short	Progressing. <i>Health Action Plan developed.</i>
Building purpose driven accessible public spaces	Inclusion of the youth voice in the design of new public spaces	Short-Long	Completed. <i>Youth consultation has been included in in the design of new parks and recreation facilities.</i>
	Refer to the NSW Public Spaces Charter to guide the creation of public spaces within Penrith	Short-Medium	Completed. <i>Charter is considered as one guidance document during design.</i>
Accessibility to Public and Active Transport	Advocate for improved transport connections and frequency of services in rural areas	Short-Medium	Progressing. <i>Advocacy to transport for NSW is implemented for specific projects and proposals.</i>
Access to affordable and appropriate housing	Advocate for more affordable housing options in Penrith	Short-Long	Progressing. <i>Participation in workshops on affordable housing. Draft Affordable Housing Strategy and Action Plan being developed.</i>
	Advocate for new developments to include features enabling accessibility and aging in place	Short-Long	Progressing. <i>Advocacy as opportunities arise on state government strategy and plans.</i>
	Support service providers in proactively building the resilience and capacity of the homeless community	Short-Medium	Completed. <i>Homelessness Interagency in place.</i>

Table 50: Our actions and progress in 2022–23 for RPAP direction 2

DIRECTION 2. LIVE WITH OUR CLIMATE			
GOAL	ACTION	TIMEFRAME	PROGRESS STATUS
COOLING THE CITY			
Increase greening and cooling elements across the Penrith LGA	Finalise the Penrith Green Grid Strategy and deliver the actions in the Strategy.	Short-Long	Progressing. Identified actions delivered based on funding.
	Develop and apply canopy cover targets for the Penrith Local Government Area	Short-Medium	Progressing. The canopy cover targets project has commenced and should be completed by the end of 2023.
	Develop and undertake tree planting projects across Penrith, including suburbs with a high heat vulnerability index	Short-Long	Progressing. The four 'Greening our City' tree planting projects have been completed. One project is underway and tree planting is being undertaken through the Bushcare Program and during specific tree planting events.
	Design and develop cool playgrounds and parks incorporating shade and cool materials	Short-Long	Completed. Playground shade project completed.
	Identify appropriate locations and install water play, water features and water bubbler infrastructure	Short-Medium	Completed. Water refill stations installed at nominated parks across Penrith in January 2023. Water features being installed at City Park.
	Implement the Cooling the City Carpark pilot project	Short-Medium	Not started.
	Design and implement greening the city projects (new urban green space, green walls, pop up parks, gardens, light reflective surfaces).	Short-Long	Progressing. City Park under construction.

DIRECTION 2. LIVE WITH OUR CLIMATE

GOAL	ACTION	TIMEFRAME	PROGRESS STATUS
COOLING THE CITY			
Raise community capacity to address urban heat through the delivery of the Cooling the City community engagement program	Implement the annual summer communications 'Beat the Heat' community campaign	Short	Completed.
	Provide materials and resources for residents to increase capacity to cool their homes	Short	Completed. <i>Resources available electronically and distributed as hard copies at community events.</i>
	Investigate the feasibility of subsidised heat mitigation solutions for residents	Short-Medium	Not started.
	Provide materials and resources on tree planting in suburban yards.	Short	Completed. <i>Resources available on our website.</i>
	Work with schools and childcare centres on planting programs	Short-Medium	Progressing. <i>Schools' engagement package on cooling the city, including tree planting completed.</i>
Sustainable urban planning and greening prioritised for development to cool the city	Advocate to the State Government and developers for climate adapted buildings, increased percentage of pervious surfaces and greening within new developments	Short-Medium	Completed. <i>Cooling the City Planning for Heat Issues Paper completed.</i>
	Advocate to the State Government to strengthen planning controls including Exempt and Complying, Standards and BASIX to incorporate cooling the city principles	Short-Medium	Completed <i>Submissions, advocacy, undertaken.</i>
	Inclusion of urban heat and cooling the city principles within the Penrith LEP/DCP	Short-Medium	Completed. <i>Urban Heat Planning Controls Package developed.</i>
Monitor and address urban heat challenges	Apply the Smart Cities Strategy to advance information and technology outcomes, including installing monitoring stations to measure real-time air temperature at nominated locations	Short-Medium	Not started.
	Define, identify, establish and promote a cool refuge network for the community to utilise during extreme heat and heatwaves	Short-Medium	Progressing. <i>Initial research phase underway.</i>

DIRECTION 2. LIVE WITH OUR CLIMATE

GOAL	ACTION	TIMEFRAME	PROGRESS STATUS
NATURAL SYSTEMS MANAGEMENT			
Being a water sensitive city	Application of water sensitive urban design and naturalisation projects	Short-Long	Completed. Water Sensitive Urban Design projects ongoing under the Water Sensitive Urban Design Policy.
	Investigate water reuse opportunities and implement recycled water projects for irrigation, flushing and cleaning purposes	Short-Long	Progressing. Council is participating in smart irrigation and passive irrigation projects.
	Advocate for an increase in the Basix water saving targets	Short-Medium	Not started. Advocacy to be undertaken in line with the next BASIX review.
RESOURCE AND ENERGY EFFICIENCY			
Leading by Example in Resource and Energy Efficiency	Set a net zero emissions target and develop a pathway to achieve emissions reduction	Short-Medium	Progressing. Initial research phase underway.
	Conduct research and prepare a plan/pathway for a Circular Economy applicable to Council functions/ operations	Short-Medium	Completed. A Circular Economy Roadmap for Council has been developed.
	Building sustainability, resource efficiency and resilience into Council managed property/ facilities	Short-Medium	Completed. Council Buildings Policy adopted in 2021, to be revised in 2025.
Empower the community to increase energy efficiency and reduce peak demand on the grid	Implement community programs to increase energy literacy and efficiency outcomes	Short	Completed. Council partnership program implemented. Council's Home Energy Saver Program being implemented.
Increase the uptake of renewable energy	Undertake research and feasibility studies on installation of solar at Council and community facilities	Short-Medium	Completed.

Table 51: Our actions and progress in 2022–23 for RPAP direction 3

DIRECTION 3. CONNECT FOR STRENGTH			
GOAL	ACTION	TIMEFRAME	PROGRESS STATUS
CONNECTED COMMUNITY			
Building a more connected community	Expand the Village Café program across the Penrith area with a focus on vulnerable communities	Short-Medium	Progressing. Planning for Wallacia Village Café is underway.
	Continue to work with the Access Committee and apply Disability Inclusion Action Planning to engage with people with disability	Short	Completed. The Disability Inclusion Action Plan 2022–26 has been developed. Consultation with the Access Committee on emergency preparedness and recovery work.
	Celebrate and promote diversity, resilience and sustainability through a series of inspirational community talks and events	Short-Medium	Completed. Urban Food Workshop series started. Events and Art Exhibitions and workshops at The Joan and Gallery held during 2022–23.
	Build and promote resilience in the community through implementation of programs including 'Penrith Proud' and 'St Marys Strong'	Short-Medium	Completed.
	Continue to deliver the Good Neighbour Program, encouraging people to meet and interact with neighbours	Short	Completed. The good neighbour program was delivered to coincide with Neighbour Day held in March 2023.
	Expand the community gardens network in partnership with community groups and organisations	Short-Medium	Progressing. Council is awaiting state government approval of Council's plan of management for community land.

Table 52: Our actions and progress in 2022–23 for RPAP direction 4

DIRECTION 4. GET READY			
GOAL	ACTION	TIMEFRAME	PROGRESS STATUS
COMMUNITY AWARENESS AND PREPAREDNESS			
Increasing community awareness, preparedness and capacity to adapt to heat and emergencies including bushfire and flood	Promote the 'Get Prepared App' to the community	Short	Completed. <i>Promoted the get prepared app during Emergency Ready Week 2022.</i>
	Promote the Get Ready Small Business Toolkit to local Businesses	Short	Completed. <i>Toolkit on Council's website and the Disaster Dashboard.</i>
	Distribute multi-lingual emergency preparedness information and resources through multiple channels	Short-Medium	Completed. <i>Promotion and distribution of resources from other agencies (SES, RFS, Infrastructure NSW)</i>
	Engage with community on emergency preparedness through the Village Café	Short-Medium	Progressing. <i>Working with community organisations on a plan to deliver PCEP model to Village Café during 2023–24.</i>
	Provide a 'Get Ready' checklist for households	Short	Progressing. <i>Being prepared as part of Council's emergency preparedness program.</i>
	Deliver a Get Ready community expo	Short-Medium	Not started.
	Develop a community emergency dashboard inclusive of the heatwave warning system	Short-Medium	Completed. <i>Disaster Dashboard sits as a link on Council's website.</i>
UNDERSTANDING VULNERABILITY AND RISK			
Increase preparedness and response through understanding vulnerability and risk	Develop a localised Heat consequence management guide and response plan	Short-Medium	Not started.
	Utilise the Data Strategy and framework to capture, analyse and share vulnerability data	Short-Medium	Progressing. <i>Vulnerability and resilience data is being captured and incorporated into the open data portal.</i>
	Reduce community exposure/ vulnerability to natural hazards through planning controls	Short-Long	Progressing. <i>LEP/DCP review, SEPP/Planning Circular implementation.</i>
	Map and promote to the community the key evacuation routes and centres for Penrith suburbs	Short-Medium	Completed. <i>Promoted to the community by the emergency services agencies during emergencies.</i>
PREPARING FOR SHOCKS			
Increase resilience to climate variability and extreme weather events	Advocate for essential upgrades to social housing to mitigate the impacts of urban heat on tenants	Short	Completed. <i>Council will continue to identify future advocacy opportunities.</i>

Table 53: Our actions and progress in 2022–23 for RPAP direction 5

DIRECTION 5. ONE CITY			
GOAL	ACTION	TIMEFRAME	PROGRESS STATUS
KNOWLEDGE BUILDING			
Build knowledge and capacity and make evidence-based decisions	Undertake monitoring and research-based projects in partnership with research institutions	Short-Long	Completed. Continuation of this action as new opportunities arise.
	Comprehensive mapping of key risks and vulnerabilities across Penrith	Short	Completed. A web-based vulnerability map has been completed. Data being built into the open data portal.
COLLABORATION			
Building a culture of collaboration and partnership	Establish ongoing opportunities for connection and collaboration with and between service providers	Short-Medium	Completed. Council has established connections and networking opportunities with service providers.
	Participate in and support the Resilient Sydney Program	Short-Medium	Completed. Supported the program in 2022–23.
	Work collaboratively with the emergency services, health and other organisations to build resilience	Short-Medium	Completed. Council has participated in working groups and networks and collaborated with the services on community pop ups.
	Participate in and work in partnership with the Sydney Science Park to deliver outcomes for our community	Short-Medium	Completed. Council sat on the Management Group for the Sydney Science Park Urban Living Lab. Staff participated in the STEM School Challenge Field Days.
	Sponsorship of the WSU Solar Car and development of a community engagement and promotion program	Short-Medium	Completed. Sponsorship of the Solar Team and promotion and community engagement completed in 2023. New agreement to commence 2023–24.
LEADERSHIP			
Promoting local leadership and good governance	Ensure Council's Communications Strategy and engagement approach are inclusive and accessible.	Short-Medium	Completed. Communications and engagement strategy developed.

Appendix 8

Our Disability Inclusion Action Plan

Penrith is transforming, powering growth, and championing the aspirations of people in Western Sydney. It is essential that we build a community in which everyone shares in our positive future.

Our Disability Inclusion Action Plan 2022–26 (DIAP) was adopted by Council on 28 June 2022. It details how access and inclusion will be embedded into our core business. Our role varies from being an action owner and capacity builder to an advocate and partner.

Council listened to feedback from the community and staff to identify our priorities over the four years. We continue to listen to people with lived experience and professional knowledge of disability to deliver strong outcomes.

We acknowledge the valuable role the Penrith Access Committee plays in providing advice, feedback, and guidance to us.

We would like to acknowledge the collaboration of our partners and key stakeholders. When we work together, we can strengthen outcomes for the community and ensure Penrith is a place where everyone feels welcome and able to participate.



Our DIAP Annual Report

Our DIAP annual report looks back at the progress we have made in our first year.

The report has three sections:

- How we worked with and involved people with lived experience of disability.
- An overview of two 'stretch' projects that lead the way for greater impact.
- Delivering on our core business commitments—grouped in our four DIAP focus areas: attitudes and behaviours; liveable community; meaningful employment; and systems and processes.

Within each focus area, there are strategies that contribute to stronger outcomes for people with disability. There is a table of our actions taken from 1 July 2022 to 30 June 2023 and a progress update.

Involving People With Lived Experience

The lived experiences of people with disability, their families and service providers are critical to this work. Council recognises that listening to and involving people with lived experience strengthens outcomes for everyone. In addition to meeting with the Penrith Access Committee, people with lived experience can get involved in a range of projects with Council, including the development of a Pedestrian Access and Mobility Plan—Technical Study. For more information, see the case study on page 221.

Other ways that we have involved people with lived experience of disability are outlined below.



SUPPORTING EMPLOYMENT OUTCOMES

Staff training was delivered by three people with lived experience and four people with professional experience of disability.

INVOLVEMENT IN PROJECT ACTIVITIES

We offer a range of ways for community members to have a say and to be involved in various projects, including offering information in different formats. In 2022–23, people with lived experience of disability had their say on the St Mary Structure Plan (approximately 10 people); Penrith Cultural Strategy and Action Plan (eight people), Penrith Multicultural Action Plan (approximately 13 people); and Penrith Library Service Desk Review (five people). We manage the personal information of community members carefully, ensuring privacy. Disclosing disability is optional. We invite the community to contribute to projects that interest them at yoursaypenrith.com.au

RESPONDING TO INDIVIDUAL REQUESTS

In 2022, Council launched a new online portal for the community to communicate with us. Residents and service providers can raise a case, request a call back and document preferred communication methods.

In 2022–23, we responded to approximately 50 requests from people with disability and service providers, providing tailored, person-centered support.



ADVOCACY ON NSW GOVERNMENT POLICY AND STRATEGY MATTERS

Lived experience of people with disability is central to our advocacy work. In 2022, Council successfully advocated to Transport for NSW to host a roundtable in Penrith so that residents could influence their Disability Inclusion Action Plan. There were nine participants who brought a range of perspectives and lived experiences.

In addition, two members of the Penrith Access Committee attended a round table in Parramatta, and others provided individual written submissions.

In early 2023, the Penrith Access Committee reviewed Council's submission on the NSW Government's 'Housing SEPP Explanation of Intended Effects'. The Committee shared several concerns raised by Council officers as key issues and offered additional feedback which was included in Council's response to the NSW Government.

Case Study



Improving Pedestrian Safety

for People With Disability

Our community members told us that pedestrian safety was a top concern during the development of the DIAP. So, we commissioned a consultant to conduct a technical audit of three high priority precincts—Penrith, Kingswood and St Marys.

Community members with disability were invited to participate in lived experience site audits. There were seven participants across the three sites with lived experience of neurodiversity, cognitive impairment, vision impairment and mobility impairment.

The site audits were combined with the consultant's technical audits, with 12 key issues identified. Access Committee members, site audit participants and staff worked together to score these issues from highest to lowest pedestrian impact. The results contributed to a matrix used to prioritise recommended improvements.

Council continues to work with the consultants on a draft Pedestrian Access and Mobility Plan—Technical Study (PAMP).

The perspectives of people with lived experience, including the Penrith Access Committee were central to this project. This lived experience complemented technical expertise to create a solid plan to meet our community's needs.

The third phase of the work will continue into 2023–24 and will involve further feedback from the Penrith Access Committee and site audit participants.

Leading the way for greater impact

Council's commitments in the DIAP are resourced and supported as part of our core business. To meet our community's aspirations, Council identified projects that could stretch the organisation to have greater impact. We identified an additional \$220,000 to support four projects, that were endorsed by Council on 28 June 2022. Progress on two of the stretch projects is outlined below.

SUPPORTING FAMILIES TO ENJOY LOCAL PLAYGROUNDS

Communication tools, such as social stories and communication boards are one way to support participation from people with autism, cognitive impairment, and dementia. Social stories use words and images to describe what to expect and the types of behaviours in social situations. During the development of the DIAP, carers and families raised the importance of information being supplied in these formats to support participation in sport, recreational activities, and the creative arts. In response, we commissioned social stories for three playgrounds that were recently upgraded. For more information, see the case study on page 117.

In March to June 2023, Council worked with Autism Community Network, people with autism and their families to develop autism friendly play space guides

These resources highlight key play features at each site and the amenities that support visitation. Social stories are now available to print and download from our website for:

- Livvi's Place in Jordan Springs
- David Currie Playspace in St Clair
- Tench Reserve Playground is Jamieson.

Personalised social stories are a great way to tailor content to individual needs and experiences, so we have made a social story template also available for download. Council is raising awareness of these resources through our communication channels and networks.

IMPROVING PATH CONNECTIONS TO ESSENTIAL SERVICES AND RECREATION LOCATIONS

The Pedestrian Access and Mobility Plan technical study will support Council's planning for improved pedestrian infrastructure, including paths, kerb ramps, and crossings. Penrith, St Marys and Kingswood are identified as key areas for this work. These areas were identified considering data on where people with disability live, the location of essential services, including health, public transport and shopping. We also consider key growth areas, that is, where people will live in the future.

The PAMP provides a prioritised list of possible improvements, taking into consideration:

- Places where there is, or will be, high pedestrian activity without suitable infrastructure.
- Specific sites where infrastructure is outdated, damaged or not meeting recent technical standards of accessibility.
- Accessibility infrastructure is missing.

The PAMP is not able to provide a comprehensive list of works which would create a seamless pedestrian experience on every road or residential street in these suburbs. For more information, see the case study on page 221.

Delivering On Our Commitments

Table 54: Our actions and progress in 2022–23 for DIAP strategy 1

ATTITUDES AND BEHAVIOURS	
ACTION	PROGRESS
STRATEGY 1: Increase awareness and knowledge of access and mechanisms for inclusion for Penrith City Council staff	
1.1 Deliver staff training in access and inclusion and lived experience of disability.	<p>We formed a staff working group to discuss shared training needs, delivery formats and resources. We developed a Disability Awareness Training Toolkit that details a range of training opportunities to suit the needs of different departments. Staff refer to this toolkit to allocate resources for their team's development.</p> <p>Since the toolkit was developed, training has included:</p> <ul style="list-style-type: none"> • Accessible Festivals and Events training—Accessible Arts (seven staff) • Introduction to Neurodiversity—Spectrumite (26 staff) • Introduction to Vision Impairment—Guide Dogs NSW (26 staff) • Accessible Communications and Engagement—delivered in house by Council (19 staff). <p>Our staff actively apply this knowledge to projects and policies, including in the development and implementation of NAIDOC Week events in 2022 and 2023.</p> <p>Six of our Learn to Swim instructors hold an Access and Inclusion qualification to support Ripples providing tailored private and group classes.</p> <p>Council is a committed child safe organisation. Policies, procedures and training modules have been developed to embed and build accountability among all staff. Module Two included content on intersectionality, acknowledging the increased risk for specific cohorts, including people with disability. To date, 898 staff members have completed this module.</p>
1.2 Support staff attendance at Access Committee meetings as appropriate to build awareness and knowledge of key issues and opportunities.	<p>The Penrith Access Committee meets every two months to discuss and provide advice on Council business. During 2022–23, business reported to the committee included:</p> <ul style="list-style-type: none"> • Six development applications (for advice) • Facility proposals including plans for adult change facilities to be installed at Penrith Library and the Cooks Park Amenity building (for advice). • Draft strategies including St Marys Structure Plan and PATHS Strategy (for advice) • Implementation updates on DIAP projects including the stretch projects, emergency preparedness, business awareness, and staff training. • New data that Council uses to inform decisions including the 2021 ABS Census and Penrith Community Wellbeing Survey. • Using appropriate language when referring to disability such as 'visible and invisible disability' to consider all perspectives in decision making as part of the development of the DIAP. • Opportunities to make bus shelters more accessible. <p>This work will continue in the coming year.</p> <p>Council introduced a formal review process with Access Committee members and staff. Feedback helps identify improvements that support staff and committee member participation at meetings. Feedback is collected in a variety of formats—by phone, online survey or email—and the outcomes are shared with staff and the Access Committee.</p>

Table 55: Our actions and progress in 2022–23 for DIAP strategy 2

ATTITUDES AND BEHAVIOURS		
ACTION	PROGRESS	
STRATEGY 2: Raise awareness and promote the benefits of inclusion to the community		
2.1	Increase visibility of the role of Council's Access Committee within the community.	In September 2022, we celebrated 30 years of the Access Committee. Activities included an archive review to document the Committee's history, including members, highlights and areas of ongoing advocacy; and a Mayoral afternoon tea to launch the new Penrith Disability Inclusion Action Plan 2022–26. The event included past and current committee members, as well as participants from the DIAP development process. It was a celebration of community advocacy and Council's commitment to access and inclusion. The event was recognised in the Staff Bulletin, the Local Government Newsletter, and across Council's social media.
2.3	Deliver, support and participate in community events that create awareness of people living with disability.	<p>Council is committed to celebrating days of community significance. We do this through direct programming, partnerships with local services and through our community grants program. We have:</p> <ul style="list-style-type: none">• Delivered four community programs as part of International Day of People with Disability. This included library programming and one community sector training session on Accessible Communications.• Ripples delivered a series of activities for Dementia Awareness Month in collaboration with Anglicare and the Nepean Dementia Alliance.• Funded one activity as part of Carers Week through our community grants.• Provided promotional support for SATB2 Gene Foundation Awareness Day 2022— Lap of Love through our interagency newsletter.



Table 56: Our actions and progress in 2022–23 for DIAP strategy 3

ATTITUDES AND BEHAVIOURS		
ACTION	PROGRESS	
STRATEGY 3: Raise awareness and promote the benefits of inclusive customer practices with local business		
3.1 Identify and share opportunities for access and inclusion training with small-to-medium businesses.	<p>In February 2023, Council became a member of the Zero Barriers Project, delivered by The Multicultural Network. Penrith is the 13th council to join the project, which builds business awareness and education to be more accessible and inclusive.</p> <p>Council staff raised awareness of the project through community sector interagency meetings, e-newsletters, and business networking events.</p> <p>Zero Barriers officers visited five suburbs within the Penrith Council LGA and engaged with 132 businesses and services. Of these, 21 businesses signed up and are listed in the Zero Barriers Directory.</p> <p>In addition to this, Council shared an inclusive tourism course with subscribers of the Tourism Operator e-News. Of the 259 recipients, 90 opened the email and were informed of the training opportunity.</p>	
3.3 Showcase local businesses who provide excellence in inclusive customer service.	<p>Council regularly audits and updates content on its tourism channels to highlight inclusive and accessible activities, accommodation providers, and events. Key activities included:</p> <ul style="list-style-type: none">Updating the Visit Penrith blog article 'Penrith's Accessible Attractions' and shared it through summer consumer e-Newsletter.Updated the Event Organiser's Toolkit to include the 'Penrith's Accessible Attractions' blog article.Celebrated success of the Blind Chef Café through our social pages with three separate posts, nomination for award, award win and promoting Sunrise live broadcast from the café.Proposing content for Mayor speeches that reflects access and inclusion, including Zero Barriers Project and the Blind Chef Café's award win.Our tourism and investment websites have been designed to meet WCAG accessibility requirements. These were updated in the last year along with our Council brand refresh.	
3.4 Explore opportunities to partner with local industry to promote accessible Penrith City tourism to businesses as a potential customer market.	<p>Secured funding through Council's Disability Access Improvement Program for a photo shoot to promote accessible attractions in Penrith and to better represent the diversity in our community. Project planning is underway and will continue into the next year.</p> <p>This project will grow inclusive representation in Council's image library, specifically for tourism marketing.</p>	

Table 57: Our actions and progress in 2022–23 for DIAP strategy 4

LIVEABLE COMMUNITIES	
ACTION	PROGRESS
STRATEGY 4: Deliver accessible and inclusive community events, programs, and services	
4.1 Incorporate inclusive practices into community events planning, programming, delivery, and communications.	<p>Council has a strong history of delivering accessible and inclusive events, including considerations for talent selection and physical access. We have started to develop an Accessible Events Toolkit, with consideration for visible and invisible disability. The Toolkit will provide guidance and information to internal and external event organisers on practical considerations for delivering events that are more accessible for people with disability.</p> <p>We have established a working group of staff from across Council to support a consistent approach to event planning. Features such as pre-event fact sheets, drop off zones, wayfinding signage, quiet hour and quiet spaces have been incorporated into various Council events.</p> <p>We have also connected with other councils including the City of Sydney, Wollongong and Inner West, which have developed similar resources and guidelines.</p>
4.2 Continue to deliver and improve accessible and inclusive Council Library services, programs and activities.	<p>We have updated documents and website listings that support community use of the Penrith Library Theatre and the William Garner Room at St Marys Library. The booking system and resources now include information that promotes access and inclusion.</p> <p>Community members who book these spaces are also supported with risk identification and management tools such as a checklist to support safe activities for everyone.</p>

Table 58: Our actions and progress in 2022–23 for DIAP strategy 5

LIVEABLE COMMUNITIES	
ACTION	PROGRESS
STRATEGY 5: Increase access and participation in recreational and sporting opportunities	
5.1 Include access and inclusion outcomes when implementing specific actions in Council's Sport and Recreation Strategy in the areas of play, recreation, sport and open space infrastructure projects and planning.	<p>We are creating an integrated network of inclusive playspaces across the LGA. In 2022–23, we have:</p> <ul style="list-style-type: none"> • Consulted with the community about the renewal of 14 play spaces. The upgrades provide a diversity of interesting, innovative, and imaginative play opportunities and facilities that serve people of all ages and abilities. Of these, eight play spaces have been delivered and the remaining six will be constructed in 2023–24. • Upgraded seven amenity buildings at sports grounds as part of our Building Asset Renewal Program. • Planned four new adult changing places. ⁶ • The Harold Corr Oval Synthetic Athletics Track in Cambridge Park offers a high-quality, accessible sporting facility. The eight-lane track offers an all-weather synthetic surface for running and walking, while the field event facilities for hammer, discus, and shotput have accessible anchor points for seated throwers. <p>Several key open space initiatives, including Tench Reserve, Regatta Park, City Park, and Gipps Street Recreation Precinct, are moving forward with construction. These revitalised spaces will meet current accessibility standards.</p>

LIVEABLE COMMUNITIES	
ACTION	PROGRESS
STRATEGY 5: Increase access and participation in recreational and sporting opportunities	
5.3 Identify and promote accessible programs and activities provided by sports clubs and associations in Penrith City.	We identified eight sporting organisations that provide accessible and inclusive programs in Penrith and are exploring opportunities to promote these programs and activities to people with disability and their families.
5.4 Support and encourage use of Council's community and recreation facilities for accessible events, activities and programs.	<p>We have made a determined effort to make sure our local recreational opportunities are inclusive. We have done this by:</p> <ul style="list-style-type: none"> • Brokering a partnership between Community Junction and Guide Dogs NSW to host the Unharnessed Program in St Clair. The program brings together guide dog handlers and their guide dogs in a safe space to socialise and exercise their dogs. • Installing adult changing places at St Marys Community Centre, Regatta Park, and Parker Street sporting field amenities. • Assisting disability support groups and not-for-profit organisations to use of our community facilities, ensuring that we match the facility to the individual needs of the group. • Advocating for the new online venue management software for our community facilities and sporting fields to be accessible.

Table 59: Our actions and progress in 2022–23 for DIAP strategy 6

LIVEABLE COMMUNITIES	
ACTION	PROGRESS
STRATEGY 6: Support participation in the creative arts for producers, makers, and audiences with disability	
6.1 Incorporate inclusive practices into Penrith Performing and Visual Arts planning, programming, delivery, and communications.	<p>Penrith Performing and Visual Arts (PPVA) enable the delivery of outcomes in the creative arts. In 2022–23, we took several steps to incorporate inclusive practices, including:</p> <ul style="list-style-type: none"> • Accessible Arts Disability Confidence Training to support the delivery of relaxed performances. The facilitator had lived experience of disability. • Four staff were trained by Accessible Arts in 'Accessible Festivals and Events'. • One of our staff attended the Meeting Place conference, Australia's annual forum on arts, culture and accessibility. It is presented by Arts Access Australia. • Applying WCAG AA standards to web-based platforms. <p>In 2022–23, programming opportunities included:</p> <ul style="list-style-type: none"> • Nine relaxed performances in our Kids and Families season, across the NSW school term and the school holidays. Each show was accompanied by a visual story or a sensory guide, which was available to be downloaded from the individual event page on our website. These events were promoted through PPVA's channels and Accessible Arts. • Two AUSLAN tours were facilitated by artist Sue Jo Wright, who uses photography, video, and textiles to explore her identity as a deaf person. • The Meet and Make Open Studio Program was re-established.

⁶ An adult change place is larger than an accessible toilet. It provides equipment, such as an adjustable change table, peninsula toilet and hoist for people with high support needs and their carers to safely use private bathroom facilities. And adult changing place must meet specific standards and be signed off by a registered changing places assessor. For more information, see <https://changingplaces.org.au/>

LIVEABLE COMMUNITIES	
ACTION	PROGRESS
STRATEGY 6: Support participation in the creative arts for producers, makers, and audiences with disability	
6.2 Continue to provide and improve accessible and inclusive creative arts facilities and venues at Penrith Regional Gallery, Home of the Lewers Bequest and The Joan.	<p>In 2022–23, the No Boundaries Art Group relocated to Penrith Regional Gallery, Home of the Lewers Bequest. This has enabled members of the group to access experts and professional development. All core members attend weekly. The gallery will continue to provide financial auspicing and partnership for the group, enabling their development as professional artists.</p> <p>An exhibition of the No Boundaries Art Group opened on Saturday 3 December 2022. Following the passing of Susan Oxenham, a prominent local painter who was blind, it was agreed to include one of her artworks as an honorary member.</p> <p>PPVA has sought funding to implement recommendations from an Access Audit conducted by Accessible Arts, including:</p> <ul style="list-style-type: none"> • Meeting regularly with our City Assets Team to identify priorities and funding opportunities. • Purchasing new seating for The Joan and Q Theatre. • Installing temporary ramps to be used at the gallery, including access to the verandah at Lewers House. • Installing accessible sinks in the Sonia Fairley Studios, including signage with font size and positioning of all labels consistent for inclusion. • Investigating options to improve wayfinding signage to be installed in early 2023–24.
6.4 Embed access and inclusion outcomes into the development and implementation of Council's Cultural Action Plan and ensure people with disability are represented.	<ul style="list-style-type: none"> • People with disability were engaged early in the development of the draft Cultural Strategy and Action Plan. It contains goals, strategies and actions for accessibility and inclusion, ensuring people with disability are represented and included in the delivery of Council's first Cultural Strategy.

Table 60: Our actions and progress in 2022–23 for DIAP strategy 7

LIVEABLE COMMUNITIES	
ACTION	PROGRESS
STRATEGY 7: Improve accessibility within Penrith City's town centres	
7.1 Embed access and inclusion outcomes within strategic planning directions for Council's Corridors and Centres Strategy.	<p>Our Corridors and Centres Strategy has prioritised development of the St Marys Structure Plan and progressing to the St Marys Master Plan. This work is anticipated to align with the Sydney Metro Western Sydney Airport completion in 2026. Feedback from people with disability has been collected, with key concerns about streetscape and design considerations for the new St Marys Central Park.</p> <p>We will consult the Penrith Access Committee in future stages of this work, including their feedback on the concept design for St Marys Central Park.</p>

LIVEABLE COMMUNITIES		
ACTION	PROGRESS	
STRATEGY 7: Improve accessibility within Penrith City’s town centres		
7.2 Embed access and inclusion outcomes within strategic planning directions for St Marys Structure Plan and Master Plan	<p>The Places of Penrith Strategic Framework was presented to the Access Committee to help them understand and build their capacity to provide feedback on each component of this work.</p> <p>The St Marys Structure Plan was presented to the Committee and has embedded disability access and inclusion in its planning directions outlined in 10 place outcomes, including:</p> <ul style="list-style-type: none">• Place Outcome 2—to have a human-centred street network.• Place Outcome 4—to provide inclusive and diverse housing.• Place Outcome 9—to have quality design in the public and private realms.	
7.3 Determine demand for disability parking and pathway improvements across the Local Government Area	<p>Data about walking and cycling networks and disability parking is being collected and analysed through a range of projects. We have partnered with the NSW Government on the Smart Kerb Pilot, and we will analyse data in the second half of 2023 to determine the use of disability parking and walking paths in the Kingswood area.</p>	

Table 61: Our actions and progress in 2022–23 for DIAP strategy 8

LIVEABLE COMMUNITIES		
ACTION	PROGRESS	
STRATEGY 8: Provide accessible Council buildings and facilities		
8.1	Continuously upgrade and renew Council's assets to standard of DDA Compliance accessibility	<p>We have used our existing resources to deliver asset improvements for the community and to identify funding opportunities to address high priority works.</p> <p>In 2022–23 we:</p> <ul style="list-style-type: none">• Installed 740 metres of footpath improvements, expending \$146,000 across three locations.• Installed 860 metres of shared paths, expending \$244,000 across two locations.• Improved accessibility of bus stops by installing hardstands in 13 locations.• Introduced process improvements, including a tailored response for people with disability seeking driveway modifications, and understanding fee waivers to make processes equitable for people with disability.• Worked with other agencies to escalate concerns raised by the community and Penrith Access Committee on the impacts of changes in public transport and pathway maintenance.• Upgraded the Koala Corner Children's Centre playground in St Marys to provide more accessibility. The centre has 67 children from 57 families who come from more than 15 cultural and linguistic backgrounds. A pathway was installed to support safe access and connection from the top to lower levels of the playground.
8.2	Continue to assess all new developments for compliance with DDA Standards as appropriate.	<p>In 2022–23, six development applications were referred to the Penrith Access Committee for advice. Committee feedback validated our assessments of changes required to address accessibility.</p>

LIVEABLE COMMUNITIES	
ACTION	PROGRESS
STRATEGY 8: Provide accessible Council buildings and facilities	
8.3 Identify funding opportunities to improve DDA compliance of Aquatic and Leisure facilities to meet the needs of the community.	Through our Disability Access Improvement Program, Ripples secured funding to install two pool hoists. The hoist at Penrith Ripples has been installed with the second hoist at St Marys Ripples outside pool is underway. Once complete, all pools at Ripples facilities will have a hoist.
8.5 Review the process for distribution of MLAK to improve access for people requiring access to public toilets and adult change facilities.	<p>Following the closure of Penrith Disability Resource Centre, which was integral to the distribution and management of MLAK keys, we have begun a review of access to MLAK keys.⁷</p> <p>We have collated and responded to customer requests related to MLAK keys—including lived experience—about the challenges and opportunities. We also listened to advice from other councils on their lessons learned and how they have implemented related initiatives.</p> <p>In the coming year, we will map key issues with internal stakeholders, identify and make improvements to relevant policies and procedures.</p>
8.7 Develop resources that support implementation of access and inclusion outcomes in greenfield developments.	<p>We have been involved in greenfield project discussions with the NSW Government and have advocated for access and inclusion outcomes.</p> <p>In the coming year, we will develop a toolkit relating to accessibility, which will articulate and promote accessibility and inclusion in the design and planning of new urban developments.</p>

Table 62: Our actions and progress in 2022–23 for DIAP strategy 9

LIVEABLE COMMUNITIES	
ACTION	PROGRESS
STRATEGY 9: Improve accessible transport and pedestrian movement in and around Penrith	
9.1 Investigate options and resources to complete audits of the pedestrian footpath network and supply of disability parking and identify priority needs.	In response to community feedback during the DIAP engagement process, we committed an extra \$100,000 to the delivery of a Pedestrian Access and Mobility Plan. An independent consultant was appointed to conduct a technical study, including lived experience site audits of three prioritised precincts. The technical study will provide Council with recommendations, including a scoring matrix for future requests and priority issues to inform future planning. For more information see page 221.

⁷ The Master Locksmiths Access Key (MLAK) system uses a universal lock and key to allow people with disability to access dedicated public facilities 24 hours a day. It was developed to help increase the availability of accessible, clean and functioning public facilities for people with disability. For more information, visit: accessabilityaustralia.com

LIVEABLE COMMUNITIES

ACTION

PROGRESS

STRATEGY 9:

Improve accessible transport and pedestrian movement in and around Penrith

9.2	Identify funding opportunities to deliver high priority pedestrian pathways based on audit outcomes.	We are investigating ways to increase revenue and deliver high priority asset improvements. This includes grants and creating revenue from advertising on council assets, such as installing bus shelters with advertising space.
9.3	Investigate new DCP controls to ensure all large-scale redevelopment sites provide appropriate accessible parking, pick up and drop off facilities.	Car parking controls will be reviewed during Phase 2 of the Development Control Plan review, which is anticipated to commence late 2024.
9.5	Investigate short-medium term community transport options to meet gaps and needs in moving around our community.	<p>We acknowledge that community transport is an important part of an integrated transport network.</p> <p>To increase access to community transport, we have:</p> <ul style="list-style-type: none"> • Reintroduced Council's community buses following the COVID-19 pandemic. In 2022–23, there were 30 bookings by 11 community organisations. The buses supported participation in social outings for a wide variety of people including elderly, people with physical disability and community members from culturally and linguistically diverse backgrounds. • Funded three projects through the Community Assistance Program to provide transport to isolated groups. • Conducted an analysis of alternatives and opportunities for community transport to consider as part of our transport advocacy agenda. This includes analysis of residents' requests to Council and conversations with service providers. <p>In late 2022, we successfully advocated to the NSW Government for a roundtable with community representatives in Penrith as a way of informing its Disability Inclusion Action Plan 2023–27. Nine local community members attended this valuable community engagement session.</p> <p>Additionally, two members of the Penrith Access Committee attended a roundtable in Parramatta, and others provided individual written submissions.</p>

Table 63: Our actions and progress in 2022–23 for DIAP strategy 10

LIVEABLE COMMUNITIES	
ACTION	PROGRESS
STRATEGY 10: Support people with disability to be prepared, respond, and recover from emergencies, shocks, and stresses	
10.1 Work with partners to develop improved emergency response and resilience measures for people and families living with disability, including in the area of domestic and family violence.	<p>The Nepean Domestic Violence Network (NDVN) is a collaboration of professional workers who provide services and support to women and children affected by domestic and family violence. In 2022–23, the NDVN heard from The Haven (Nepean Women's Shelter) about a new accessible residence that has been delivered under the NSW Government-funded core and cluster model of crisis accommodation.</p> <p>The NDVN is planning for a Domestic and Family Violence Services Expo in 2024. As a partner in this event, Council will ensure disability services are involved and the event is planned and promoted to maximise inclusion and accessibility for people with disability.</p>
10.2 Oversee the implementation of actions contained in the Resilient Action Plan.	<p>Council maintains relationships and connections with key community resilience organisations and networks. In 2022–23, we worked with the regional 'Recovery on Wheels' network, which supports flood impacted communities across the Hawkesbury–Nepean. This network integrates inclusivity and accessibility in its work with communities. As part of this partnership and others, Council has advocated for the delivery of person-centred emergency preparedness for residents across the LGA.</p> <p>The Penrith Access Committee was engaged to explore the experiences of people with disability during disasters and emergencies. Together, we were able to identify opportunities to build preparedness and resilience. Feedback from the Access Committee was also provided to the Local Emergency Management Officer (LEMO), SES, NSW Reconstruction Authority, and Infrastructure NSW.</p> <p>In 2022–23, we:</p> <ul style="list-style-type: none"> delivered three emergency preparedness pop-up events in bushfire and flood risk areas. The SES, RFS, and Red Cross supported these events and focused on building awareness and household preparedness. presented to the Penrith Community Care Forum to raise awareness and promote preparedness practices to the sector. <p>In 2023–24, we will work with our partners to deliver person-centred emergency preparedness programs within the LGA.</p>

Table 64: Our actions and progress in 2022–23 for DIAP strategy 11

MEANINGFUL EMPLOYMENT	
ACTION	PROGRESS
STRATEGY 11: Increase employment of people living with disability within Penrith City Council.	
We are committed to equal employment opportunities. While there were no actions listed in Year One of the DIAP, we recognise the valuable contribution that people with disability make to our workforce.	<p>Building a strong foundation in recruitment practices, systems and processes is key to attracting and retaining diverse talent, including people with disability. We have progressed several activities which support this, including:</p> <ul style="list-style-type: none"> • Our Finding Balance Policy which outlines our commitment to flexible work arrangements. • Started to develop an Employee Value Proposition, promoting the benefits of employment at Penrith City Council. • Reviewing our recruitment systems and processes improving accessibility for everyone. <p>We prepared a consistent response to inquiries about employment opportunities for people with disability in Penrith. There were two referrals to the NDIS Local Area Coordinator for independent, person-centered advice.</p>

Table 65: Our actions and progress in 2022–23 for DIAP strategy 12

MEANINGFUL EMPLOYMENT	
ACTION	PROGRESS
STRATEGY 12: Support employment of people with disability within local businesses	
12.1 Identify local business leaders who can assist Council to promote accessible local businesses and the benefits of workplace programs for people with disability.	<p>During the year, we delivered targeted training for people with disability and made connections with local employers in 2022–23.</p> <p>In October 2022, we delivered a Hospitality Training Program for young people with mental ill-health and disability. We partnered with Training Services NSW, YES Employment Services and ACACIA Education and Training to develop the hospitality pre-employment program.</p> <p>The graduation culminated in a local Hospitality Jobs Fair and an opportunity for candidates to showcase their skills by catering the event and serving the 40 participating employers. All 17 participants on the day were able to secure an interview, and some commenced employment as a result.</p> <p>We continued to advocate for disability employment outcomes through the Aerotropolis development. This includes improving awareness of diversity and inclusion in employment.</p>

Table 66: Our actions and progress in 2022–23 for DIAP strategy 13

SYSTEMS AND PROCESSES		
ACTION		PROGRESS
STRATEGY 13: Increase engagement and participation of people living with disability in Council decision making		
13.1	Review and update Council's Community Engagement Strategy to reflect inclusive practices.	The Community Engagement Strategy was adopted by Council in December 2022. It outlines at a high level our approach to involving the community in decision making. This includes our commitment to accessible and inclusive practices.
13.2	Establish and implement principles for timely engagement of people living with disability in relevant major development (Council and other), precinct renewals, and relevant planning controls reviews.	<p>Our Advocacy Strategy has a focus on creating inclusive public spaces and access to public transport including advocating for:</p> <ul style="list-style-type: none">• Rapid and frequent public transport to essential services, including health, education, and employment.• An accessible 'civic heart' in St Marys, including a park, community hub and library.
13.3	Conduct and audit to identify areas for improvement to provide inclusive and accessible Council meetings, including business papers and documents.	<p>Information about Council meetings, including most business papers, is provided in HTML on our website. To assist people who use screen readers, we limit use of PDF documents as much as possible and provide Word versions of documents on request.</p> <p>Our business paper (reports) system requires further improvement. At this stage this work is not scheduled. A tender for a new business system is due in 2023–24, and accessibility will be an important part of the scope.</p> <p>Accessibility improvements have been made to a boardroom in the Civic Centre where Council meetings and some committee meetings are held. Changes to room layout, door widening, and table construction have been improved to support the Penrith Access Committee members. As a result, other meetings held in this space are also more accessible for people with restricted mobility.</p> <p>The Council Chambers, also located at the Civic Centre, has limited scope for flexibility. Changes to improve access for people with limited mobility would require significant renovation. The public seating area is not very accessible, however there is sufficient room for people with limited mobility to move in and out of the room, and space at the front to accommodate people on a case-by-case basis.</p> <p>All public Council meetings are accessible via a live webcast link.</p>
13.4	Develop a presentation guide for staff attending Council's Access Committee to support timely input from the Access Committee and informed decision making.	<p>We have drafted a suite of resources to build staff awareness of inclusive presentation techniques and alternative formats that support the participation of Penrith Access Committee members. This work was informed by feedback from the committee members.</p> <p>Key achievements include:</p> <ul style="list-style-type: none">• A draft intranet "hub" with information on how to report to the Access Committee.• A template developed for presenting to the Access Committee.• Training delivered to staff on accessible communications and engagement.• A fact sheet for staff on accessible presentation, including descriptive presentations and accessibility reviews of pre-reading materials.

Table 67: Our actions and progress in 2022–23 for DIAP strategy 14

SYSTEMS AND PROCESSES		
ACTION	PROGRESS	
STRATEGY 14: Embed inclusion focused outcomes in Council planning processes and program and service design		
14.1 Embed access and inclusion in business planning, reporting and project management tools.	<p>We are committed to leading the local government sector by embedding access and inclusion in our business. In 2022–23, we have:</p> <ul style="list-style-type: none">• Mapped our DIAP commitments in the Delivery Program and Operational Plan so that they are embedded in division business plans.• Explored ways to embed the DIAP into our business planning software, so that teams across the organisation are accountable for DIAP implementation and transparent reporting.• Updated the Business Case Checklist, requiring project managers to identify access and inclusion considerations.• Started to develop a Strategy Framework that includes templates, guidelines and checklists that will ensure disability inclusion is front of mind in both format and project planning.• Reviewed all training packages for construction contractors. They were either compliant with WCAG 2.0 or had alternative accessible options available. Training options included e-learning modules, face-to-face training, explainer and advisory videos, ‘how-to’ videos’ and written instructions.	
14.2 Include access and inclusion outcomes when undertaking service reviews or business improvement projects, to ensure quality customer experience, compliance, and levels of service.	<p>Council is in the process of reviewing the accessibility of our corporate documents. In 2022–23, an Easy Read format of The Community Strategic Plan 2036+ was produced and is now available on our website.</p> <p>We are updating program management tools and templates. The Business Case templates require identification of disability access and inclusion considerations to be completed by project managers, so it is front of mind in project management.</p> <p>In 2022, we reviewed the design of the service desk at Penrith Library. Specialist staff and community representatives, including people with disability, provided varied perspectives which have informed the design brief for a future improvement project.</p>	
14.3 Increase disability inclusion practices across Children Services, including centre philosophy and provision of resources to assist staff.	<p>Council employs an Inclusion Support Specialist who works across all our childcare centres. In 2022–23, we made this role full-time in recognition of its importance to our business. The Inclusion Support Specialist builds capacity in our centres, contributing to increasingly inclusive environments.</p> <p>In-line with current practice, we are developing inclusion plans which support equitable access to curriculum and education opportunities for children with disability. The plans are holistic and shared by health, education, child centre and family support for each child.</p>	
14.4 Review facilitation practices for community service interagency meetings and identify opportunities to elevate and advocate for access and inclusion outcomes within the sector.	<p>We are developing an internal guide that promotes best practice for inclusion when hosting interagency meetings and sharing written information. Further implementation is planned in the coming year.</p> <p>Our staff who support the Penrith Access Committee and lead implementation and reporting of the DIAP have provided more than 25 instances of internal advice on presenting information in accessible ways. This facilitates connection between the Penrith Access Committee, community members with lived experience of disability, and our staff, making valuable contributions to a broad range of projects.</p>	

SYSTEMS AND PROCESSES	
ACTION	PROGRESS
STRATEGY 14: Embed inclusion focused outcomes in Council planning processes and program and service design	
14.5 Review Council's processes and procedures related to payment of rates to ensure accessible and appropriate information, as well as considerations where financial hardship exists.	We reviewed information about rates and methods of payment on our website and added an option to enable people to request information in different formats (such as by phone or email).

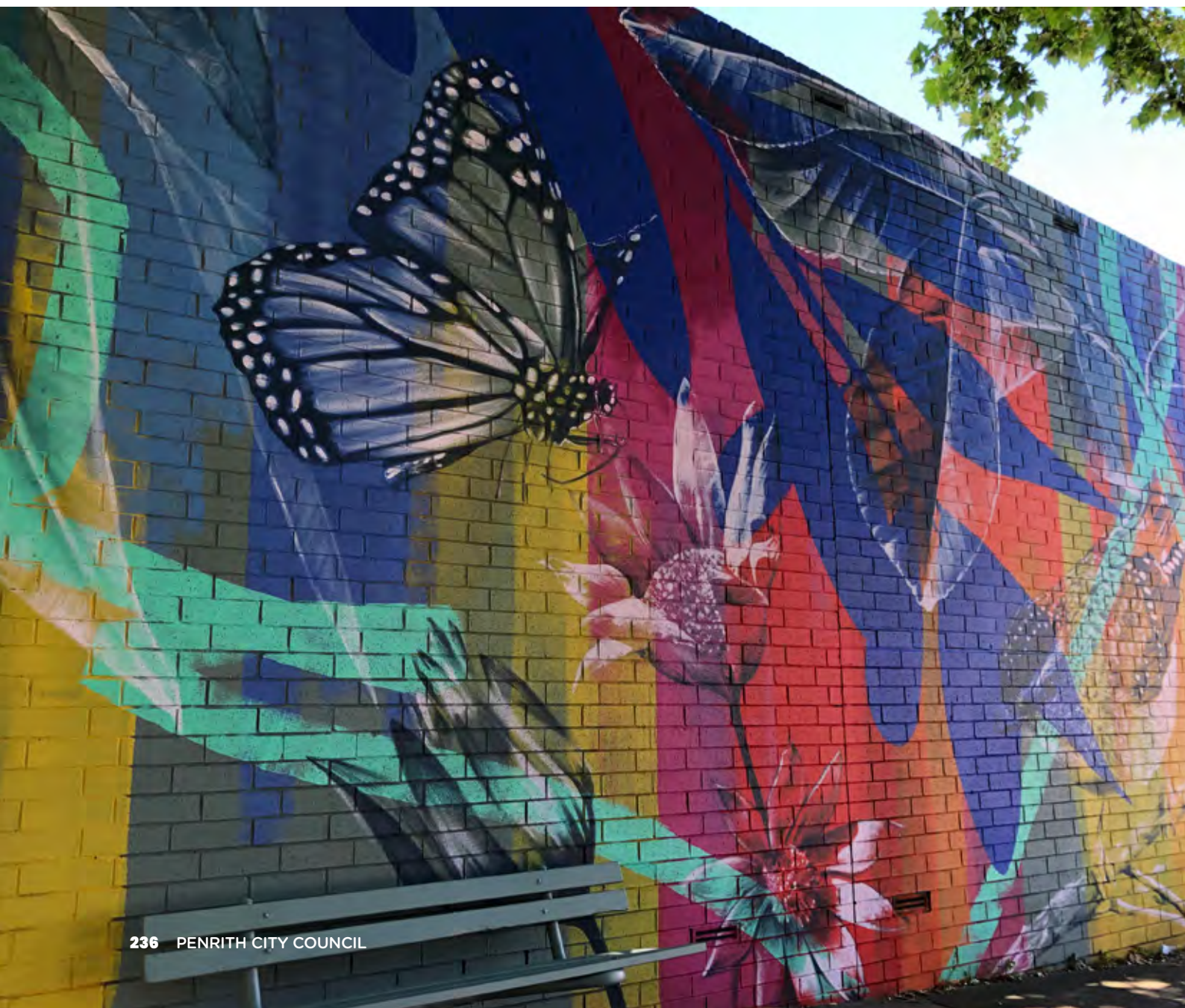


Table 68: Our actions and progress in 2022–23 for DIAP strategy 15

SYSTEMS AND PROCESSES		
ACTION		PROGRESS
STRATEGY 15: Increase access to information		
15.1	Develop a detailed measurement framework for the Disability Inclusion Action Plan and update associated reporting as relevant.	In 2022–23, we sought advice from two other councils about their experiences in measuring outcomes related to DIAP implementation. We will use this shared information to inform the development of our own outcome measurement framework in the coming year.
15.2	Review accessibility of key corporate and customer focused documents and platforms and explore opportunities for presenting information in different formats.	<p>We are trialling AccessiBe, an AI-powered tool that allows website users to customise how information is presented. It will be applied to the Your Say Penrith website for 12 months. Profiles include ‘vision impaired’, ‘seizure safe’, and ‘ADHD-friendly’.</p> <p>AccessiBe also features tools that can make orientation adjustments including increasing cursor size, turning off animations and images, muting sounds, and using a reading guide to highlight text with the mouse as you read. The Your Say Penrith platform has excellent accessibility credentials already, but AccessiBe takes the site to the next level and allows improved access to information for our community.</p> <p>We have also provided information on accessible tourism, including:</p> <ul style="list-style-type: none">• Updated content on our tourism channels highlighting inclusive and accessible activities, accommodation providers, and events.• Updating our tourism and investment websites to meet WCAG accessibility requirements. <p>A 2022 review found that there are multiple methods available for people with a disability to receive and pay rates notices, and to organise payment plans or extensions where necessary.</p>
15.3	Work with partners to assist the community with access to up-to-date information on local community services and supports.	<p>We are working with community services to improve awareness and skills in accessibility. In December 2022, we delivered sector training on ‘Accessible Communications’ to improve equitable access to information. We have connected with NDIS Local Area Coordinators so we can refer residents to independent, tailored advice.</p> <p>In June 2022, we delivered Sector Connect, an annual event that will build the networks, knowledge and skills of local services to work collaboratively. For further information see page 105.</p>

Reference Material

Compliance Checklist

Table 69: Our Compliance Checklist for 2022–23

DESCRIPTION	REFERENCE	INCLUDED	PAGE NUMBER
Within 5 months after the end of (financial) year, prepare a report as to council's achievements in implementing its delivery program and the effectiveness of the principal activities undertaken in achieving the objectives at which those principal activities are directed.	Local Government Act 1993 (Act) s 428(1)	Yes	Not applicable
The annual report of the year in which an ordinary election of councillors is held, must contain council's achievements in implementing the community strategic plan over the previous four years.	Act s 428(2)	Not applicable	Not applicable
The annual report must be prepared in accordance with Integrated Planning and Reporting Guidelines (IP&R) including Council's progress on the delivery of the service reviews Council has committed to undertake, the results of those reviews and any changes made to levels of service.	Act s 428(3) and Essential Element 5.3—IP&R Guidelines	Yes	92, 123, 124, 235
Must contain a copy of the Council's audited financial reports prepared in accordance with the Local Government Code of Accounting Practice and Financial Reporting (may be an attachment).	Act s 428(4)(a)	Yes	174–77; and Council's 2022–23 Financial Statements on our website.
Must contain other information as the IP&R Guidelines or the regulations may require.	Act s 428(4)(b)	Yes	Not applicable
Must contain a statement detailing the action taken by the council in relation to any issue raised by the Anti-slavery Commissioner during the year concerning the operations of the council and identified by the Commissioner as being a significant issue.	Act s 428(4)(c)	Yes	192
Must contain a statement of steps taken to ensure that goods and services procured by and for the council during the year were not the product of modern slavery withing the meaning of the Modern Slavery Act 2018	Act s 428(4)(d)	Yes	192
Copy of the Council's annual report must be posted on the council's website and be provided to the Minister for Local Government (via OLG). This can be done by notifying OLG of a URL link.	Act s 428(5)	Yes	Not applicable
Include particulars of any environmental upgrade agreement entered into by the council.	Act s 54P(1)	Not applicable	Not applicable
Report on activities funded via a special rate variation of general income including: <ul style="list-style-type: none"> reporting requirements set out in the Instrument of Approval projects or activities funded from the variation outcomes achieved as a result of the project or activities. 	Special Rate Variation Guidelines* 7.1	Yes	178

DESCRIPTION	REFERENCE	INCLUDED	PAGE NUMBER
Amount of rates and charges written off during year.	Local Government (General) Regulation 2021 (Reg), cl 132	Yes	193
Information about induction training and ongoing professional development: <ul style="list-style-type: none"> the names of any Mayor or Councillors who completed any induction training course, induction refresher course or supplementary induction course during the year the names of any Mayor or Councillors who participated in any ongoing professional development program during the year the number of seminars, circulars and other activities delivered as part of the ongoing professional development program during the year. 	Reg cl 186	Yes	144
Details, (including purpose) of overseas visits by councillors, council staff or other persons representing council (including visits sponsored by other organisations).	Reg cl 217(1)(a)	Yes	143, 154
Total cost during the year of the payment of expenses of, and the provision of facilities to councillors in relation to their civic functions (this amount must equal the reported amount in the financial statements). Identify separate details on the total cost of: <ul style="list-style-type: none"> provision of dedicated office equipment allocated to councillors telephone calls made by councillors attendance of councillors at conferences and seminars the provision of induction training and professional development for mayor and other councillors training of councillors and provision of skill development interstate visits by councillors, including transport, accommodation and other out-of-pocket travelling expenses overseas visits by councillors, including transport, accommodation and other out-of-pocket travelling expenses expenses of any spouse, partner or other person who accompanied a councillor in the performance of his or her civic functions, being expenses payable in accordance with the Guidelines for the payment of expenses and the provision of facilities for the mayor and councillors expenses involved in the provision of care for a child of, or an immediate family member of a councillor. 	Reg cl 217(1)(a1) (i), (ii), (iii), (iii a), (iv), (v), (vi), (vii), (viii)	Yes	143
Details of each contract awarded (other than employment contracts and contracts less than \$150,000) including: <ul style="list-style-type: none"> name of contractor nature of goods or services supplied total amount payable. 	Reg cl 217(1)(a2) (i), (ii)	Yes	187–92

DESCRIPTION	REFERENCE	INCLUDED	PAGE NUMBER
Summary of the amounts incurred by the Council in relation to legal proceedings including: <ul style="list-style-type: none"> amounts incurred by council in relation to proceedings taken by or against council (including out of court settlements) summary of the state of the progress of each legal proceeding and (if finalised) the result. 	Reg cl 217(1)(a3)	Yes	151-54
Include resolutions made concerning work carried out on private land, including: <ul style="list-style-type: none"> details or a summary of any resolutions made under section; and details or summary of any work carried out, where the charge is less than the approved fee, the proposed fee to be charged and the total amount subsidised by council. 	Reg cl 217(1)(a4) and Act s 67, 67(2)(b), 67(3)	Yes	171
Total amount contributed or otherwise granted to financially assist others.	Reg cl 217(1)(a5) and Act s 356	Yes	165
Statement of all external bodies that exercised functions delegated by Council.	Reg cl 217(1)(a6)	Yes	146
Statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies in which council held a controlling interest.	Reg cl 217(1)(a7)	Yes	146
Statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies (whether or no incorporated) in which the council participated during the year.	Reg cl 217(1)(a8)	Yes	146
Statement of activities undertaken to implement its EEO management plan.	Reg cl 217(1)(a9)	Yes	132
Statement of the total remuneration package of the general manager including: <ul style="list-style-type: none"> total value of the salary component of the package total amount of any bonus, performance or other payments that do not form part of the salary component total amount payable by way of the employer's contribution or salary sacrifice to any superannuation scheme to which the general manager may be a contributor total value of any non-cash benefits for which the general manager may elect under the package total amount payable by way of fringe benefits tax for any such non-cash benefits. 	Reg cl 217(1)(b) (i), (ii), (iii), (iv), (v)	Yes	130
Statement of the total remuneration packages of all senior staff members (other than GM), expressed as the total (not of the individual members) including: <ul style="list-style-type: none"> total value of salary components of their packages total amount of any bonus, performance or other payments that do not form part of salary components of their packages total amount payable by the Council by way of the employer's contribution or salary sacrifice to any superannuation scheme to which any of them may be a contributor total value of any non-cash benefits for which any of them may elect under the package total amount payable by way of fringe benefits tax for any such non-cash benefits. 	Reg cl 217(1)(c) (i), (ii), (iii), (iv), (v)	Yes	130

DESCRIPTION	REFERENCE	INCLUDED	PAGE NUMBER
<p>Statement of total number of persons who performed paid work on Wednesday 23 November 2022, including, in separate statements, total number of:</p> <ul style="list-style-type: none"> persons employed by the council on a permanent full-time, permanent part-time or casual basis or under a fixed-term contract persons employed by the council as senior staff members persons engaged by the council, under a contract or other arrangement with the person's employer, wholly or principally for the labour of the person persons supplied to the council, under a contract or other arrangement with the person's employer, as an apprentice or trainee 	Reg cl 217 (1)(d) (i),(ii),(iii),(iv)	Yes	131
A statement detailing the stormwater management services provided (if levied).	Reg cl 217(1)(e)	Yes	180
A statement detailing the coastal protection services provided (if levied).	Reg cl 217(1)(e1)	Not applicable	Not applicable
<p>Detailed statement, prepared in accordance with such guidelines as may be issued by the Director-General from time to time, of the Council's activities during the year in relation to enforcing, and ensuring compliance with, the provisions of the Companion Animals Act 1988 (CA Act) and the Companion Animal Regulation 2018, including:</p> <ul style="list-style-type: none"> lodgement of pound data collection returns with OLG lodgement of data about dog attacks with OLG, if no known attacks in the year a nil return is required in annual statement amount of funding spent on companion animal management and activities community education programs carried out and strategies the council has in place to promote and assist the desexing of dogs and cats strategies in place for complying with the requirement under s 64 of the CA Act to seek alternatives to euthanasia for unclaimed animals off leash areas provided in the council area detailed information on how fund money was used for managing and controlling companion animals in their area. 	Reg cl 217(1)(f) Guideline on the exercise of functions under the Companion Animals Act*	Yes	206–07
Report on all capital works projects is considered best practice.	OLG Capital Expenditure Guidelines*	Yes	194–202
Councils considered to be 'human service agencies' under the Carers Recognition Act 2010 (CR Act) (provide services directed at carers and/or people being cared for by carers) must report on compliance with the CR Act for the reporting period.	Carers Recognition Act 2010, s 8(2)	Yes No	
Information on the implementation of council's Disability Inclusion Action Plan and give a copy to the Minister for Disability Services	Disability Inclusion Act 2014, s 13(1)	Yes	219–37

DESCRIPTION	REFERENCE	INCLUDED	PAGE NUMBER
Particulars of compliance with and effect of planning agreements in force during the year.	Environmental Planning and Assessment Act 1979, s 7.5(5)	Yes	184
Disclosure of how development contributions and development levies have been used or expended under each contributions plan.	Environment Planning and Assessment Regulation 2021(EPA Reg) cl 218A(1)	Yes	185–86
<p>Details for projects for which contributions or levies have been used must contain:</p> <ul style="list-style-type: none"> project identification number and description the kind of public amenity or public service the project relates amount of monetary contributions or levies used or expended on project percentage of project cost funded by contributions or levies amounts expended that have been temporarily borrowed from money to be expended for another purpose under the same or another contributions plan value of the land and material public benefit other than money or land whether the project is complete. 	EPA Reg 218A (2)(a),(b),(c), (d),(e),(f),(g)	Yes	185–86
(a) Total value of all contributions and levies received during the year	EPA Reg 218A(3) (a), (b)	Yes	186
(b) Total value of all contributions and levies expended during the year			
Recovery and threat abatement plans—Councils identified in a plan as responsible for implementation of measures included in the plan, must report on actions taken to implement those measures as to the state of the environment in its area.	Fisheries Management Act 1994, s220ZT (2)	Not applicable	Not applicable
<p>Details of inspections of private swimming pools. Include the number of inspections that:</p> <ul style="list-style-type: none"> were of tourist and visitor accommodation. were of premises with more than 2 dwellings. resulted in issuance a certificate of compliance under s22D of the SP Act resulted in issuance a certificate of non-compliance under cl 21 SP Reg. 	Swimming Pools Act 1992 (SP Act), s 22F(2) Swimming Pools Regulation 2018 (SP Reg) cl 23	Yes	204
Information included on government information public access activity.	Government Information (Public Access) Act 2009, s 125(1) Government Information (Public Access) Regulation 2018, cl 8, Schedule 2	Yes	154–57

DESCRIPTION	REFERENCE	INCLUDED	PAGE NUMBER
Information included on public interest disclosure activity.	Public Interest Disclosures Act 1994, s 31 Public Interest Disclosures Regulation 2011, cl 4	Yes	158

Table 70 shows items that are also required; are not specifically listed in the Compliance Checklist but have other reporting requirements; or are recognised as good reporting practice.

Table 70: Additional reporting requirements list

INFORMATION	DESCRIPTION	PAGE
Sustainability initiatives	Summary of sustainability achievements and actions.	208–11
Access and equity activities	Information and highlights on programs and activities.	162–68
Advocacy	Summary of advocacy activities and key issues.	30–3
Attendance at meetings	Summary of Councillor attendance at meetings.	142
Calendar of events	Listing of key events hosted and supported by Council during the year.	54–7
Economic development	Summary of economic development activities with key issues and achievements.	28–9, 80
Internal audit	Summary of internal audit approach with key issues and changes.	148
Needs of children	Information on the range of programs and services providing for the needs of children.	139, 165–67
Mayor and General Manager's messages	These forewords outline our achievements and challenges during the year. The Mayor's message has a strategic focus, while the General Manager's message has an operational focus.	6–7, 8–9
Our People	Information on the organisation's workforce including statistics and summaries of initiatives, events, highlights, and challenges.	127–39
Public Addresses at Council	Number of members of the public that addressed Council meetings.	142
Risk management	Summary of risk management activities with key issues and changes for the year.	147, 149–50
Financial summary	High-level summary information including revenue and expenditure and five-year comparisons.	14–5
Financial performance	Report on our results against the Fit for the Future measures.	16–7
Community engagement	Summary of community engagement activities.	31, 124, 214, 231, 234
Business improvement	Summary of business improvement and innovation initiatives.	28–9
Our Councillors	Details of Councillors including photos, experience, qualifications, terms of appointment, and commentary on board diversity and development.	44–9
Our Executive Leadership Team	Details of senior executives including individual or collective photos, experience, qualifications responsibilities and key changes in roles or personnel.	128–29

Glossary of Terms

Action(s): A resourced critical project or action that will be completed in a 1 to 2-year timeframe. Actions form part of the annual Operational Plan.

Capital budget: Council's planned expenditure on purchase, sale or construction of items that will provide benefits in future years.

Capital projects: A project that helps maintain or improve a civil asset, often called infrastructure.

Capital works program: Council's adopted program for the provision of capital projects.

Civil assets: Includes roads, drainage systems, bridges, traffic facilities, footpaths, cycleways, signs and street furniture.

Community strategic plan: Identifies the long-term aspirations that our community wants to see delivered in the City of Penrith over the next 20 years. As the 'big picture' plan for the city, the Community Strategic Plan identifies some outcomes that are beyond Council's responsibilities. The Community Strategic Plan recognises that others in our community (individuals, businesses, governments and agencies) also contribute to future outcomes.

Community outcomes: High-level objectives or aspirations of the community for the future of Penrith. They are the things that define more specifically what the long-term vision for our city looks like. The outcomes are established by the community, through community engagement and feedback.

Community engagement strategy: Outlines how Council plans to and maintains regular engagement and discussions with its community and partners.

Delivery program: Council's work program over four years. The Delivery Program sets out clear priorities and ongoing principal activities Council will undertake within our responsibilities and capacity, towards achieving the community outcomes in the Community Strategic Plan.

Function: A team within a department that undertakes a particular set of activities. Departments may have one or more functions.

Integrated Planning and Reporting Legislation and Framework

(IP&R): The IP&R framework for Local Government was introduced in 2009 as an amendment to the Local Government Act 1993. The reforms replace the former Management Plan and Social Plan with an integrated framework. The IP&R framework consists of a hierarchy of documents including a long-term Community Strategic Plan, a Community Engagement Strategy, a Resource Strategy, a Delivery Program, and an Operational Plan for each elected Council term. The IP&R framework was developed to assist councils to improve their long-term community, financial and asset planning.

Operating budget: A record of annual transactions that are not allocated in the 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 our annual budget.

Performance measures or performance indicators: The assessment methods used to determine the effectiveness of the service and activities detailed in the Delivery Program.

Principal activity: An activity which fulfills a primary function or service that Council delivers or provides. They generally account for more than 20% of a function's resources delivered over the four-year Delivery Program.

Resource strategy: Outlines Council's capacity to manage assets and deliver services over the next 10 years. The Resource Strategy includes three key elements:

- Workforce plan.
- Asset management plan.
- Long-term financial plan.

To prepare the Resource Strategy, Council determines our capacity and how to effectively manage our finances, the sustainability of our workforce, and the overall cost of our community assets.

Restricted assets (Reserves): Cash and investments that may only be spent on the purpose for which the money was received.

Section 7.11: The section of the Environmental Planning and Assessment Act that allows Council to require developers to contribute to the cost of community facilities, (formerly section 94).

Section 7.11 Plan: The formal plan whereby we collect contributions under section 7.11, (formerly section 94).

Stakeholders: Individuals, groups and organisations who have an interest in our operations.

Strategies: Strategies are the responses outlining how we will achieve the community outcomes in the Community Strategic 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 a specific program.

Abbreviations and Acronyms

AREAS: Asset Renewal and Established Areas Strategy.

CBD: The Central Business District. The CBD is the commercial centre of an urban area. It contains the main shops, offices and financial institutions.

CCC: A childcare centre, which provides regular full-time or part-time childcare in places specially built or adapted for childcare.

DA: Development Application. A DA is a formal application submitted to Council for permission to carry out a new development.

DCP: Development Control Plan. A DCP provides detailed planning and design guidelines to support the planning controls in the LEP.

DIAP: The Disability Inclusion Action Plan (DIAP) identifies strategies and actions to help make Penrith more accessible and inclusive as required by the Disability Inclusion Act 2014 (NSW).

EEO: Equal Employment Opportunity. EEO is the principle that states everyone should have equal access to employment opportunities based on merit.

EOI: Expression of interest.

FOGO: Food organics and garden organics.

JSPAC: Joan Sutherland Performing Arts Centre.

LEP: Local Environmental Plan. An LEP guides planning decisions for local government areas through zoning and development controls. They provide a local framework for the way land can be developed and used.

LGA: Local government area.

LSPS: Local Strategic Planning Statement. An LSPS sets out the 20-year vision for land use in Penrith. The LSPS recognises the special characteristics which contribute to Penrith's identity and how growth and change will be managed in the future.

LTFP: Long-term financial plan. An LTFP is a long-term financial plan is to express in financial terms the activities that Council proposes to undertake over the medium to longer term to help guide our future actions depending on the longer-term revenue and expenditure proposals.

RFS: The NSW Rural Fire Service.

RPAP: Resilient Penrith Action Plan. The RPAP builds awareness, preparedness and the capability of Council and the community to adapt and improve resilience to risks, shocks and stresses. It aims to enhance our capacity to work together in becoming a more resilient city and community.

SEPP: State environmental planning policies. These NSW Government policies set the rules that control what development can occur on your land. SEPPs apply across NSW. Local environmental plans (LEPs) set planning rules for each local government area.

SES: The NSW State Emergency Service.

STEM: Science, Technology, Engineering, and Mathematics as subjects of study.

WHS: Work health and safety. WHS involves the management of risks to the health and safety of everyone in your workplace.

List of Figures

Figure 1:	Our capital and operational projects by status over the last 5 years	12
Figure 2:	Our operational plan actions by status over the last 5 years	12
Figure 3:	Where our money came from in 2022–23	14
Figure 4:	Where our money went by Outcome in 2022–23	14
Figure 5:	Where our money went by Expenditure Category	14
Figure 6:	Comparison of income over 5 years	15
Figure 7:	Comparison of expenditure over 5 years	15
Figure 8:	Operating Performance Ratio over 5 years	16
Figure 9:	Own Source Revenue over 5 years	16
Figure 10:	Infrastructure Renewal Ratio over 5 years	16
Figure 11:	Infrastructure Backlog Ratio over 5 years	16
Figure 12:	Asset Maintenance Ratio over 5 years	17
Figure 13:	Debt Service Ratio over 5 years	17
Figure 14:	Real Operating Expenditure over 5 years	17
Figure 15:	Where will the money come from in 2023–24	35
Figure 16:	Where will the money be spent in 2023–24	35
Figure 17:	Organisation Structure	41
Figure 18:	Cost of Service per Capita over 5 years	64
Figure 19:	Proportion of employees by type on 30 June 2023	131
Figure 20:	Number of employees by type over 5 years	131
Figure 21:	Our employee turnover as a percentage over 5 years	131
Figure 22:	Our age profile as a percentage over 5 years	132
Figure 23:	Our workforce gender profile by employment type over 5 years	133
Figure 24:	The spread of our employees' places of residence in 2022–23	133
Figure 25:	Our workforce diversity profile over 5 years	134
Figure 26:	Our Prioritisation and Evaluation Process	59
Figure 27:	Our Project Management Lifecycle	160
Figure 28:	Energy consumption (GJ) across all Council assets from 2010–11 to 2022–23	209
Figure 29:	Our total emissions (by tonnes of carbon dioxide equivalent) from 2010–11 to 2022–23	210
Figure 30:	Monthly rainfall levels recorded in 2022–23	211

List of Tables

Table 1:	Summary of Council's corporate social media following in 2022–23	59
Table 2:	Progress on our 2022–23 Operational Plan actions	66
Table 3:	Our key performance for Outcome 1 in 2022–23	96
Table 4:	Our key performance for Outcome 2 in 2022–23	102
Table 5:	Our key performance for Outcome 3 in 2022–23	112
Table 6:	Our key performance for Outcome 4 in 2022–23	118
Table 7:	Our key performance for Outcome 5 in 2022–23	122
Table 8:	Remuneration of our senior staff in 2022–23	130
Table 9:	Work health and safety performance by month, in 2022–23	137
Table 10:	Councillors' attendance at meetings in 2022–23	142
Table 11:	Councillors' fees and charges for 2022–23	143
Table 12:	Professional development undertaken by our councillors in 2022–23	144
Table 13:	Delegated committees and entities by type, status, and membership	145
Table 14:	Matters in the Land and Environment Court of NSW in 2022–23	151
Table 15:	New Matters in the Land and Environment Court of NSW in 2022–23	152
Table 16:	Matters in the Fair Work Commission of Australia in 2022–23	153
Table 17:	Matters in the Supreme Court of NSW in 2022–23	153

Table 18: Matters in the District Court of NSW in 2022–23	153
Table 19: Matters in the Local Court of NSW in 2022–23	153
Table 20: Matters in the NSW Civil and Administrative Tribunal in 2022–23	153
Table 21: Expenses and recovered monies in 2022–23	154
Table 22: Number of GIPA applications by type of applicant and outcome in 2022–23	155
Table 23: Number of GIPA applications by type of application and outcome in 2022–23	155
Table 24: Invalid GIPA applications in 2022–23	156
Table 25: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 to the GIPA Act in 2022–23	156
Table 26: Other public interest considerations against disclosure: matters listed in table to section 14 of the GIPA Act in 2022–23	156
Table 27: Timeliness of GIPA decisions in 2022–23	157
Table 28: Number of applications reviewed under Part 5 of the GIPA Act by type of review and outcome in 2022–23	157
Table 29: Applications for review under Part 5 of the GIPA Act, by type of applicant in 2022–23	157
Table 30: GIPA applications transferred to other agencies in 2022–23	157
Table 31: Public Interest Disclosures (PIDs) for 2022–23	158
Table 32: Road resurfacing by location in 2022–23	169
Table 33: Road reconstruction by location in 2022–23	169
Table 34: Footpath construction by location in 2022–23	169
Table 35: Shared footpath construction by location in 2022–23	169
Table 36: Shared footpath reconstruction by location in 2022–23	170
Table 37: Drainage construction by location in 2022–23	170
Table 38: Sport and recreation works undertaken by location and Council Ward in 2022–23	171
Table 39: Our Building Asset Renewal Program by name and location, in 2022–23	178
Table 40: Our Road Resurfacing and Reconstruction Program, by name and location in 2022–23	179
Table 41: Development contributions plans and levies in 2022–23	185
Table 42: Contractor Report for 2022–23	187
Table 43: Summary of rates and sundry debtor amounts written off during 2022–23	193
Table 44: Capital projects progress report by location, project and cost in 2022–23	194
Table 45: Summary of the projects that were submitted for capital expenditure review in 2022–23	202
Table 46: Complaints received and actioned by type in 2022–23	204
Table 47: Swimming pool inspections by type in 2022–23	204
Table 48: Survey of Council seizures of cats and dogs in 2022–23, submitted to the Office of Local Government	206
Table 49: Our actions and progress in 2022–23 for RPAP direction 1	212
Table 50: Our actions and progress in 2022–23 for RPAP direction 2	213
Table 51: Our actions and progress in 2022–23 for RPAP direction 3	216
Table 52: Our actions and progress in 2022–23 for RPAP direction 4	217
Table 53: Our actions and progress in 2022–23 for RPAP direction 5	218
Table 54: Our actions and progress in 2022–23 for DIAP strategy 1	223
Table 55: Our actions and progress in 2022–23 for DIAP strategy 2	224
Table 56: Our actions and progress in 2022–23 for DIAP strategy 3	225
Table 57: Our actions and progress in 2022–23 for DIAP strategy 4	226
Table 58: Our actions and progress in 2022–23 for DIAP strategy 5	226
Table 59: Our actions and progress in 2022–23 for DIAP strategy 6	227
Table 60: Our actions and progress in 2022–23 for DIAP strategy 7	228
Table 61: Our actions and progress in 2022–23 for DIAP strategy 8	229
Table 62: Our actions and progress in 2022–23 for DIAP strategy 9	230
Table 63: Our actions and progress in 2022–23 for DIAP strategy 10	232
Table 64: Our actions and progress in 2022–23 for DIAP strategy 11	233
Table 65: Our actions and progress in 2022–23 for DIAP strategy 12	233
Table 66: Our actions and progress in 2022–23 for DIAP strategy 13	234
Table 67: Our actions and progress in 2022–23 for DIAP strategy 14	235
Table 68: Our actions and progress in 2022–23 for DIAP strategy 15	237
Table 69: Our Compliance Checklist for 2022–23	238
Table 70: Table 70: Additional reporting requirements list	243



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.
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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
PUNJABI	ਜੇਕਰ ਤੁਸੀਂ ਇਸ ਦਸਤਾਵੇਜ਼ ਨੂੰ ਨਹੀਂ ਸਮਝਦੇ ਅਤੇ ਕਸਿ ਦੁਆਰਾ ਦਿੱਤੀ ਲੋੜ ਹੈ, ਤਾਂ ਕਰਿਪਾ ਕਰਕੇ 131 450 'ਤੇ ਟੈਲੀਫੋਨ ਇੰਟਰਪਰੀਟਿੰਗ ਸੇਵਾ ਨੂੰ ਫੋਨ ਕਰੋ ਅਤੇ ਉਨ੍ਹਾਂ ਨੂੰ (02) 4732 7777 'ਤੇ Penrith City Council (ਪੈਨਰਥਿ ਸਿਟੀ ਕਾਊਂਸਲ) ਨੂੰ ਫੋਨ ਕਰਨ ਲਈ ਕਹੋ।
SINGHALESE	ඔබට මෙය කියවීමට නොහැකි නම්, කරුණාකර දුරකථන අංක 131 450 ඔබගේ දුරකථන පරිවර්තන සේවාව (Telephone Interpreting Service) අමතා ඔබ වෙතුවෙහි දුරකථන අංක (02) 4732 7777 අමතා පෙන්නි නගර සභාව (Penrith City Council) හා සම්බන්ධ කර දෙක ලෙස ඉල්ලා සිටින්න. නැතිනම් නගර සභාව වෙත පැමිණ හානා පරිවර්තකයකු ලබා දෙක ලෙස ඉල්ලා සිටින්න.
TAGALOG	Kung hindi mo naiintindihan ang dokumentong ito at kailangan mo ng isang interpreter, mangyaring tumawag sa Telephone Interpreting Service sa 131 450 at hilingin sa kanila na tumawag sa Penrith City Council sa (02) 4732 7777.
TAMIL	இதை உங்களால் வாசிக்க இயலவில்லை என்றால், 'தொலைபேசி உரைபெயர்ப்பு சேவை'யை 131 450 எனும் இலக்கத்தில் அழைத்து 'பென்றித் நகரவாயுடன்' (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.

PENRITH CITY COUNCIL

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