

PENRITH



PENRITH  
CITY COUNCIL

ANNUAL REPORT  
2015-16





# OUR VISION

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

OUR ORGANISATION'S MISSION IS TO IMPLEMENT COUNCIL'S STRATEGY AND PROGRAM, THROUGH SKILLED AND RESPONSIVE MANAGEMENT, BY VALUING OUR STAFF, PARTNERSHIPS AND COMMUNITY INVOLVEMENT, BY PROVIDING QUALITY CUSTOMER SERVICE AND UPHOLDING ETHICAL STANDARDS AND BEHAVIOUR.

## About the cover

Penrith is the Adventure Capital of NSW, with something to offer everyone. Whether you're looking for an adrenaline rush, family fun, to explore the great outdoors, just relax or experience arts and culture – Penrith City offers a rich mix of natural, rural and urban places. Our new Visit Penrith website is helping spread the word.

Penrith welcomes 1.3 million visitors, injecting \$231 million into the local economy every year. We are on target to double the number of visitors by 2025 through a range of supporting infrastructure, marketing, investment and development opportunities. Major events also play an important role in Penrith, contributing more than \$61 million annually, and we are building on our strengths to offer more and more for our local community and visitors.

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

Council values the unique status of Aboriginal people as the original owners and custodians of lands and waters including the lands and waters of Penrith City. Council values the unique status of Torres Strait Islander people as the original owners and custodians of the Torres Strait Islands and surrounding waters. We work together for a united Australia and city that respects this land of ours, that values the diversity of Aboriginal and Torres Strait Islander cultural heritage, and provides justice and equity for all.

## OUR YEAR IN REVIEW: SNAPSHOT

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

## Key financial results for 2015-16

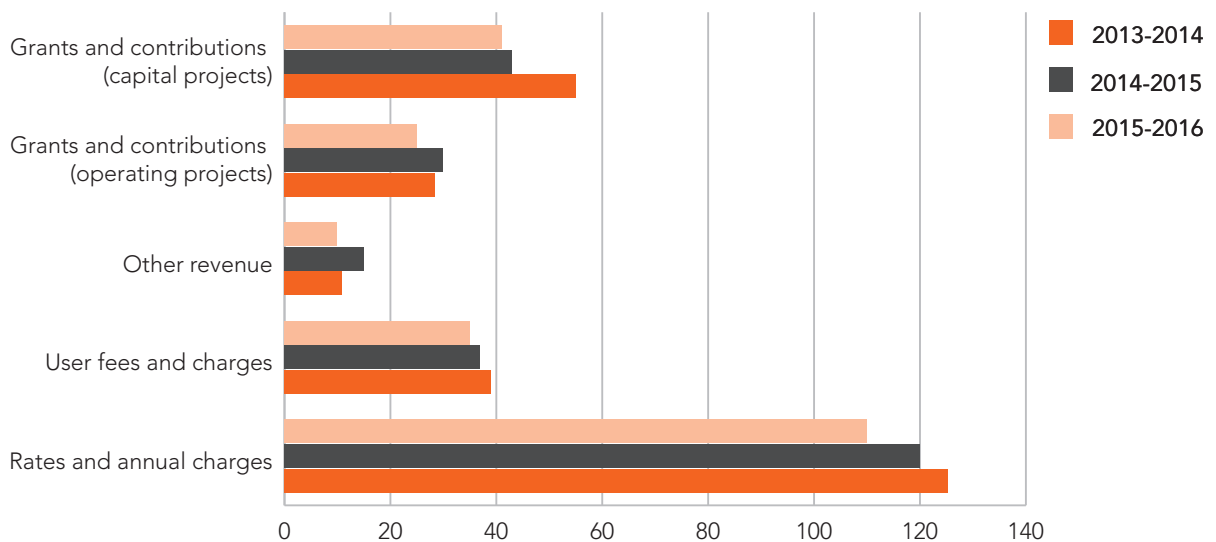
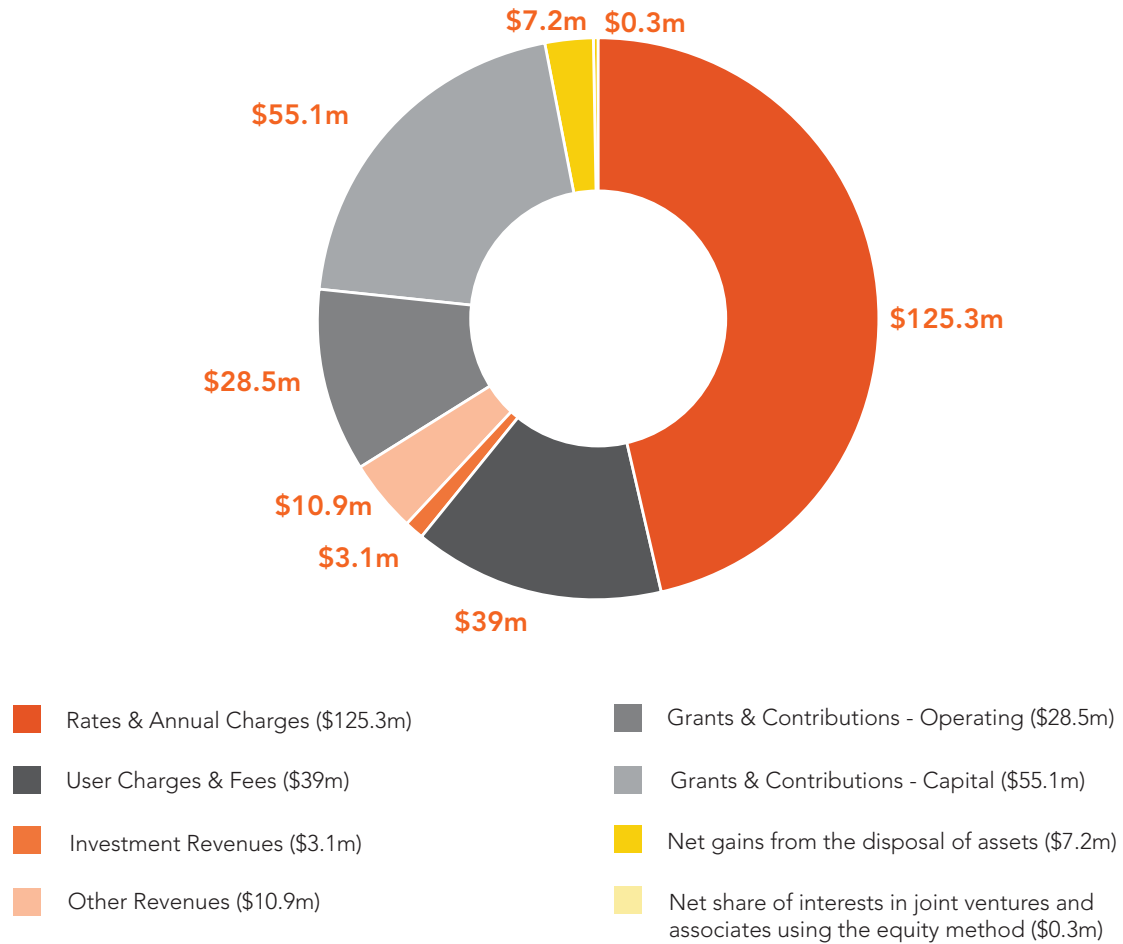
Council's financial position remains strong, with a net surplus result of \$69.4million for the year, and:

- overall income up by 9.9% to \$269.4million
- total expenses up by 8.8% to \$200million
- total assets up by 20.9% to \$3,614million
- net assets up by 21.6% to \$3,500million
- assets per head of population is \$17,862
- liabilities up by 0.8% to \$114.3million
- liabilities per head of population is \$565
- infrastructure, property plant & equipment up by 21% to \$3,470million.



## WHERE DOES OUR MONEY COME FROM?

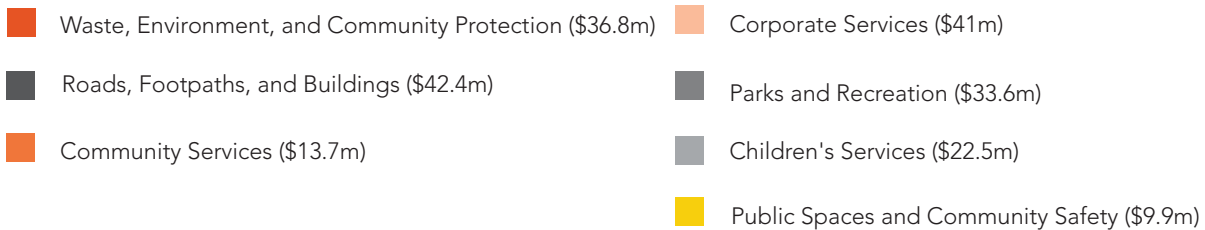
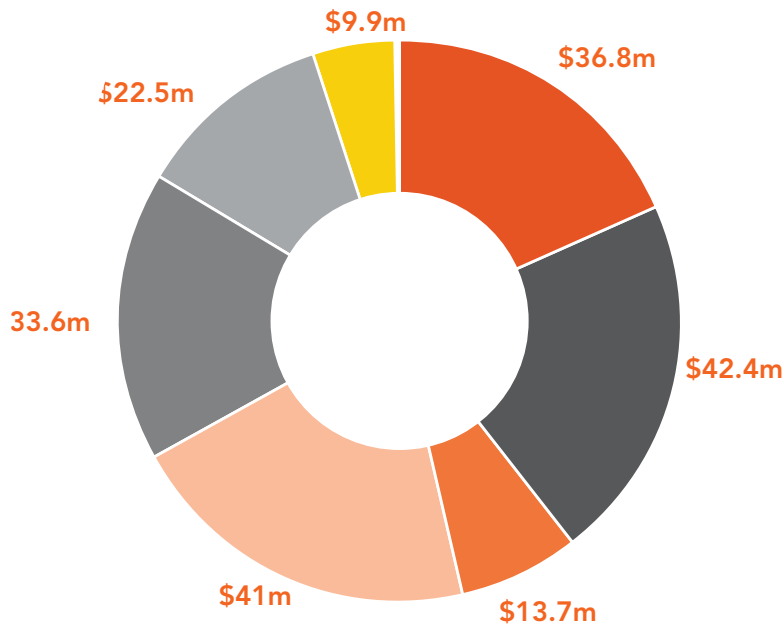
In 2015–16 our income increased by 14% to \$245million, with almost half of this (49%) coming from rates and annual charges. Almost a third of our income came from grants and contributions (31%) which goes towards capital and operating projects. The remainder came from user fees and charges (15%), and other revenue (5%).





## WHERE DID WE SPEND IT?

We were able to reduce our expenses in this financial year by 4.7% to \$183.5million. Expenditure was across Council's 44 services and three entities. These services have been broken down into key service areas, with the largest expenditure occurring in the area of Emergency Services, Regulation and Waste (17.8%), closely followed by Roads, Footpaths and Buildings (17.0%). The third largest area of expenditure occurred in Children's Services.



## PENRITH AT A GLANCE

Just 55km west of Sydney's CBD and covering 404km<sup>2</sup>, Penrith City sits at the foot of the Blue Mountains and alongside the Nepean River. Home to an estimated 200,000 people, we are a dynamic and growing Regional City with a diverse and involved community.

We are the New West, the gateway to the NSW central west and link to southwest and northwest growth areas. We are the Adventure Capital of NSW.

Over the past 30 years Penrith has evolved from its traditional farming, manufacturing and agricultural roots. Our Council and community are excited about maximising our City's potential while valuing our unique lifestyle and environment.

The City's two major commercial centres are Penrith and St Marys, with Kingswood emerging as a 'specialised' centre, focussing on health and education. Most of the City's urban areas are residential with some industrial and commercial land.

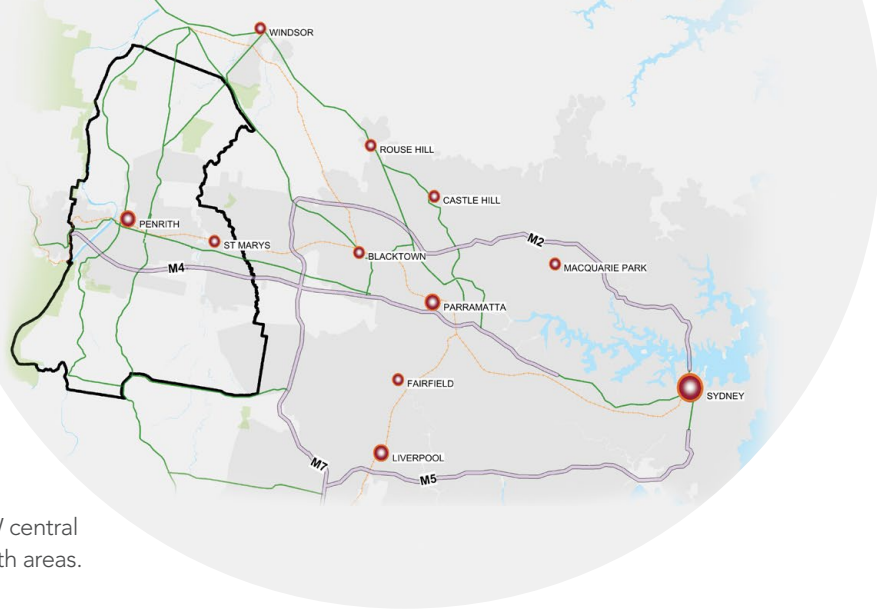
The City's diversity is what sets it apart. Penrith offers friendly residential neighbourhoods, picturesque natural settings, rural landscapes and a range of cultural and entertainment experiences alongside world class facilities including a respected university, major teaching hospital and substantial retail sector.

Our City has experienced significant growth in recent years, and this is expected to continue. While this requires careful planning to ensure we protect our local environments, build strong communities and provide

adequate services and infrastructure, it also brings great opportunities - for new industries and investment, cultural events, facilities, education and innovation.

The people that make up our City are changing too. Our cultural diversity is growing. Although we are still mainly an English speaking community, one in five people speaks a language other than English at home. More people are choosing flats and apartments to live in. Council needs to plan for smaller and more affordable dwellings and provide services that respond to changing lifestyles.

The median age of our population is increasing, although Penrith still has a higher proportion of pre-schoolers and a lower proportion of post-retirement age people than Sydney overall. This means we still need to plan for families, but must also ensure our services and facilities support our older residents to be healthy and actively participate in their communities.



## FAST FACTS

**200,000**  
ESTIMATED  
RESIDENT  
POPULATION

**730**  
NEW AUSTRALIAN  
CITIZENS

**7.79**  
**BILLION**  
GROSS REGIONAL  
PRODUCT – 1.6%  
OF NSW

**11**  
CITIZENSHIP  
CEREMONIES  
THIS YEAR

**56%**  
OF PENRITH'S  
WORKFORCE  
ARE LOCAL  
RESIDENTS

**47** PRIMARY  
SCHOOLS  
**21** HIGH SCHOOLS  
**3** SPECIAL  
SUPPORT SCHOOLS



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## MAYOR'S MESSAGE

This annual report highlights our progress over the past 12 months. It captures an exciting, productive and rewarding year for Council and our city.

Penrith is experiencing an era of unprecedented growth and change. The future Western Sydney Airport will be built on our border and the Sydney Science Park and Penrith Education and Health Precinct will transform our city into an innovation hub.

Council has continued to work with the State and Federal governments over the past 12 months to maximise the benefits and minimise the costs of these game changing developments. We're calling for better infrastructure and transport links along with strategic thinking to boost local jobs.

This is vital as, by 2031, Penrith will have a population of 260,000 and an economic catchment of over 1 million people. We're dedicated to finding partners that will help deliver innovative and remarkable results for our growing community.

In November, we launched our New West initiative with the release of our Invitation to Partner to encourage investment in our City and build these partnerships. Penrith New West is delivering the blueprint for our City Centre created by Penrith Progression.

We've also continued to revitalise other parts of our City, in particular through the Queen Street Streetscape Improvement Plan, and through other key projects such as improvements to the Civic Arts Precinct (the Mondo) in front of the Joan Sutherland Performing Arts Centre.

As we head toward the end of our current Council term, it's been fantastic to see so many of the initiatives mapped out in our four-year Operational Plan 2013-17 mature and come to fruition.

This includes the upgrade of parks and facilities across our city and continued improvements to local infrastructure. The renewal of some of our older neighbourhoods along with a range of colourful events and celebrations of our cultural and religious diversity.

In the past 12 months, we've successfully positioned Penrith as the Adventure Capital of NSW, and I'm proud to say we're attracting more major events and more visitors than ever before.

Once again, Council's work was recognised with several awards. Our 2014-15 Annual Report received a gold award at the prestigious 2016 Australasian Reporting Awards – Celebrating Excellence in Reporting. The win improves on the Silver Award we received for the previous two annual reports.



We have continued to work collaboratively with our community, including through the Community Panel, the Team Colyton project and the Penrith Mayoral Challenge.

This year's challenge was accepted by students from Bennett Road Public and Colyton Trade High School who redesigned the Barr and Bass Street Reserve playground. We're now working with Kingswood Public on a new playground for Chapman Gardens.

As one of Council's sustainability champions, I'm happy to tell you that Council has planted more than 4000 trees over the past 12 months. We've also given away more than 2500 plants at community events like NAIDOC Day and the Waste Not Festival.

This year we adopted a Sustainability Policy and Strategy to build sustainability into all our operations, activities and decision making processes. This is supported by targets to reduce our emissions and transition to renewable energy sources over time.

In addition, we adopted, and are implementing, our Cooling the City Strategy to address the impacts of urban heat and make our streets and open spaces more 'liveable'.

It's been a privilege and a pleasure to be Mayor of Penrith. I would like to thank the community, my fellow Councillors and Council staff for their support. I look forward to continuing to work with the community to make Penrith a more sustainable, vibrant, prosperous and inclusive city.

**COUNCILLOR KAREN MCKEOWN**  
MAYOR OF PENRITH



## GENERAL MANAGER'S MESSAGE

This report is an overview of our achievements, finances and how we've responded to challenges over the past 12 months. I am pleased that we end this year as one of only 7 metropolitan councils deemed Fit for the Future, and our financial strategies were endorsed in May 2016, when IPART approved in full our Special Rate Variation.

Internally, we've put in place the recommendations from a stringent Council-wide Capacity Review. This includes the introduction of a new organisational structure to streamline how we do business and to deliver better services to our community.

From this strong position we've advocated for better infrastructure, improved transport links and more local jobs. We've called for a State Government commitment to a dedicated passenger rail line connecting the North West and South West growth centres and the Western Sydney Airport. We've also called for investment to transform the Regatta Park precinct, to revitalise our city centre and bolster our arts and cultural sectors.

Council successfully secured a commitment for \$49 million in State funds to build the pedestrian bridge across the Nepean River and \$100 million from State and Federal funds to widen Mulgoa Road to 6 lanes between Glenmore Parkway and Blaikie Road.

Our advocacy prompted the Federal Government's commitment of more than \$2 million in funding for recreational upgrades, and \$380,000 in arts funding.

This year we achieved a strong budget outcome and a small surplus. Over the year favourable budget variations allowed us to address several priorities. These include ongoing Information Communications and Technology infrastructure upgrades, measures to forward fund productivity initiatives and using reserve funds to start major projects.

As always, renewing important infrastructure and providing improved pathway connections is a top priority. This year we resurfaced or reconstructed 196,600m<sup>2</sup> of road, constructed 4km of paths and rejuvenated another 100,000m<sup>2</sup> of road pavement. We determined more than 1400 Development Applications worth an estimated \$1.2billion – twice the value of last year from a similar number of applications.

We've continued to reinvigorate more established areas of our city, including through collaborative Magnetic Places Neighbourhood Renewal Community Grants Scheme projects.

We also renewed or established 6 playgrounds across our city, including Peppermint Reserve, Kingswood, Kevin Dwyer Reserve, Colyton, Greygums Oval, Cranebrook, and Coronation Grove, Cambridge Gardens.

Improvements big and small, have also been made to our childcare, sporting and neighbourhood facilities. This



includes the \$1.4million upgrade of Woodriff Gardens Tennis Centre, an amenity building and pavilion at Rance Oval (\$225,000) and toilet and amenities at Chameleon Reserve (\$200,000).

Council's Children's Services continue to provide quality care and stimulating education programs to close to 4000 children across 26 centres, with 100% of our services now exceeding or meeting the National Quality Standard – against a national figure of 69%.

Our library services continue to grow and change. The library has more than 45,000 active members and, on average, around 1500 people visit the library each day.

Council also continues to work with community boards to oversee the operation of the Joan Sutherland Performing Arts Centre, Penrith Regional Gallery and Lewer's Bequest, Penrith Aquatic and Leisure Ltd and Penrith Whitewater Stadium. These valuable facilities add much to our cultural and sporting life of our city.

I look forward to delivering even more for the people and city of Penrith in the year ahead.

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

**ALAN STONEHAM**  
GENERAL MANAGER



Staff attended community engagement training



Some members of the Community Panel



## HIGHLIGHTS

### COMMUNITY PANEL

We successfully piloted an exciting new community engagement approach to identify what local services and infrastructure are most needed. The Penrith Community Panel was brought together as part of the engagement process for our Special Rate Variation application. It was run under a deliberative democracy model and coordinated independently by not-for-profit research organisation The newDemocracy Foundation.

The panel was made up of 34 everyday people who were randomly selected from across our City. It was important that the panel members were representative of our residents but were regular people with no special knowledge of Council. The panel was asked to consider the question 'What services and facilities do we need in Penrith, and how should we fund them?'

The panel was given information about the demographics of Penrith; an overview of Council services, assets and financials; current and future challenges, and Council's vision for the future. Over six full day sessions, the panel invested a combined total of more than 1500 hours to discuss the information, their thoughts and priorities.

The panel had its last meeting in December 2015 and delivered its final recommendations in early 2016. The recommendations tell us what the community sees as the priorities for our City and how we should deliver the services and infrastructure Penrith needs. They reflect the panel's hard work and comprehensive research, and give us valuable insight into Council's role in the community from a variety of backgrounds, experiences and aspirations.

Council is now working out how to best implement each recommendation. Some are already underway while others will be included in the next Operational Plan. Some of the longer term suggestions will be considered as we develop our new Community Plan and Delivery Program over the coming months.

### INFORMATION AND COMMUNICATIONS TECHNOLOGY (ICT) UPGRADES

Council adopted a new ICT Strategy in 2015 after identifying ICT as an area with significant potential to improve efficiency across all areas of our operations. Major investment was needed to transform our ICT environment, which underpins all Council services.

We – and our customers – are starting to enjoy the rewards of our investment. After intensive upgrades we now have the infrastructure and strategy in place to be able to embrace future changes in technology and opportunities to work smarter and serve our community better- improving collaboration and productivity, saving costs and enabling a more mobile workforce.

We've moved to cloud-based infrastructure and updated communication and workplace tools including phones and email. Several teams are using TouchPoint Customer Contact Centres to manage their high volume of customer calls, and many of our meeting rooms have new equipment for video and audio conferencing.

We have streamlined our team and recruited a new ICT Operations Manager, Business Solutions expert and ICT Service Desk Team Leader, to maximise the benefits of the upgrades. See the Our People section of this report for more details.

Our former Chief Information Officer presented at Microsoft's Transform Local Councils to the Cloud event in November. Feedback on the day suggests Penrith is again leading the way in the local government industry, with many other Councils recognising the need to upgrade their ageing systems and infrastructure in the near future. Several other councils have sent staff to visit and learn from our efforts and experience.

### NEW ORGANISATIONAL STRUCTURE

During this year we reviewed our organisation's structure to ensure we remain fit for the future, improve productivity and continue to meet the needs of our growing City in a time of change and uncertainty for local government.

Our new Organisational Structure has less manager positions and focuses more strategically on two streams – Regional City Outcomes and Organisational Outcomes. Although the new structure did not formally start until 4 July 2016, many of the roles commenced before this date and the groundwork was done in 2015-16.

### FIT FOR THE FUTURE & SPECIAL RATE VARIATION

In October 2015 Penrith was one of only seven Sydney metropolitan councils declared 'Fit for the Future'. This recognised the level of detail and accuracy in our financial modelling, and our ongoing commitment to productivity savings as a key to building long term financial sustainability.

Council's application for a Special Rate Variation (SRV) was approved in full in May, strengthening our long term financial sustainability and ability to deliver on community expectations.

This included renewal of the 10 year Asset Renewal and Established Areas Strategy (AREAS) SRV, so we can continue doing more than just the bare minimum with many of our roads and buildings, and in our City's older areas. This has paid off in the long run by avoiding major repairs. Since 2006 AREAS had directed essential funding to infrastructure renewal, public domain maintenance (including litter and graffiti removal) and investment in public spaces and social programs in established suburbs.

The new SRV will underpin our capacity to cater for our Regional City's future growth. We consulted the community before applying for the SRV, including through the Community Panel detailed above.

### ECONOMIC INITIATIVES - THE NEW WEST

Our commitment to working for local jobs and a strong local economy – top priorities for our City and community – was boosted this year. We set up an Economic Initiatives team and finalised the draft City-wide Economic Development Strategy.

The *New West: Invitation to Partner*, launched on 3 December 2015, encouraged investors to 'Come and build Penrith with us'. Council's New West marketing program kicked off with this Invitation, which highlighted key development opportunities, and the release of Expressions of Interest for key Penrith City Centre sites at Reserve Street and Union Road.

### EVENTS AND CITY MARKETING

Following the launch of the Penrith Destination Management Plan, Council launched a tourism website ([visitpenrith.com.au](http://visitpenrith.com.au)), a new Penrith Visitor Guide and a Visit Penrith awareness campaign to strengthen the image and appeal of the region as a tourist destination.

This complemented a successful marketing campaign promoting Penrith as the Adventure Capital of NSW. The campaign was praised by the Minister for Tourism, Trade and Major Events and Minister for Sport, Stuart Ayres MP and was presented to the Board of Destination NSW, the state's leading tourism body.

Penrith currently welcomes 1.3 million annual visitors, injecting \$231 million into the local economy every year. We are on target to double the number of visitors by 2025 through a range of supporting infrastructure, marketing, investment and development opportunities.

Major events also play an important role in Penrith, contributing more than \$61 million annually. This year Penrith's reputation as an ideal location for major events continued to grow. We hosted several major events including the inaugural Diesel Dirt and Turf Expo, the Australian National Futsal Championships, Penrith Working Truck Show, Australian Ice Hockey League and the filming of Channel 7's Cannonball TV Series. We successfully secured the Australian Ballet outdoor community performance of Swan Lake at the International Regatta Centre for November 2016.

Council continued the successful activation of the Nepean River through free community music afternoons and markets, and introduced a series of open air cinema events.

In the second half of 2015 we celebrated Penrith's bicentenary which included a Bicentenary NRL game, a Community Festival at Thornton and a traditional Coo-ee March civic reception. We commemorated the dedication of the First Government Building in Penrith

and facilitated an historic time capsule to record Penrith in 2015.

Penrith also has strong international links and in August Council hosted a delegation of 47 officials and community members from Hakusan and Fujieda in Japan who visited Penrith to celebrate Penrith City's Bicentenary.

### AWARDS

In June 2016 Council won gold at the prestigious 2016 Australasian Reporting Awards - Celebrating Excellence in Reporting for our 2014-15 Annual Report. The award improved on the Silver Awards we received for our 2012-13 and 2013-14 reports.

The Spicy Penrith community festival was a finalist in the Excellence in Diversity category of the NSW Local Government Excellence Awards in April 2016

Our Penrith Progression - Place Shaping Framework was commended at the Planning Institute of Australia (PIA) NSW Awards in November 2015. The plan is a blueprint for delivering a City Centre that is economically thriving, and a unique and vibrant place to live, work and play.

Council won the 2015 United Independent Pools (UIP) Members Choice risk management excellence award for the EPIX website, developed to provide a platform for all member councils to collaborate and mitigate professional indemnity claims.

### CHALLENGES

As a large organisation and governing authority, it's inevitable that significant issues and challenges will arise. We are committed to predicting and managing these as well as possible so Council's ability to serve our community remains secure.

### QUEEN STREET UPGRADES

Work started on a significant upgrade to Queen Street, St Marys in September 2015 and continued into 2016, staged to minimise inconvenience and disruption to business owners and pedestrians while we made improvements such as replacing footpaths and installing LED pedestrian lighting, new trees and street furniture.

We met some challenges which delayed the project. When work started, it quickly became clear the roots of the existing street trees were a tangled mess, intertwined into underground utilities and requiring immediate attention. Removal of many of the trees was necessary, which led to some community concern that the charm of Queen Street was being lost. Replacement trees, better suited to the streetscape, will be planted.

In June 2016 the contractor undertaking the work went into voluntary administration and subsequently advised that they were going to shut the operation down rather than try to trade out of administration. This regrettable

situation was unforeseeable and we found ourselves in the same position as City of Sydney and Camden Councils, who also had projects underway with Hargraves Urban. The company was independently rated as financially sound when we awarded the contract.

As a result the Queen Street upgrade works had to be reprogrammed. Council worked closely with the local business community and the St Marys Town Centre Corporation throughout the planning and works, before and after the contractor stopped work.

### PENRITH LAKES SCHEME

Finalisation of the Nepean River Flood Study and Model continued to be problematic and is still on hold pending determination of the final landform of the Penrith Lakes Water Management Plan by the Department of Planning. Council is in discussions with the Department and the Office of Environment and Heritage to try to resolve this as quickly as possible.

Council lobbied for:

- adequate resourcing of the Office of Penrith Lakes and finalisation of the Plan of Management for the lakes and parkland
- State funding for essential flood evacuation infrastructure to enable the urban components of the scheme to be realised
- State Government approval of the Water Management Plan to allow a full range of water based recreational opportunities
- participation with State Government in planning for sustainable, quality and diverse housing.

### TRANSPORT INFRASTRUCTURE

A continued challenge Council has faced is ensuring key transport infrastructure is delivered with the development of regional growth projects including the Western Sydney Priority Growth Area and Western Sydney Airport. The announcement that the Western Sydney Airport will go ahead has continued to present challenges, as we work to ensure commitments from Federal and State governments so it will bring maximum benefits and minimum disadvantages for Penrith and Western Sydney.

Challenges in 2015-16 included:

- convincing State and Federal Governments of the need for the North-South Rail and for rail to be provided from the outset of airport operations.
- linking the Penrith Health and Education Precinct with future transport corridors.
- ensuring sustainable and equitable growth in Western Sydney. Western Sydney, west of Parramatta, has lacked equitable access to public transport and associated opportunities for too long.
- securing health and education-related land uses and infrastructure around Nepean Hospital and Western Sydney University.
- working to address parking and traffic needs.

### GROWTH AND DEVELOPMENT

The continuing growth of our City and a significant increase in the number and complexity of large scale development proposals being submitted to Council continued to present a challenge. Council needs to closely manage resources to maintain our level of service to applicants as well as affected residents.

We want to ensure development benefits the community through improved infrastructure and facilities, and by achieving the things our community has told us they want – such as diverse housing options. We work to ensure a healthy balance of development without compromising the things people love about our unique City – such as our natural, rural and heritage assets.

We face the rising cost of construction for new facilities that meet the needs and expectations of the community. With growth and development also comes more assets such as roads, parks and community buildings to manage and maintain.

In 2015-16 Council continued to be proactive and work with other levels of government as well as private industry to secure funding for new community infrastructure as well as backlog infrastructure in existing urban areas.





# CALENDAR OF EVENTS

Events make a valuable contribution to the health and wellbeing of our diverse community, as well as to our local economy.

Council hosts and supports a wide variety of events across our City each year, with 78 Council run events held in 2015–16. Some highlights of events held in 2015–16 include:

## JULY 2015

- Mayors Cup in association with Penrith Harness Racing Club
- NAIDOC Family Fun Day – Penrith’s annual celebration, one of the biggest in the state
- Bicentenary of Penrith - ghost investigations at local historical buildings
- William Cox Historical Festival

## AUGUST

- Spicy Penrith multicultural celebration
- Mock Council Meeting by Junior Councillors
- Team Colyton launch
- Bicentenary of Penrith - dedication to the first government building in Penrith as part of Local Government Week

## SEPTEMBER

- Music by the River – community entertainment to activate the river area
- Bicentenary of Penrith - launch of Bennett Wagon housing
- Mayoral Arts and Culture Summit - to draw attention to inequity in government funding of arts and culture for outer Western Sydney
- Bicentenary of Penrith - Penrith Panthers Rugby League match
- Bicentenary of Penrith - time capsule burial
- Bicentenary of Penrith - Community Festival

## OCTOBER

- Sunday Siestas - community market stalls to activate the river
- Celebration marking 125 years of electric light in Penrith
- Korean Flag Raising

## NOVEMBER

- Environmental Photo Competition to celebrate Biodiversity Month and National Water Week
- White Ribbon Day Twilight River Walk
- Coo-ee March Civic Reception
- Sunday Siestas - community market stalls to activate the river
- Victor Chang Cardiac Research Institute School Science Awards

## DECEMBER

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

## JANUARY 2016

- Australia Day at the Lakes

## FEBRUARY

- 2016 Panthers Season Launch
- Launch of Meet St Marys project



Children's Week 2015



Australia Day 2016

### MARCH

- International Women’s Day celebration
- Harmony Day ‘Welcome to Penrith’ Lunch
- 15th Annual Makings of a City History Conference
- Penrith Festival
- Celebration of Australia Day Honours recipients
- Music by the River
- Philippine Flag Raising

### APRIL

- Re-Imagine Ageing – Seniors Festival activities including concert
- ANZAC Day services and marches
- Relay for Life
- Youth Week celebrations

### MAY

- Neighbourhood Centres Week celebrations
- Sydney Writer’s Festival @ Penrith Library
- Trees for Mum planting event
- Library events for National Trust’s Heritage Festival
- Official Opening of 6 Community Development Grants projects
- School Leaders receptions

### JUNE

- Waste Not free family festival
- Youth Mayor program
- Mayors Cup in association with Penrith Harness Racing Club



# FAST FACTS





## OUR COUNCIL

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

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

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

More than 135 other pieces of legislation also influence and affect the work of councils including the *Environmental Planning and Assessment Act 1979*, the *Roads Act 1993*, the *Rural Fires Act 1997*, the *Companion Animals Act 1998*, and the *Work Health and Safety Act 2011*.



## OUR CODE OF CONDUCT

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

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

## OUR VALUES

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

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

The revised Values and Behaviours are simply:

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

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

### We show respect by:

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

### We are accountable and:

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

### We encourage innovation by:






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

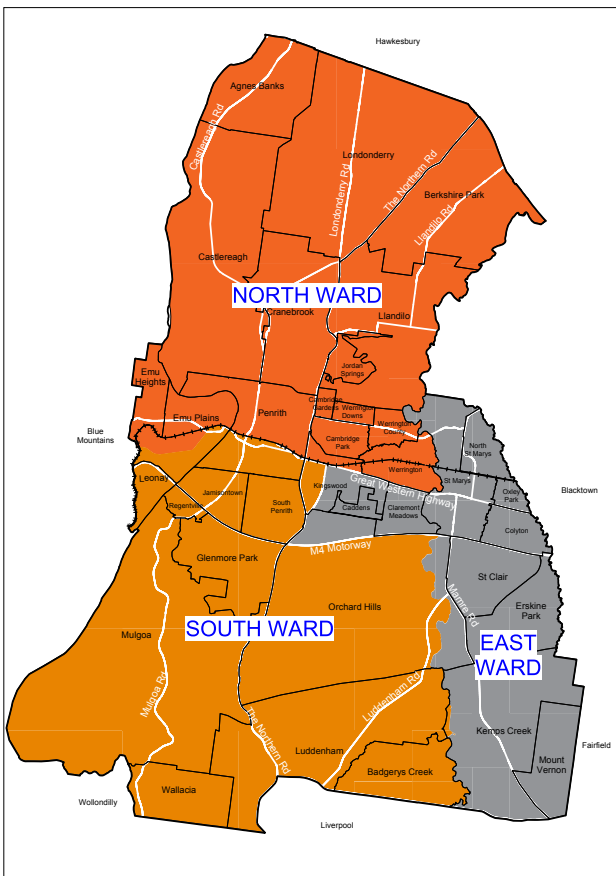
# OUR COUNCILLORS

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






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

## NORTH WARD COUNCILLORS



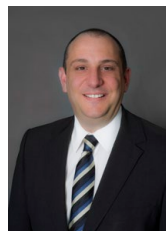
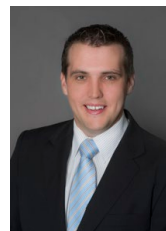

				
Kevin Cramer OAM	Ross Fowler OAM	John Thain	Marcus Cornish	Michelle Tormey



## EAST WARD COUNCILLORS

		
Greg Davies	Prue Car MP	Jackie Greenow OAM
		
Tricia Hitchen	Maurice Giroto	

## SOUTH WARD COUNCILLORS

				
Jim Aitken OAM	Karen McKeown	Mark Davies	Ben Goldfinch	Bernard Bratusa



## OUR MAYOR

### Councillor Karen McKeown

South Ward Councillor

Email: [karen.mckeown@penrithcity.nsw.gov.au](mailto:karen.mckeown@penrithcity.nsw.gov.au)



Cr Karen McKeown was elected to Council in 2004 and re-elected in 2008 and 2012. She served as Deputy Mayor in 2006–07. She is an active member on many community organisations and committees including the Australian Local Government Women's Association NSW, previous Director of Local Government NSW, State Records, Local Area Health Network and a member of the Penrith Performing and Visual Arts Board.

Cr McKeown's commitment to preserving the environment saw her appointed in 2005 as one of Council's two Sustainability Champions, representing Council and the City on environmental issues.

## OUR DEPUTY MAYOR

### Councillor Ross Fowler OAM

North Ward Councillor

Email: [ross.fowler@penrithcity.nsw.gov.au](mailto:ross.fowler@penrithcity.nsw.gov.au)



Cr Ross Fowler OAM is a third generation representative in local government, following his father Bernie, a former Mayor of Penrith City and his grandfather John who was an Alderman on Mulgoa Municipal Council. A long-term Wallacia resident, Cr Fowler is in his sixth consecutive term on Council after first being elected in 1991. He served as Mayor in 1995, 2013 and 2014. He represents Council on many boards including Westpool, Penrith Whitewater, Ripples, Penrith Performing and Visual Arts Ltd and the Children's Services Co-operative Ltd.

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

## NORTH WARD COUNCILLORS

### Councillor Marcus Cornish

Email: [marcus.cornish@penrithcity.nsw.gov.au](mailto:marcus.cornish@penrithcity.nsw.gov.au)



Cr Cornish has served on committees for childcare centres for more than a decade. Even before becoming a Penrith Councillor, Cr Cornish was involved in working on causes on the community's behalf, such as support for people with disabilities and lobbying for Nepean Hospital upgrades including parking, a cancer ward and a new outreach centre.

Cr Cornish said he is focused on applying a common-sense, productive approach to issues on behalf of local families.

### Councillor Kevin Crameri OAM

Email: [kevin.crameri@penrithcity.nsw.gov.au](mailto:kevin.crameri@penrithcity.nsw.gov.au)



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

He has chaired the Local Emergency Management Committee and was Council's representative on the Bushfire Management Committee. He has been a member of the Rural Fire Service since 1962 and is currently Deputy Captain of Llandilo Rural Fire Brigade.

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

### Councillor Michelle Tormey

No longer serving on Council

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



### Councillor Greg Davies

Email: [greg.davies@penrithcity.nsw.gov.au](mailto:greg.davies@penrithcity.nsw.gov.au)

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



### Councillor John Thain

Email: [john.thain@penrithcity.nsw.gov.au](mailto:john.thain@penrithcity.nsw.gov.au)

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



### Councillor Maurice Giroto

No longer serving on Council

Cr Maurice Giroto lives in Werrington with his wife. Having moved back to Penrith 28 years ago he is now serving his first term on Council, and has found it very rewarding to be part of a team which is directing the City of Penrith into the future. With a strong background in the transport industry, Cr Giroto has a keen interest in how the infrastructure functions within the LGA. He would like Penrith to become the jewel of the Western Suburbs and not just another suburb to Sydney.



## EAST WARD COUNCILLORS

### Councillor Prue Car MP

No longer serving on Council

Cr Prue Car was first elected to Council in September 2008. She grew up in Emu Plains and has lived in Penrith all her life. Cr Car became a Councillor to give back to the community she grew up in and aims to be an active representative who stands up for local residents and works with members of our community for good results. Cr Car previously worked in communications for MS Australia, the organisation that helps people living with Multiple Sclerosis and in March 2015 was elected as a Member of Parliament for the state seat of Londonderry.



### Councillor Jackie Greenow OAM

No longer serving on Council

Cr Jackie Greenow OAM was elected to Council in 1995. She has served five times as Deputy Mayor, and as Mayor in 2004. Cr Greenow is involved with a variety of boards and committees and was made a Life Member of the Australian Local Government Women's Association for her dedication and commitment to women in local government. Cr Greenow works for a local St Marys primary school and enjoys spending time with family and friends. She was awarded the Medal of the Order of Australia in 2013 for "service to local government, and to the community, particularly to people with disabilities." She wants to keep Penrith moving forward while maintaining it as a community where people want to live, work and play.



## Councillor Tricia Hitchen

Email: [tricia.hitchen@penrithcity.nsw.gov.au](mailto:tricia.hitchen@penrithcity.nsw.gov.au)

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



## Councillor Bernard Bratusa

Email: [bernard.bratusa@penrithcity.nsw.gov.au](mailto:bernard.bratusa@penrithcity.nsw.gov.au)

Cr Bernard Bratusa was first elected to Penrith Council in 2012 and has been a local resident for 30 years. He was the foundation Managing Editor of The Western Weekender and maintains his passion for promoting everything good about the local community, encouraging investment to the City, boosting the local economy and creating more employment opportunities for residents.



Bernard is currently employed as the Government Relations and Communications Manager for Golf NSW, having previously been the Liberal candidate for Londonderry in the State election, Office Manager for the Federal Member for Lindsay and Media Advisor to the NSW Minister for Sport and Recreation.

Bernard lives in Glenmore Park with his wife Katheryne and three children. Hobbies include all sports, particularly rugby league, football and golf. He is a member of Wallacia Panthers Golf and Country Club and refutes the suggestion a game of golf spoils a good walk. Bernard's Council goal is to represent the residents of Penrith to the best of his ability and ensure everyone gets a fair go.

## SOUTH WARD COUNCILLORS

### Councillor Jim Aitken OAM

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

Cr Jim Aitken OAM was first elected to Council in 1995 and served as Mayor in 2008 and as Deputy Mayor in 2010 and 2013. He also acted as Mayor in 2010. He has lived in the local area for 50 years, is married to Pam, and together they have three children and three grandchildren.



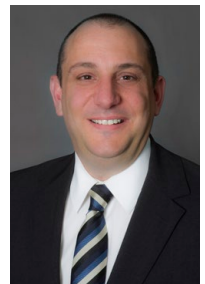
Cr Aitken is also a successful businessman, operating his own group of companies, the Jim Aitken Group, which employs more than 140 people. He represents Council on a range of boards and committees, including as Director of the Western Sydney Regional Organisation of Councils, Deputy Chairman of the Penrith Business Alliance and Director of the Penrith Whitewater Stadium. Jim is also a member of Council's Senior Staff Recruitment/Review Committee, Audit Committee, Penrith Flood Advisory Consultative Committee and is a patron of many other organisations.

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

Email: [mark.davies@penrithcity.nsw.gov.au](mailto:mark.davies@penrithcity.nsw.gov.au)

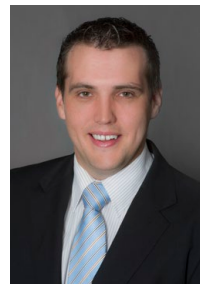
Cr Mark Davies was first elected to Penrith Council in 2004 and served his first term as Mayor during 2012–13. He has been a local resident for 40 years and is passionate about attracting investment to the City, boosting the local economy and creating more jobs for residents. Cr Davies is a local small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



### Councillor Ben Goldfinch

#### No longer serving on Council

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





## COUNCIL MEETINGS

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

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

In 2015-16 Council held 15 Ordinary Meetings and 13 Policy Review Committee Meetings, with 43 members of the public addressing Council on various issues and items of business.

### Councillor attendance at meetings: 2015-16

COUNCILLORS	ORDINARY MEETINGS		POLICY REVIEW COMMITTEE MEETINGS	
	Number	Attended	Number	Attended
Cr Jim Aitken OAM	15	11◆■■■	13	10■■■
Cr Bernard Bratusa	15	15	13	10◆◆◆
Cr Prue Car MP	15	15	13	8◆◆◆◆◆
Cr Marcus Cornish	15	15	13	12◆
Cr Kevin Cramer OAM	15	14◆	13	13
Cr Greg Davies	15	13■■	13	11◆■
Cr Mark Davies	15	13■■	13	10◆◆◆
Cr Ross Fowler OAM	15	15	13	11◆■
Cr Maurice Giroto	15	13◆◆	13	11◆◆
Cr Ben Goldfinch	15	12◆◆◆	13	10◆◆◆
Cr Jackie Greenow OAM	15	13■■	13	12■
Cr Tricia Hitchen	15	13■■	13	6◆◆■■■■■
Cr Karen McKeown	15	14■	13	11◆■
Cr John Thain	15	15	13	11◆◆
Cr Michelle Tormey	15	11■■■■	13	9◆◆■■

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

## Councillor committees

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

External committees with Penrith City Council representatives include:

- Bushfire Management Committee
- Cumberland Rural Fire Service Zone Liaison Committee
- Jamison High School Community Centre Management Committee
- Greater Sydney Local Land Services Local Government Advisory Group (Formerly the Local Government Advisory Group of the Hawkesbury Nepean River)
- Local Traffic Committee
- Penrith Valley Sports Foundation
- St Clair High School Community Centre Management Committee

Internal committees with Councillor representatives include:

- Access Committee
- Audit Committee
- Heritage Advisory Committee
- Penrith International Friendship Committee
- Penrith Community Safety Partnership
- Senior Staff Recruitment/Review Committee
- Sustainability Champion
- Floodplain Risk Management Committee
- Joint Committee of Councils (Regional Strategic Alliance with Blue Mountains City Council and Hawkesbury City Council)

During 2015-16 Council also had delegates or directors elected/appointed to the Boards and/or the Committees of the following organisations:

- Apprentice Power (WSROC Group Apprentices Limited) (Now dissolved)
- Australian Local Government Women's Association

- Community Relations Commission of NSW Nepean Blacktown Regional Advisory Council
- Council Ambassador to Lachlan Shire Council
- Floodplain Management (Authorities) Association
- Hawkesbury River County Council
- Joint Regional Planning Panel
- Local Emergency Management Committee
- National Growth Areas Alliance
- Penrith Business Alliance (up until 8 September 2015)
- Penrith Valley Regional Sports Centre Ltd.
- The Museum of Fire Board
- The Penrith City and District Business Advisory Centre Limited – Business Enterprise Centre
- United Independent Pools
- Venue Management Advisory Group (Samuel Marsden Road Riding Facility Grounds)
- Western Sydney Academy of Sport Advisory Forum
- Western Sydney Regional Committee for Illegal Dumping
- Western Sydney Regional Organisation of Councils Limited (WSROC Ltd)
- Westpool
- Penrith Aquatic and Leisure Limited
- The Penrith Performing and Visual Arts Limited
- The Penrith Whitewater Stadium Ltd.
- Penrith CBD Corporation Limited
- St Marys Town Centre Ltd

Council also had representation on the following incorporated associations:

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

## PATRONAGES AND MEMBERSHIPS

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



Mock Council Meeting - Junior Councillors program



## GOVERNANCE FRAMEWORKS

### Risk management

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

Council's objective is to fundamentally integrate risk management into its organisational culture under the philosophy that each and every activity will be managed in a way that will reasonably treat risk. Council's risk register continues to be developed and reviewed to ensure it reflects the activities and associated risks of all Council business.

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

Council's achievements in this area were recognised with the 2015 United Independent Pools (UIP) Members Choice Risk Management Excellence Award for developing a website to help all member councils collaborate and mitigate professional indemnity claims. Our ongoing commitment to safety and effective claims prevention and management resulted in a \$204,000 rebate from Westpool and insurance premium reductions for 2016-17.

### Internal audit

Council's Internal Audit program forms part of our overall risk management program, evaluating where the most significant unaddressed risks are likely to be and providing advice on the best way to manage them.

Internal audit helps maintain accountability, transparency and continuous business improvement and is overseen by an independent Audit Committee which is an advisory committee to help the elected Council fulfil its oversight responsibilities in line with an adopted charter. The Committee consists of 3 Councillors (Cr Karen McKeown, Cr Ross Fowler OAM and Cr John Thain) and 3 independent external representatives appointed by Council until September 2017. The independent members are Frank Gelonesi MEd CA FCPA (Chair), Darren Greentree BBus MBA CPA and Jayant Gulwadi MBA FCMA CA FCPA.

The Audit Committee met three times in 2015-16 to discuss audits conducted over areas including road maintenance, development engineering services, business risk assessment and the preparation of the 2015-16 Financial Statements. The Audit Committee also considered issues related to Information Technology and the State Government's Fit for the Future program.

For more information on the Audit Committee visit [penrithcity.nsw.gov.au/Council/Our-Organisation/Audit-Committee/](http://penrithcity.nsw.gov.au/Council/Our-Organisation/Audit-Committee/)





### Legal services

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

Details of legal proceedings conducted throughout the year can be found in the Statutory section of this report.

### Information assets

Council deals with a large volume of highly sensitive, confidential and commercial information making the responsible management and disclosure of information an important focus area.

Most information retained by Council is stored on an electronic document management system to enable efficient retrieval, management and editing of information, as well as the electronic assignment of documents and requests to the appropriate officer. Council also maintains traditional record keeping archives of some documents that cannot be stored electronically.

### Access to information

Council’s website provides information on all Council’s services, activities and positions. We continue to work towards compliance with the Web Content Accessibility Guidelines 2.0 (Level AA) to ensure our online information is easily accessible for as many people as possible.

In line with the Government Information (Public Access) Act 2009 (GIPA Act) we proactively release a wide range

of information. Certain types of information require an information access request to be lodged before Council is able to release it. Council may also withhold information it deems to be against the public interest.

In 2015-16, 538 informal requests for internal plans and documents were received and processed within the statutory timeframe, and 40 formal requests for information were received – for details see the Statutory section of this report.

### Sustainability

Penrith City Council is committed to the principles of sustainability and the process of continuous improvement. We recognise that it is through our people and our practices that this commitment is delivered.

Council takes a quadruple bottom line approach to sustainability, integrating environmental, social, governance and economic considerations into our policy, planning, decision-making and operational activities, and balancing short term priorities with longer term needs. Sustainability is about respecting our people, looking after our places, and delivering services to improve the wellbeing and liveability of our City now and into the future.

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



## PARTNERSHIPS

Council has established a range of partnerships on a regional, national and international level, recognising the opportunities and value they bring. Some of the highlights are detailed below.

### National Growth Areas Alliance (NGAA)

Penrith is a member of the NGAA, along with more than 20 of the other fastest growing councils around Australia. We work together to lobby state and federal governments for a fair go for outer suburbs.

NGAA areas are growing at double the national rate. Collectively, Australia's outer suburbs are home to five million people and in just 15 years, this will grow by another 2.5million people. The latest NGAA research shows the infrastructure backlog in outer suburbs nationally is \$50 billion – but that it will grow to \$73 billion unless something is done now.

In addition to highlighting the challenges – and opportunities – presented by such growth, the Alliance also works with industry and other stakeholders to ensure residents get the infrastructure and services they need and deserve.

The *Fund our Future* campaign, which we backed in the lead-up to the 2016 federal election, had wins in the community and political spheres, delivering on several sought-after projects.

Council's Assistant General Manager, Craig Butler, is a member of the Executive representing NSW, and Councillor Ross Fowler OAM is a spokesperson.

For more information visit [ngaa.org.au](http://ngaa.org.au).

### Western Sydney Regional Organisation of Councils (WSROC)

Penrith is a member of WSROC, which represents 9 local councils in Western Sydney and advocates on a wide range of issues affecting the councils and communities of

Western Sydney. Penrith has worked closely with WSROC for improvements in the region, particularly in transport, employment and regional planning. Penrith actively participates in a number of WSROC committees. For more information visit [wsroc.com.au](http://wsroc.com.au).

### City partnerships

Our city partnerships give our Council and community various opportunities to learn from the successful practices of others, and to foster friendship, understanding and cooperation.

Council has built six international partnerships, using these links for information exchange as well as community and economic collaboration. Council signed its first agreement with Fujieda City in Shizuoka, Japan in 1984 and we have gradually extended our international links to include:

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

This year saw a successful visit to Penrith by 47 delegates from Fujieda and Hakusan, Japan who visited Penrith for three days in August 2015 to help celebrate Penrith's Bicentenary. Major highlights of the visit included a Bicentenary Tree Planting Ceremony at Weir Reserve and an International Bicentenary Dinner at Panthers.

In April/May 2016 the Mayor led a successful delegation to Korea, China and Japan to increase tourism and investment in our City, positioning Penrith as a leading health and education provider in Western Sydney. Council received assistance and advice from the Trade and Investment Commissioner for North China and



Bicentenary Tree Planting Ceremony at Weir Reserve



the Chinese Consulate in Sydney regarding how best to engage with our Chinese partners and leverage economic opportunities for the benefit of our City. Similar assistance was provided by the NSW Trade and Investment Director, Australian Trade Commission, Seoul, Korea and the Senior Trade Commissioner/Minister-Counsellor in Seoul, Korea. Western Sydney Institute of TAFE also joined the delegation on the China leg of the trip.

Council has also had a Friendship Agreement with Lachlan Shire in regional NSW since August 2006, with each council bringing together local community groups and organisations to encourage exchanges between the two areas. We also undertake activities that benefit each area through staff exchanges and sharing of information on processes and procedures, and have formed some strategic alliances in areas of mutual interest.

The strong partnership continued to evolve this year with a diverse program of activities and initiatives during the year. Condobolin High School again participated in the annual Victor Chang Science Awards presentation and a number of Council staff visited Lachlan Shire Council to provide assistance with the implementation of new projects and policies. Another initiative saw Tottenham Central School and Tottenham Youth Club visit Penrith over a weekend in November.

## CONTROLLED ENTITIES

In addition to the services under its direct control, Council also oversees the operation of some organisations. Run as corporate entities by boards of directors, these organisations are not limited by the controls of the Local Government Act 1993 and operate under the Corporations Act 1990.

Controlled entities in which Council held a controlling interest in 2015-16 were:

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

### Penrith Aquatic And Leisure Centre Limited (PALL)

PALL operates Ripples St Marys Leisure and Hydrotherapy Centre, and the Penrith War Memorial Swimming Pool. The workforce at PALL is seasonal with peak employment during February 2016 of 113 people or 62 full time equivalent employees.

The Ripples St Marys Centre includes a 25m indoor heated pool and separate capacity for learn to swim, aqua aerobics and interactive child friendly aquatic play, a heated 50m outdoor pool, spa and sauna, a fully equipped gym with group fitness classes, a hydrotherapy centre, crèche and café. Penrith Pool offers a heated 50m outdoor pool, toddler and baby pools and a function centre.

Both centres offer learn to swim lessons for all ages and a squad program. The Hydrotherapy Centre offers special needs learn to swim classes, and a range of other services including Exercise Physiologists and a Dietician.

Ripples Leisure Centre maintains 'gold' status with Fitness Australia, the fitness industry's peak body, for its proven ability to provide customer service, programs, people, safety and business management. Ripples St Marys also won the 2016 Local Business Awards in the Health and Fitness category, was the National winner of the 2016 Swim Australia awards for Best Swim School Marketing, was a finalist for 2016 NSW AUSTSWIM Recognised Swim Centre of the Year (2nd) and also won the Local Community Initiative of Year for our travelling Water Safety Roadshow. It was also audited by Royal Life Saving, achieving a 5 star rating.

PALL had a deficit of \$90,210 at the end of 2015-16. For more information visit [ripplesnsw.com.au](http://ripplesnsw.com.au).

### Penrith Performing & Visual Arts Limited (PP&VA)

Established in 2006, PP&VA is an innovative combination of visual and performing arts education, production and presentation. It brings together the Joan Sutherland Performing Arts Centre (The Joan), its Penrith Conservatorium of Music and Q Theatre programs, and Penrith Regional Gallery & The Lewers Bequest. PP&VA has a workforce of 70 across a mix of employment types, with almost 31 full time equivalents.

The Joan is a popular venue that presents the best in music, theatre and dance. It hosts a large number of community performances, with total participation and attendance averaging almost 6000 each week. It is home to the Conservatorium and Studio Q, offering music and theatre education and access programs with around 450 participants weekly, through individual and group lessons.

PP&VA produces award-winning and community relevant contemporary performance through the Q. With an increasing focus on supporting independent artists and partnership programs across the arts sector, highlights for 2015-16 included:

- La Stupenda: A Voice Eternal - The Joan celebrated 25 years of providing high class entertainment for the Penrith community by staging a beautiful evening of music and voice. Featuring renowned didgeridoo player William Barton, acclaimed Australian soprano Amelia Farrugia, and leading pianist Tamara-Anna Cislowska, the event included the world premiere of a specially commissioned new work by one of Australia's greatest living composers, Elena Kats-Chernin, and a vocal score that swept audiences up in the story of Dame Joan Sutherland;
- The successful launch of several new ensembles through Penrith Conservatorium of Music;
- Teacup in a Storm – a new piece of theatre centred around the challenges faced by carers in our

community, Teacup in a Storm received fantastic reviews at local, state and national level. It was conceived and produced by the Q Theatre.

Penrith Regional Gallery & The Lewers Bequest in Emu Plains continues to grow its programs and community presence. Exhibition highlights this year included Deborah Kelly – Bodies of Work, Punuku Tjukurpa and George Gittoes: I Witness. Many thousands attended the gallery and its heritage grounds for exhibitions, education programs, artist-led workshops and public talks.

For more information on PP&VA visit [thejoan.com.au](http://thejoan.com.au) or [penrithregionalgallery.org](http://penrithregionalgallery.org).

### Penrith Whitewater Stadium Limited (PWS)

This facility was built as a joint venture between Penrith Council, the International Canoe Federation, and the Olympic Coordination Authority as a competition venue for the canoe and kayak slalom events for the Sydney 2000 Olympic Games. It is strongly supported by locals and visitors and offers recreational whitewater canoeing and kayaking as well as a variety of courses, lessons and activities to suit all levels. PWS regularly hosts national and international competitions and events, and the Australian Canoe Slalom Team is based there for training.

This year PWS hosted a range of events including the Oceania Championships, the Australian Open International Championships and the Australian Team selection Trials for the Rio 2016 Olympic Games. It had a workforce of 61 employees (6 permanent staff and 55 casuals, the equivalent of just under 12 full time positions) and ended 2015-16 with a surplus of \$144,518. For more information visit [penrithwhitewater.com.au](http://penrithwhitewater.com.au).

### Penrith City Children's Services Co-Operative Limited

The Penrith City Children's Services Co-operative Limited became effective on 1 January 2003 and was created to manage a number of children's services on Council's behalf. This year it continued to provide quality childcare services to meet the needs of local families through 40 children's services in 26 facilities:

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

Approximately 4,000 children aged 0-12 years attended the services with approximately 300 staff employed in centre-based service delivery, including permanent, temporary and casual employees working in full-time and part-time capacities.

For more information about how Council has addressed the needs of children, both through the Co-operative and other services, refer to the Statutory section of this report (p 112). Staff for the Penrith City Children's Service Co-operative are included within Council's corporate workforce, reported in the Our People section and financial information is included in Council's Financial Statements.

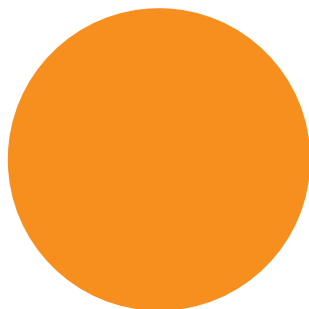
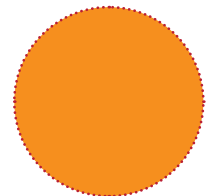
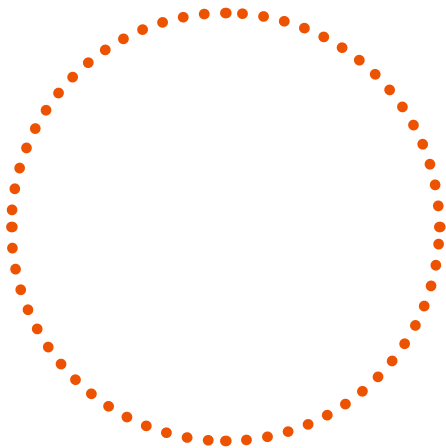
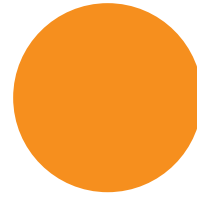
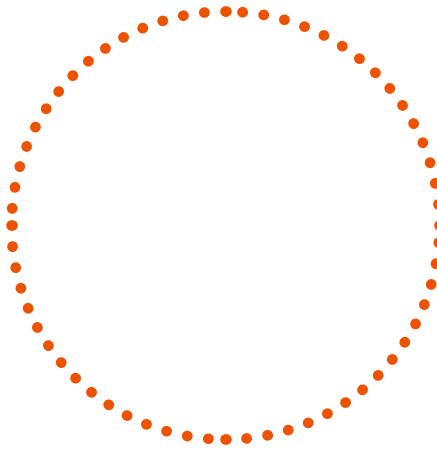








# FAST FACTS





## OUR PEOPLE

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



## OUR LEADERSHIP TEAM

Since 10 January 2016, Council's leadership team has been made up of the General Manager, Alan Stoneham, supported by Assistant General Manager Craig Butler. This leadership team is responsible for positioning the City to capture its full potential as a major Regional City, and since April 2016 has been supported by seven Executive Managers (previously five) accountable for ensuring Council's programs and services are implemented effectively.

Our second Assistant General Manager and Chief Financial Officer Barry Husking, finished at Council after more than 14 years of valuable service, and Council took the opportunity to restructure the leadership team.

Alan Stoneham was appointed General Manager in 2008, bringing extensive experience in strategic and business planning to the role. Alan was Penrith's Deputy General Manager for five years before taking on the role of General Manager and has more than 40 years' experience in local government, including the successful management of people and processes and leadership of a large organisation.

He has held a number of senior positions including Deputy Chief Town Planner at Blacktown and Penrith City Councils, and Environmental Planning Manager, Director

City Planning, Director City Strategy and Deputy General Manager at Penrith.

Alan has represented Penrith, Western Sydney and Local Government on a number of technical panels and advisory groups and has a Diploma of Planning and a Diploma of Local Government Management.

Craig Butler has contributed to the planning and management of our City's growth (people and places) in a range of positions over the past 35 years. He has a Bachelor of Applied Science in Environmental Health from Western Sydney University and is also the NSW representative on the Executive of the National Growth Areas Alliance representing the six NSW outer metropolitan high growth member councils.

The new organisational structure formally comes into effect from 4 July 2016, but the groundwork was laid with changes to the leadership team and executive manager positions in the months leading up to June. The new structure includes a Chief Financial Officer and a Chief Governance Officer role at an equivalent level to Executive Managers. The responsibilities of our existing Executive Managers changed slightly to accommodate the new roles.



Brian Steffen



David Burns

» Our Leadership Team  
(back row left to right: Craig Butler, Sandy Davies, Wayne Mitchell, Ruth Goldsmith, Stephen Britten;  
front row Alan Stoneham, Vicki O'Kelly, Andrew Moore.)



## Organisational structure up to April 2016

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

## New Organisational Structure

### GENERAL MANAGER - ALAN STONEHAM

#### Assistant General Manager - Craig Butler

Departments	Manager/Officer	Service
Corporate Communications & Marketing	Barbara Magee	City Partnerships Marketing Communications

### CHIEF GOVERNANCE OFFICER - Stephen Britten

Departments	Manager/Officer	Service
Governance	Glenn McCarthy	Corporate Governance and Corporate Support Records Management
Legal Services	Matthew Bullivant	Legal Services Risk Management & Insurance

### CHIEF FINANCIAL OFFICER – Andrew Moore

Departments	Manager/Officer	Service
Financial Services	Neil Farquharson	Financial Services, including Purchasing & Supply Corporate Planning
Property Development Information & Communication Technology	Angus Fulton Jane Howard	Property Development & Management Information Technology GIS/Mapping

### EXECUTIVE MANAGER CITY ASSETS - Brian Steffen

Departments	Manager/Officer	Service
Asset Strategy and Performance	Hans Meijer	Emergency Services Management Fleet & Plant Maintenance Community Safety
Design and Projects Facilities Management	Michael Jackson Andrew Robinson	Design & Project Management Recreation & Leisure Facilities Management Cemeteries
City Presentation	John Gordon	Neighbourhood Facilities Management City Parks, including Bushland Management Public Domain Maintenance Building Maintenance & Construction Civil Construction & Maintenance

### EXECUTIVE MANAGER PEOPLE AND CAPABILITY – Sandy Davies

Departments	Manager/Officer	Service
Workforce & Workplace	Linda Ross	Workforce & Workplace Sustainability Planning Business Improvement
Customer Experience	Angela Hume	Customer Service

### EXECUTIVE MANAGER COMMUNITY AND CHIEF OPERATING OFFICER – Vicki O’Kelly

Departments	Manager/Officer	Service
Libraries Services Community & Cultural Development Children’s Services	Sarah Dean Erich Weller Janet Keegan	Libraries Community & Cultural Development Children’s Services

### EXECUTIVE MANAGER CITY PLANNING – Ruth Goldsmith

Departments	Manager/Officer	Service
City Planning	TBA	City Planning, including Regional Planning & Advocacy
Place Management Economic Initiatives	Jeni Pollard Kylie Powell	Place Management Economic Initiatives

### EXECUTIVE MANAGER ENVIRONMENT & CITY DEVELOPMENT – Wayne Mitchell

Departments	Manager/Officer	Service
Development Services Engineering Services	Peter Wood Adam Wilkinson	Development Applications Development Engineerin Floodplain & Stormwater Management Traffic Management, Parking & Road Safety
Environmental Health & Compliance Manager	Greg McCarthy	Regulatory Control Fire Safety, Certification & Compliance Environmental Health
Waste Management	Tracy Chalk	Waste Management

## WHO ARE WE?

Council employs 1215 staff in part time, full time, temporary and casual positions. We have a diverse workforce including a wide range of professional, semi-professional, skilled and unskilled workers including engineers, planners, labourers, mechanics, child care workers, environmental officers, youth workers, enforcement officers, administrators, IT professionals, accountants, librarians, learn to swim instructors and life guards. Many of our staff are also residents, which shows the importance of Council as a local employer and helps us understand our community.

Of our permanent staff, 64% are women, a significant increase over recent years and well above the Council of Australian Governments (COAG) target of 50% and the community average. The balance of age and tenure of our staff provides a strong environment for mentoring and information sharing between our long term and newer employees. In February, managers attended a forum to investigate strategies to support mature age staff in the workplace, making the most of their knowledge and experience while helping them transition into the next stage of life.

Our staff turnover remains relatively stable. This year we had a total of 92 permanent employees leave Council, 12 of them into retirement. In many cases, those retiring took advantage of phased-in retirement policies, allowing them to work fewer hours or take extended leave leading up to their formal retirement date.

Staff employed by the Controlled Entities are not included in these figures.

## WORKFORCE PROFILE 2012-16

	2012-13	2013-14	2014-15	2015-16
Total Staff	1,218	1,209	1,187	1215
Female	55%	55%	57%	64%
Male	45%	45%	43%	36%
Retention rate	7.95%	7.62%	9.40%	10.02%

## EMPLOYMENT TYPE 2012-16

	2012-13	2013-14	2014-15	2015-16
Total staff	1,218	1,209	1,187	1215
Permanent	76%	77%	76%	76%
Temporary	12%	13%	15%	15%
Casual	12%	10%	9%	9%

## AGE PROFILE OF PERMANENT STAFF 2012-16

	2012-13	2013-14	2014-15	2015-16
15-24	56	74	62	68
25-34	202	208	209	207
35-44	216	196	195	202
45-54	226	229	218	223
55-64	194	200	192	186
65+	24	25	28	32





## VALUING OUR STAFF

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

### WORKPLACE HEALTH AND SAFETY

Council is committed to providing a safe and healthy workplace for our staff, volunteers and contractors, and a workplace that respects the individual's views and consults on matters pertaining workplace health and safety.

In 2015-16 Council registered 63 work injuries which resulted in 32 lost time claims. A total of 427 days were lost to workers compensation in the period (0.176% of days worked) with 6.76% of staff lodging claims.

We will continue to take a proactive approach to Work Health and Safety, with a focus on education and prevention for all employees. All our employees deserve a safe place to work, and all of us are responsible for ensuring we provide it.

Council continued to promote the value of a strong and robust Health and Safety System which also supports the positive acceptance of an Injury Management System tailored to individual needs when a staff member is recovering from a workplace injury.

Overall Council continues to actively promote safe work practices and to empower our many shareholders to consult with each other to deliver a safe place to come to work.

### EQUAL EMPLOYMENT OPPORTUNITY (EEO)

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

Specific initiatives to support EEO and highlights from 2015-16 include:

- Targeted traineeship opportunities for people from an Aboriginal or Torres Strait Islander background.
- 728 staff attended Prevention of Bullying and Harassment training and 66 attended diversity training, as part of our ongoing program of diversity and refresher training that incorporates EEO, access and equity, disability awareness and diversity in the workplace. All new staff participate in diversity

training as part of Council's orientation process and 90 new staff attended Orientation this year.

- Gender Equity initiatives including family friendly policies, professional development opportunities and pathways, health and wellbeing (see below for details).
- Approximately 138 female staff accessed career development opportunities by relieving in a higher position, and 75 accessed Council's education assistance program.

For more details of our performance with regards to EEO see the Statutory section of this report.

### LEARNING AND DEVELOPMENT

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

This year 138 female and 217 male staff took advantage of an opportunity to work in a higher position for a period of time, gaining skills, confidence and experience of the challenges and rewards of operating at the next level.

Council held 123 internal training sessions this year, and staff attended a further 143 external training sessions.

Council also provides staff with financial assistance and study leave for approved tertiary courses. In 2015-16, 75 female and 34 male staff were supported through our Education Assistance Program to undertake approved tertiary education courses. Not only does this help us retain qualified staff, but gives our staff the chance to improve their qualifications or take a new direction in their careers. In recent years this has helped us address identified areas of skill shortage in planning, early childhood teaching and engineering, with staff gaining qualifications to fill new roles within the organisation.

Council's 12-month traineeship and undergraduate traineeship programs again gave applicants of all ages the chance to see what working in local government is like. In 2015-16, 53 trainees graduated and another 49 started at Council. Traineeships were offered in child care, hospitality, IT and business administration, and undergraduate traineeships were offered in health and building, planning, environmental health, engineering and library.

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

## CASE STUDY: PARKS TEAM CHIPS IN

Council will buy its own woodchipper to deliver an estimated \$250,000 in productivity and cost savings each year, following suggestions from Parks staff.

At a recent Parks development day staff came up with a number of ideas to improve productivity, including a new approach to managing tree waste which was investigated and approved by management.

Previously the Parks Department has transported green waste from pruning, tree removal and storm events to the nursery at Castlereagh Road for stockpiling. When enough was collected, a tub grinding contractor was called in, creating poor quality mulch that was often transported by truck back to parks and reserves across the City.

The Tree Removal team has been trialling a hire chipper to see whether real productivity improvements were possible.

"It's worked really well and we've also been able to use the mulch then and there in the park or reserve we're working at so this creates an additional saving and finishes the job off nicely," City Presentation Manager

John Gordon said. "It's also high quality mulch which can be used by our Children's Centres."

Acting Assets Coordinator Peter Warner said having their own chipper will also allow the crew to be more responsive, instead of having to wait for contractors.

The chipper will cost around \$100,000, and will be funded initially from the newly created Productivity Initiatives Reserve, to be repaid from annual savings in contractor costs of \$40,000.

General Manager Alan Stoneham was impressed with the idea.

"This is great work, I want to see more of these ideas because the people who do the work are often able to see how something can be done better, I have set up the Productivity Initiatives Reserve to ensure we can forward fund the great ideas," Alan said.

Council has set an ambitious target of \$2.4m in productivity savings in the coming financial year.

"As we become responsible for more parks, reserves and assets in our new suburbs we'll need to make sure we can do this in the most efficient way," Alan said.





## GENDER EQUITY

Council continued to progress Gender Equity initiatives across the organisation, including strong support for a Gender Equity Steering Committee and Gender Equity Project Team.

In 2015-16 the Committee applied for Silver accreditation under the 50:50 Vision Councils for Gender Equity program. As part of this process, in March 2016 staff were asked to complete an anonymous survey overseen by the program coordinators. Council is now awaiting the results of the application.

Expressions of interest were called for members for a new Gender Equity Project Team, and highlights of the work of the new team of 7 females and 2 males in 2015-16 included:

- Parental Leave Morning Tea in August, an ongoing initiative of the project team, attended by 33 staff.
- Art of a Better You program in October, hosted by Holroyd City Council, attended by 3 members of the project team.
- Lunchtime sessions in May attended by 50 staff included a video presentation on 'Can we have it all?' and a 'Women Lead' Panel discussion focussing on career advice.
- A Biggest Morning Tea event in May focussed on encouraging women to apply for step progression.
- What's Gender Got to Do With It? workshop in June in partnership with Children's Services attended by 16 male and 14 female employees.

## CASE STUDY: TRAINEE, EDEN RILEY

Emu Plains resident Eden Riley didn't know exactly what she wanted to do after finishing school at Caroline Chisholm in 2014, but wanted to explore her career options in local government. Having completed her HSC with a Certificate II in Business Services and receiving the School Industry Partnership Outstanding Achievement Award, she also found herself with the pick of two traineeship opportunities.

"I was offered a traineeship with Blacktown Council's Arts Centre as well as a Business Administration Traineeship here at Penrith," she said.

Eden chose Penrith, not just because it left her with a much shorter commute, but because it offered her more experiences and opportunities.

While Eden was assigned to Council's Human Resources team, she also had the opportunity to work in Learning and Development, Work Health and Safety (WHS) and Payroll.

She completed her traineeship with a Certificate III in Business Administration and was in the top five finalists for the NSW Department of Industry 2015 Trainee of the Year award.

At the end of her first year, Council offered Eden a further, specialist traineeship split between the WHS and Payroll teams.

"I enjoy both roles, they're equally challenging and I'm forever learning new things," she said.

On her WHS days, she completes annual safety audits of Council child care centres, site audits of contractors working with Council as well as staff from City Presentation, and assists the Health and Safety Committee. She also organises safety training for staff,

including First Aid and Traffic Controller training and administers incident report forms.

Eden will finish this traineeship with a Certificate IV in Work Health and Safety. She'll also come away with some pretty solid public speaking skills.

"I've discovered that I really enjoy educating others on WHS as well as the benefits of a traineeship," she said.

Eden delivers the WHS induction to all new employees and work experience students. She also speaks at high school careers expos and to local students through the Panthers on the Prowl program.

"I've loved my experience as a Penrith Council trainee as it allowed me to further my education, earn an income and make memorable friendships. I'd recommend it to anyone," she said.





- Great Leaders are Made (GLAM) Leadership Development Program for Women started in June, with 2 staff selected to participate.

Council supported 2 staff and 2 Councillors to attend the Australian Local Government Women's Association (ALGWA) NSW conference at Gunnedah, where it was announced that Penrith's bid to host the 2017 conference was successful.

In February, Council hosted the Empowering Women in Local Government program, developed by the UTS Centre for Local Government and ALGWA NSW to support women who are interested in standing as candidates in the next NSW Local Government elections; seeking employment in the Local Government sector, or improving their skills as Local Government staff to improve promotion prospects.

We also supported 3 female staff to attend the Springboard mentoring program.

### Skills and Knowledge Assessments

Women at Council have been actively encouraged to apply for progression to a higher salary step after it was identified they were not represented on the higher steps at the same level as their male colleagues. In 2015-16, 130 female employees were successful in their application for step progression, an increase of 7.4% from the previous year.

Initiatives in 2015-16 included:

- an information session on the skills and knowledge assessment process.
- a review of the Children's Services centre-based Skills and Knowledge Assessment profiles, to encourage staff to apply for progression, ensure equity across positions and ensure the application process is clear and transparent.
- streamlining of the skills and knowledge assessment process for Band 1 Clerical and Band 2/3 employees, with the implementation of a new booklet and simplified sign-off process.

### EARLY CHILDHOOD TEACHER PROFESSIONAL DEVELOPMENT PROGRAM

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

### EMPLOYEE SATISFACTION

We continued to act on the issues raised in past employee satisfaction surveys, including the Employee Opinion Survey conducted in November 2013.

Information and Technology issues were among those raised as a priority by staff, and the major upgrades achieved this year have addressed many of these, providing a more stable and effective platform for staff to work with.

Again we focussed on increasing employee engagement, improving communication across the organisation and encouraging all staff to have a say in their workplace and how we work. We held staff forums in April to help staff understand why and how we were restructuring our organisation, and many staff attended and took the opportunity to ask questions.

The Myidea website continued to provide an effective, direct communication channel for staff to suggest ways to improve our services and productivity. Ideas large and small have come in from all areas of our operations with many already acted on.

### HEALTH AND WELLBEING

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

Our Employee Assistance Program gives staff and their immediate families access to free and confidential counselling if and when required, and can provide help with personal and work related issues.

Other health and wellbeing initiatives delivered throughout the year included:

- a Health Check for Child Care and Outdoor staff, which was well received.
- 20 staff participated in a workplace quit smoking program, taking the initiative to improve their health.
- Council supported 24 teams of 7 staff (representing a wide range of indoor, outdoor, library and children's centre staff) in the Global Corporate Challenge, a worldwide workplace health program that improves staff health and wellbeing and promotes teamwork through daily walking goals.
- continued support of the Fitness Passport offered staff access to a wide range of their local health and fitness suppliers at a discounted rate.
- staff health programs such as Weight Watchers at Work, lunchtime Pilates classes, a walking club and healthy heart checks.
- a Work/Life Balance lunchtime session to promote healthy eating and the range of health and wellbeing initiatives offered by Council.
- a Health Expo for Children's Services staff on 5 May at Harold Corr Hall attended by 150 staff, who

## CASE STUDY: CHILD CARE EDUCATOR OF THE YEAR, EMILY MURRAY

A Childcare Traineeship with Penrith Council helped Emily Murray realise her dream to work with children.

As a year 12 student in 2008, Emily had a firm plan – to complete her HSC and go straight to university to study education.

“I was so disappointed when I didn’t get a place,” she said. “But I didn’t want to give up on my ambition to work with children, so I applied for a traineeship with Council.”

Fast forward to today, and thanks to her efforts and the opportunities Council offers for staff development and career progression, Emily holds her Bachelor degree and is an Early Childhood Teacher at Wattle Glen. She was recognised by her peers as the 2015 Educator of the Year.

Emily started her traineeship in 2009 at Emu Plains Kids Place cluster, and had the opportunity to work in long day care, preschool, out of school hours care and in the centre’s kitchen.

Emily finished her traineeship with a Certificate III in Children’s Services and successfully applied for a position as a full time Assistant at Yoorami Children’s Centre.

She continued her studies, completing a Diploma in Children’s Service in 2012, and stepped up into an Aide position at the Rainbow Cottage/Wattle Glenn cluster.

“During the last 4 years, I’ve worked as an Aide, acted as a Centre Supervisor, led a team through assessment and rating, been the Services Curriculum Facilitator and Educational Leader and worked as second in charge,” she said.

Emily also continued her professional development through a range of courses, and with support from Council’s Education Assistance Scheme, completed a Bachelor of Teaching Early Childhood Education.

“The scheme supported me through 2 years of study and gave me time out to complete assignments,” she said.

“I really appreciate the way Council has supported my ambitions and I’m proud to be part of an organisation that is setting the benchmark for quality care and education in early childhood,” she said. “I enjoy coming to work every day.”





enjoyed massage, postural assessments, health tests, reflexology, iridology and healthy eating workshops.

### OUR PEOPLE SUPPORTING OUR COMMUNITY

Our staff have a real connection to our community and are often involved in activities outside of their usual duties, or during their own time, to support our local community.

Some of the many initiatives included:

- Council staff and visitors raised funds for the Cancer Council by supporting Daffodil Day, and to help end violence against women through White Ribbon Day.

- Our staff social club raised money for a range of charities including Jeans for Jeans Day.
- A Council team raised \$2,400 for cancer research and awareness through the annual Relay for Life overnight walk in April 2016. Council also assisted again with the logistics for the day and preparing the site.
- Council continues to be a long term supporter of the Australian Red Cross Blood Service and organises regular 'donation buses' to encourage staff to support this important cause.

## CASE STUDY: NEW STAFF HELP BRING CHANGE ON LINE

This year we welcomed ICT Operations Manager, Jane Howard and Solutions Management Leader, Jeannie Thomas to support our major Information and Communications Technology (ICT) upgrades (detailed in the Highlights section).

Jane has over 30 years' experience in the corporate world across all areas of IT and change management, including 15 years in management roles. She is enjoying the shorter commute and her first experience of the public sector.

"Everything we do can make a difference for the local community, which is satisfying and rewarding," she said.

"We have to be agile," she said. "Everything the ICT team does supports Council's service to the community. By helping staff across the organisation work more

efficiently and effectively we improve our overall service delivery."

Jeannie brings broad experience from her previous roles in the private sector, as well as with Hawkesbury City Council and Western Sydney TAFE. She has hit the ground running, helping to build on, integrate and enhance Council's ICT systems and tools to help meet future digital and computing needs.

"Council's new ICT strategy reflects the growing role technology plays in most resident's lives and the community's increasing expectations of our online presence," Jeannie said.



Jane Howard and Jeannie Thomas were valuable additions to our ICT team this year.



## CASE STUDY: NEIGHBOURHOOD RENEWAL PROGRAM COORDINATOR, HEATHER CHAFFEY

Council's Neighbourhood Renewal Program Coordinator, Heather Chaffey (pictured centre), is a shining example of how Penrith Council supports staff development.

Heather joined Council in 2007 as a Community Engagement Officer. Council's Education Assistance Program supported her efforts to complete her Social Science Degree and a Graduate Certificate – Leadership in Local Government. Most recently Council paid the upfront fees for an adaptive leadership program through Social Leadership Australia, which Heather then repaid through weekly deductions from her pay. Heather received the Marjorie Propsting Scholarship and a Benevolent Society Scholarship for this program.

"I feel really lucky to work for an organisation that provides me with so much support to develop professionally," Heather said. "I've been fortunate to have access to study leave, the support of an amazing manager and of the Learning and Development team."

"Council has really fostered me, supported me to 'skill-up' and to make the impact I'm driven to make in communities."

As Neighbourhood Renewal Program Coordinator, Heather has built a dynamic team dedicated to creating reinvigorated spaces and places and foster local democracy in some of Penrith's older neighbourhoods.

She's also relished the chance to work with other local organisations and departments within Council to achieve great results for and with our community.

"In the past year our team has led some wonderful projects including Creative Village Colyton, a stunning wall art project, worked collaboratively with residents and local services through Team Colyton and youth through the Penrith Mayoral Challenge," she said.

Team Colyton is a local democracy model, with the group now hosting its own events and becoming more and more autonomous. This year's Penrith Mayoral Challenge saw students from Kingswood work with Council staff to redesign the playground at Barr and Bass Reserve.

But it's not just job satisfaction that keeps Heather at Penrith Council. Previously Heather worked in Sydney, so she traded a 3 hour daily commute for just over half an hour in the car each day. Council's parental leave policy was a great support when she had her son and when her partner gave birth to their daughter.

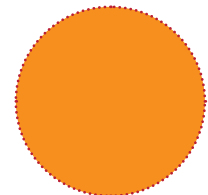
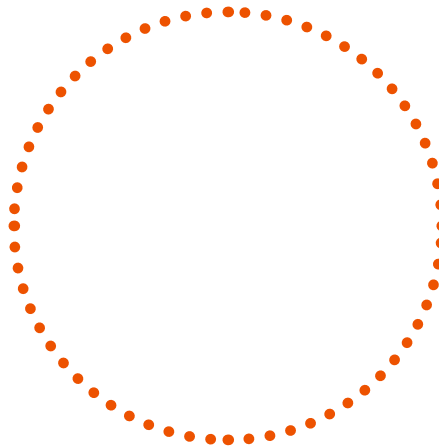
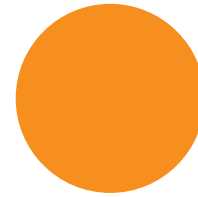
"The short commute and Council's flexible work policies help me maintain a good work/life balance," she said. "With the support of my manager, I'm able to take care of my kids when I need to, get to the gym a few days a week and access support if I need it."







# FAST FACTS





# OUR PERFORMANCE

Penrith City Council is committed to transparent reporting and accountability to the community. In addition to our Annual Report we report twice a year on progress towards our four year Delivery Program and four times each year on progress towards our current annual Operational Plan. These reports are available on our website.

This section of our Annual Report outlines our performance against the work program we committed to in our 2015-16 Operational Plan, as part of our Delivery Program 2013-17. Our next community satisfaction survey will be in 2017, so our next Annual Report – like our 2014-15 report – will include ratings of our performance based on community feedback through the survey.

A range of strategies and service activities were outlined in the 2015-16 Operational Plan across seven outcome areas. For each outcome area we provide an overview of the highlights and challenges experienced over the past year and our plans for the future.

Outcome 1 – We can work close to home

Outcome 2 – We plan for our future growth

Outcome 3 – We can get around the City

Outcome 4 – We have safe, vibrant places

Outcome 5 – We care about our environment

Outcome 6 – We are healthy and share strong community spirit

Outcome 7 – We have confidence in our Council



## OUTCOME 1 WE CAN WORK CLOSE TO HOME

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

**STRATEGY 1.1 Diversify the region's economy and attract investment, particularly targeting new and emerging employment sectors**

**STRATEGY 1.2 Secure infrastructure that improves economic opportunities for existing and new businesses**

**STRATEGY 1.3 Support agriculture and local food production as a significant contributor to the region's economy**

**STRATEGY 1.4 Provide access to education and training to improve residents' ability to take advantage of current and future employment opportunities**

### HIGHLIGHTS

- Creation of the Economic Initiatives department in August 2015, to implement a bold community-endorsed plan to revitalise Penrith's City Centre and deliver jobs for the future.
- Launch of the Penrith New West initiative, which is about seizing opportunities for our growing community, and the release of the 'New West - Invitation to Partner' in December 2015.
- Outstanding response when Council sought expressions of interest from developers for two key Council-owned City Centre sites.
- Council's continued call for more government agencies to relocate to our City was answered with the announcement in June that the Fire and Rescue NSW Academy will move to Erskine Park. The new state-of-the-art training facility will employ around 150 staff and see up to 200 additional firefighters and trainees on site daily.
- 100% of Council's children's services were rated as Exceeding or Meeting the National Quality Standard and utilisation rates for long day care, before school and after school care services were above target.
- Significant wins secured through our strong advocacy for improved services and infrastructure included:
  - › State Government commitment of \$22.5million to kick start the pedestrian bridge across the Nepean River
  - › \$100million State and Federal commitment to widen Mulgoa Road to six lanes between Glenmore Parkway and Blaikie Road
  - › \$407million State Government commitment to improve rail services, including more frequent trains on the Western Line
  - › Instrumental in the creation of the Western

Sydney Rail Alliance (comprising councils, major landowners and advocacy groups) to campaign for Sydney's missing transport link, a north-south rail line

- › more than \$2million federal funding for recreational upgrades, and
- › \$380,000 in arts funding for Penrith to showcase major travelling exhibitions.

### CHALLENGES

- Advocating for north-south rail and for rail to be provided from the outset of operations at the Western Sydney Airport.
- Ensuring sustainable and equitable growth in Western Sydney. More people will be living west of Parramatta in 40 years, than east of it. Western Sydney has lacked equitable access to public transport and associated opportunities for too long.
- Securing health and education-related land uses and infrastructure around Nepean Hospital and Western Sydney University.
- Linking the Penrith Health and Education Precinct with future transport corridors.
- Of our 83,465 employed local residents, close to 52,000 travel to work outside the local government area. Our population is growing faster than the number of jobs available in the region, so residents will have to travel longer distances (increasing travel costs and time away from family) to find work. This can affect the wellbeing of our community and the individuals within it.

### LOOKING FORWARD

We know how important it is to keep being proactive and building partnerships to ensure the growth of our City is well managed and supported, so that our community

has what it needs now and into the future. We now have the strategy and resources in place to maximise the opportunities for our residents to work close to home.

Our aim is to support a balanced local economy delivering local jobs. Council operates within a regional economy affected by national and international trends and events. Key growth industries in our region are health and wellbeing; arts/ culture/ communication; sustainability; logistics; innovation and manufacturing; finance and business. We need to target these industries to improve the number and diversity of jobs available,

and build on the retail, hospitality and manufacturing opportunities that already exist.

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

## OUR PERFORMANCE AGAINST WHAT WE SAID WE WOULD DO

SERVICE ACTIVITIES	HIGHLIGHTS AND COMMENTS
1.1.1 Build on our partnerships and alliances to achieve shared aspirations for the City's future	<ul style="list-style-type: none"> <li>✓ Establishment of a Strategic Alliance with Blue Mountains and Hawkesbury Councils.</li> <li>✓ Helped establish Western Sydney Rail Alliance to ensure connectivity to jobs.</li> <li>✓ Worked with the Greater Sydney Commission to highlight Penrith as a priority for investment and infrastructure, and as "the third city" with vast potential.</li> </ul>
1.1.2 Market the City through campaigns that build on its strengths and identity	<ul style="list-style-type: none"> <li>✓ Visit Penrith website launched in September, positioning Penrith as the Adventure Capital of NSW and promoting local attractions, events, restaurants and accommodation. This website is part of a long term Tourism Strategy which aims to increase visitation to Penrith as outlined in the Penrith Destination Management Plan 2015.</li> <li>✓ Adventure Capital of NSW campaign ran from September to November 2015 reached an estimated 10million people, with billboard advertising in Westfield and major Sydney railway stations.</li> <li>✓ Penrith New West campaign, highlighted elsewhere, marketed Penrith's strengths as a place to invest.</li> </ul>
1.1.3 Utilise Council's property portfolio to stimulate growth and development opportunities in the City	<ul style="list-style-type: none"> <li>✓ Exceptional submissions from developers on Council-owned sites around the City when we called for expressions of interest to deliver the outcomes detailed in the Penrith Progression.</li> </ul>
1.2.1 Develop and implement a program of advocacy that targets the delivery of key infrastructure and regional employment growth	<ul style="list-style-type: none"> <li>✓ State Government commitment of \$22.5million to start the pedestrian bridge across the Nepean River.</li> <li>✓ State and Federal commitment of \$100million to widen Mulgoa Rd between Glenmore Parkway and Blaikie Rd.</li> <li>✓ June announcement that Fire and Rescue NSW Academy will move to Erskine Park, bringing about 150 jobs.</li> <li>✓ Western Sydney Airport – advocacy stating our position that the airport must deliver maximum benefits for the community with minimum negative impacts secured change to 'single merge point' for flight paths</li> <li>✓ Detailed response to the Airport Environmental Impact Statement in December 2015</li> <li>✓ Submission on route options for the proposed M12 Motorway in March 2016.</li> </ul>
1.3.1 Contribute to the health and wellbeing of the City's community	<ul style="list-style-type: none"> <li>✓ Wattle Glenn and Strauss Road Children's Centres worked with NSW Health to develop video case study on healthy eating and lifestyle choices for families used as a training tool Australia-wide in all early childhood services.</li> </ul>



SERVICE ACTIVITIES	HIGHLIGHTS AND COMMENTS
1.4.1 Deliver high quality children's services	<ul style="list-style-type: none"> <li>✓ 100% of our services meet or exceed the National Quality Standard.</li> <li>✓ Following the Productivity Commission's Inquiry into Child Care and Early Learning, the Federal Government is proposing some significant changes to child care. The Board has lobbied extensively and made submissions on the importance of access to affordable quality early childhood services.</li> <li>✓ Federal Government extended Universal Access to Early Education funding to 2017, securing continuation of the subsidy for our long day care, preschool and vacation care services (\$1,650,000 for 2015-16).</li> <li>✓ Glenmore Park Child and Family Centre also received \$9,240 to purchase resources, further develop their preschool program, support staff development, and increase participation in preschool programs for children in the year before school.</li> <li>✓ Partnership with Western Sydney TAFE for 23 educators to complete units of the Diploma Course in Early Childhood Education and Care.</li> <li>✓ Children's Services curriculum symposium at St Marys Corner in November included workshops by educators on contemporary curriculum practices and a display to showcase our services.</li> <li>✓ From July 2015, the Cooperative took over management of the Glenmore Park Child and Family Centre, professional suites and community rooms, with Council to provide a subsidy of up to \$75,000 for the first two years as the Board works towards self-sustaining strategies.</li> </ul>
1.4.2 Support families with young children through advocacy program	<ul style="list-style-type: none"> <li>✓ A strong advocacy campaign after the end of the Child Care Links funding (which Council received for over 10 years) secured federal funding of \$215,347 from July 2015 to June 2017 under the federal Children and Parenting Program. This will enable us to continue to provide responsive, targeted, integrated best practice programs for families including family support, supported and therapeutic playgroups, and evidence based parenting projects.</li> </ul>
1.4.3 Implement education and participation programs for identified target groups	<ul style="list-style-type: none"> <li>✓ See the Statutory section for details of Council's services and programs that provide for the needs of children and encourage participation.</li> <li>✓ Library programs supporting families and children, including HSC and homework support.</li> <li>✓ 1366 digital help enquiries to Council's Digital Help Desk, which supports residents including seniors, the unemployed and people from various minority groups get connected and participate more fully in the digital economy.</li> <li>✓ 53 trainees graduated and another 49 started at Council in our annual traineeship program. Traineeships were offered in child care, hospitality, IT and business administration, and undergraduate traineeships were offered in health and building, planning, environmental health, engineering and library.</li> <li>✓ The Imagination Library free book delivery program in North St Marys for children under 5 was expanded to Oxley Park and Colyton.</li> </ul>
1.4.4 Deliver quality library services that respond to the community's information and leisure needs	<ul style="list-style-type: none"> <li>✓ New library management system introduced in February 2016, enabling the Library to expand its range of services and resources electronically for library users and members.</li> <li>✓ More than 547,000 people visited our library branches (an average of over 1,500 people each day) this year.</li> <li>✓ Our new Baby Time sessions have been very popular with more than 40 babies and their carers regularly attending these sessions during the year. The number of sessions have been doubled, now being run weekly, due to growing demand.</li> </ul>





## OUTCOME 2 WE PLAN FOR OUR FUTURE GROWTH

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

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

**STRATEGY 2.1 Facilitate development that encourages a range of housing types**

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

**STRATEGY 2.3 Ensure services, facilities and infrastructure meet the needs of a growing population**

### HIGHLIGHTS

- 828 major development applications have been determined worth an estimated \$730million. We increased the frequency of Urban Design Review Panel meetings from bi-monthly to monthly in response to increased housing and development demand. The panel considered 46 major development proposals, including for mixed use and residential flat building developments within the Penrith CBD, Health and Education Precinct and St Marys Town Centre; development of target sites for residential flat buildings around the Jordan Springs Lake; mixed use and flat building developments within North Penrith (Thornton Estate); and major redevelopment of the Penrith Panthers site.
- Planning progressed for the Sydney Science Park, a specialised precinct for health education, research and related industries located in Kingswood/Werrington. The economic vision and action plan for the precinct is being finalised, but it has the potential to provide 13,000 jobs, 4,500 dwellings and facilities for an additional 15,000 students. The Planning Proposal for the Sydney Science Park was publicly exhibited in November/December 2015 and in March 2016 Council resolved to forward the Proposal to the Department of Planning and Environment to finalise the Gateway determination process and make the Plan.
- 100,000 emails were sent nationally to political leaders and candidates calling for a dedicated national infrastructure fund for growth areas such as Penrith to address significant underinvestment in roads, public transport and health. Council joined with other members of the National Growth Areas Alliance under the banner Fund Our Future, and Penrith's involvement resulted in four times the number of supporters signed up to the campaign than the next NSW member.
- Council adopted amendments to Penrith DCP 2014 in June to improve waste management for new residential developments. Guidelines developed for residential subdivisions, multi-unit dwellings

and residential flat building development will help ensure they have waste systems that meet the needs of residents and safely and efficiently integrate with Council's waste service.

### CHALLENGES

- The Penrith Infrastructure Strategy has identified that \$4billion worth of (social and physical) infrastructure is required to support past and planned growth in the City. We face the ongoing challenge of securing funding for infrastructure to address the backlog and new demand. New infrastructure also needs to be maintained and supported.
- An increase in larger scale mixed use and residential flat building proposals lodged means increased demands on our facilities and services – including our development services and legal teams in the shorter term and maintenance crews, waste services and others in the longer term. This includes the capacity of existing road networks to accommodate intensified residential development, site feasibility for waste collection servicing and the changing character of existing localities such as the Health and Education Precinct, St Marys and Oxley Park.
- It is also an ongoing challenge to keep up to date with the ever-changing legislative environment. For example this year the Residential Flat Design Code was replaced by the Apartment Design Guide which sets new objectives and design requirements in the construction of mixed use developments and residential flat building proposals.
- The Penrith Lakes Scheme continued to present challenges, as detailed in the Highlights and Challenges pages earlier in this report.

### LOOKING FORWARD

Council will continue to advocate strongly, in a coordinated and strategic way. We will continue to work with a range of partners to ensure our City seizes every opportunity for things like improved roads and public transport services, local jobs, diverse housing options



and positive environmental outcomes. We will continue to be proactive in planning for the future and working with our community to make sure our future growth is balanced and supported by the necessary infrastructure and services.

Given the above challenges, it is vital for Council to make sure we are doing things the best way possible to maximise our available resources and prioritise our efforts

effectively. We will encourage productivity and innovation and focus on customer experience. In particular we will continue to build on our recent ICT upgrades to streamline and integrate our online systems, and increase what our staff and customers can do online, 'anywhere, any time'. In particular we will focus on making our development services as simple and efficient as possible for our customers.

## OUR PERFORMANCE AGAINST WHAT WE SAID WE WOULD DO

SERVICE ACTIVITIES	HIGHLIGHTS AND COMMENTS
2.1.1 Deliver timely assessment, regulation and certification of development and building work in accordance with statutory requirements	<ul style="list-style-type: none"> <li>✓ 1,421 development applications determined (of 1502 received) representing \$1,266,721,841 of works (up from \$646,837,738 for a similar number of applications in 2014-15).</li> <li>✓ 1334 critical stage construction inspections performed and 216 Construction Certificates assessed.</li> <li>✓ Introduction of electronic lodgement of development applications and electronic issuing of notices of determination, saving time and resources for customers and staff.</li> <li>✓ The streamlining, integration and development of Council's approval systems continued to advance. New initiatives to produce electronic inspection results have continued and electronic inspection templates have been developed. The use of electronic devices onsite has improved customer service and access to records.</li> </ul>
2.1.2 Facilitate quality development that contributes to a growing Regional City	<ul style="list-style-type: none"> <li>✓ 146 pre-lodgement meetings</li> <li>✓ 46 Urban Design Review Panel meetings</li> <li>✓ Council worked closely with the developer throughout the process from concept design, construction and occupation of 8 Tipping Grove Penrith -the first apartment building approved under the 2014 amendment to Penrith LEP 2010 which introduced the R4 High Density Residential Zone. The outcome was a smooth process with issues identified and addressed as early as possible, and a quality development offering 2 levels of car parking, and 3 penthouses and 29 apartments which sold quickly.</li> </ul>
2.1.3 Advocate Council's position and respond to planning legislation, building certification and related policies of government	<ul style="list-style-type: none"> <li>✓ We continued to respond to opportunities to comment on proposed changes to legislation.</li> </ul>
2.1.4 Provide engineering advice for development applications, strategic planning and policy development	<ul style="list-style-type: none"> <li>✓ 620 new developments assessed and advised on by Development Engineering team.</li> <li>✓ Engineering Services continued to provide assessment, advice and input into a range of strategic and development activities across the City.</li> </ul>
2.1.5 Plan for and facilitate delivery of release areas and urban renewal in the City	<ul style="list-style-type: none"> <li>✓ Penrith's new urban release areas are planned to deliver a range of housing types; meet community needs for infrastructure, and achieve targeted dwelling numbers.</li> <li>✓ An increase in the number of applications for dwellings in new release areas including Jordan Springs, Glenmore Park Stage 2, Caddens, Thornton and Waterside.</li> <li>✓ Work progressed on masterplanning active open spaces for new release areas, with sporting facilities built at Jordan Springs and Mulgoa Rise.</li> </ul>

SERVICE ACTIVITIES	HIGHLIGHTS AND COMMENTS
2.2.1 Maintain a contemporary framework of land use and contribution policies, strategies and statutory plans	<ul style="list-style-type: none"> <li>✓ Planning proposal to resolve the deferred matters from Penrith Local Environment Plan 2010 (Amendment 4) on public exhibition in July-August 2015, with 29 submissions received from the community and public authorities.</li> <li>✓ Planning proposal for the Penrith City Park (seeking to rezone land bound by Station Street, Henry Street, Allen Place and Woodriff Street from commercial to mixed use) on public exhibition in May 2016, with 13 community submissions and 4 public authority submissions received.</li> <li>✓ Planning Proposal for an Incentives Clause for Key Sites (which would permit a managed departure from current building heights and floor space controls, in return for a public benefit for key sites in the Penrith City Centre) was exhibited in May/June.</li> </ul>
2.2.2 Undertake priority planning projects and statutory processes that contribute to Penrith's role as a Regional City	<ul style="list-style-type: none"> <li>✓ The rezoning of the Mamre West precinct from rural to industrial uses was gazetted on 24 June 2016. The State Government recently announced that Fire and Rescue NSW will build a new training facility there.</li> <li>✓ Council endorsed the Glenmore Park Precinct C planning proposal to proceed to the final stage of the LEP amendment process after it was publicly exhibited in September/October.</li> </ul>
2.2.3 Facilitate quality development that contributes to a growing regional City	<ul style="list-style-type: none"> <li>✓ 16 heritage advisory days held, with approximately 80 site visits by the Heritage Advisory Service to provide advice on potential developments affecting heritage buildings.</li> <li>✓ 10 grants (total \$24,998) awarded to owners of heritage properties through Council's Heritage Assistance Program to help them undertake conservation works on their properties.</li> </ul>
2.3.1 Maintain a contemporary framework of land use and contributing policies, strategies and statutory plans	<ul style="list-style-type: none"> <li>✓ Planning proposal for Housekeeping Amendments to Penrith Local Environmental Plan 2010 (to fix minor errors and anomalies to ensure the proper functioning of LEP 2010) was publicly exhibited in May/June 2016 with 6 submissions received from NSW Government agencies and 2 from the community.</li> </ul>
2.3.2 Respond to and influence planning legislation and related policies of government	<ul style="list-style-type: none"> <li>✓ Council submission on the draft Airport Plan and draft Environmental Impact Statement for the proposed Western Sydney Airport in December 2015.</li> </ul>
2.3.3 Develop and implement a program of advocacy that targets the delivery of key infrastructure and regional employment growth	<ul style="list-style-type: none"> <li>✓ Proactive engagement with federal government and candidates in the lead up to the July 2016 election secured commitments including:               <ul style="list-style-type: none"> <li>• a proposal by the Federal Government to work with the State Government to implement a Cities deal for Western Sydney, focussing on the airport and surrounds.</li> <li>• \$100 million committed by the State (\$20m) and Federal Government (\$80m) to widen Mulgoa Road between the M4 and Blaikie Road</li> </ul> </li> <li>✓ The Our City Our Future – Advocacy Priorities 2016 document outlined what we need in priority areas of rail, roads, our River area, arts and cultural funding, Thornton defence site and infrastructure.</li> <li>✓ Council actively joined with other members of the National Growth Areas Alliance under the banner Fund Our Future, calling for a dedicated national infrastructure fund for growth areas to address significant underinvestment in roads, public transport and health.</li> </ul>





## OUTCOME 3 WE CAN GET AROUND THE CITY

Our community has told us they want a strong focus on improving roads, public transport, parking, footpaths and cycle ways to reduce traffic congestion and enhance liveability and access around the City. This outcome targets the delivery of effective transport options for passengers and freight in the City and the region.

**STRATEGY 3.1** Secure an effective public transport network

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

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

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

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

### HIGHLIGHTS

Our strong advocacy contributed to some significant wins for Penrith this year.

- Council became a member of the Western Sydney Rail Alliance, a group of landowners, councils and advocacy groups preparing a business case for North-South Rail.
- Federal Government committed to rail from day one at the proposed Western Sydney Airport.
- Announcement in June of a City Deal for Western Sydney acknowledging the need for North-South rail.
- The NGAA Fund Our Future campaign, headlined by the North-South Rail project, was extensively promoted, with more than 100,000 emails sent to political leaders and local candidates.
- Advocacy for upgrades to Mulgoa Road secured a commitment of \$100million for Stage 1 widening to six lanes.
- Council successfully advocated for additional commuter parking at Penrith Station, with construction expected to start in December 2016.

### CHALLENGES

- The need for a city wide transport model and integrated transport strategy is critical and we have started work on this significant task with Transport for NSW.
- We need to ensure key transport infrastructure is delivered to support development of regional growth projects including the Western Sydney Priority Group Area and Western Sydney Airport.
- Parking is an ongoing challenge, balancing the needs of commuters, workers, shoppers, residents and visitors.
- Improving road safety – including around school zones - remains a challenge.

### LOOKING FORWARD

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

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

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

## OUR PERFORMANCE AGAINST WHAT WE SAID WE WOULD DO

SERVICE ACTIVITIES	HIGHLIGHTS AND COMMENTS
3.1.1 Develop and implement a program of advocacy that targets the delivery of key infrastructure and regional employment growth	<ul style="list-style-type: none"> <li>✓ As detailed above in Highlights above.</li> </ul>
3.1.2 Advocate and provide advice on all modes of transport services, parking and facilities	<ul style="list-style-type: none"> <li>✓ We successfully advocated to the State Government for more commuter car parking at Penrith Station and we continue to advocate for more spaces.</li> <li>✓ We welcomed news of the upgrade to Penrith Station including a new concourse, new lifts and platform entries, new accessible amenities and improved interchange area.</li> </ul>
3.2.1 Construct, manage and maintain Council's roads, drains, bridges and paths	<ul style="list-style-type: none"> <li>✓ 196,600m<sup>2</sup> of road resurfaced or reconstructed, and a further 100,000m<sup>2</sup> of road pavement rejuvenated to extend its life.</li> <li>✓ 2km of pedestrian paths and 2km of shared pathway constructed.</li> <li>✓ Completion of a bridge for pedestrians and cyclists in Jamison Road, Jamisontown near Anakai Drive, providing a safe crossing over Peach Tree Creek.</li> <li>✓ Additional drainage installed in Rickards Road/Devlin Road, Castlereagh and culvert upgraded across Symonds Road at Reynolds Road, Londonderry.</li> <li>✓ Additional drainage pits constructed at several locations to improve inlet capacity.</li> <li>✓ Roundabouts constructed at Racecourse Road/ Batt St, South Penrith and at Gascoigne St/ Phillip St, Kingswood.</li> <li>✓ Traffic calming devices installed in southwest St Marys and Kingswood Road near Orchard Hills School.</li> <li>✓ Various capital projects associated with drainage construction, signage and kerb and guttering have not been completed as planned, due to land ownership changes and delays in manufacturing of signs. These projects will be completed as part of the works program for next year.</li> </ul>
3.2.2 Provide designs and plans for Council's parks, buildings, roads and drains	<ul style="list-style-type: none"> <li>✓ Design plans have been provided for traffic facilities, wetlands, the CBD drainage upgrade, the Civic Arts Precinct (Mondo) and parks, playgrounds and amenities.</li> </ul>
3.2.3 Manage the delivery of Council's major infrastructure projects	<ul style="list-style-type: none"> <li>✓ \$32million funding for local road upgrades as part of Western Sydney Infrastructure Project for road construction projects within the City.</li> <li>✓ Completion of the boat ramp on the Nepean River has been delayed to avoid peak season. Works will now commence in April 2017.</li> </ul>
3.2.4 Provide a certification service for development related civil assets	<ul style="list-style-type: none"> <li>✓ Council continued to offer an excellent inspection service ensuring high quality public assets are obtained through the development process.</li> </ul>
3.2.5 Optimise the efficient use of car parking spaces in the Penrith City Centre	<ul style="list-style-type: none"> <li>✓ Council focussed on increasing the turnover of short term spaces in the City Centre; encouraging long term parking on the edge of the City Centre; looking at technology that can improve parking usage, and asking the State Government to provide more commuter parking sooner.</li> <li>✓ Council Parking Officers started issuing electronic penalty infringement notices thanks to a new system, allowing penalty notices to be processed by the State Debt Recovery Office within 24 hours of being issued.</li> <li>✓ Parking agreement with Westfield Penrith to allow Council Rangers to enforce parking within the loading dock areas and accessible parking bays within the centre.</li> </ul>

SERVICE ACTIVITIES	HIGHLIGHTS AND COMMENTS
3.2.6 Provide technical advice on traffic issues and plan for the delivery of traffic, shared paths, bicycle and bus shelter facilities	<ul style="list-style-type: none"> <li>✓ Council continued to provide technical advice, traffic impact assessments, road safety programs, and traffic facility / footpath / bicycle facility / bus shelter construction programs on all public roads (except classified main roads) in our City.</li> <li>✓ 143 reports considered by Local Traffic Committee at monthly meetings.</li> <li>✓ Completion of Disability Discrimination Act audit of all bus stop facilities to identify what is needed to achieve accessible bus facilities.</li> <li>✓ \$950,000 in grant and Council funded traffic facility projects delivered.</li> </ul>
3.2.7 Manage programs and initiatives that improve road safety, efficiency, and the parking network	<ul style="list-style-type: none"> <li>✓ Local Traffic Committee considered 143 reports about network and parking efficiency at monthly meetings.</li> <li>✓ Council's road safety program ran a series of safety campaigns targeting speeding, drink driving and pedestrian safety. Council hosted extremely popular Child Car Seat Check day and a Helping Learner Drivers become Safer Drivers Workshop in April.</li> <li>✓ 2 programs have experienced delays. The Black Spot program is off target due to delays in receiving grant funding and necessary approval from the State Government. The Bike Plan River Cities program is off track due to constraints and land ownership issues with the proposed route. Both programs are due to be completed in 2016-17.</li> </ul>
3.2.8 Advocate and provide advice on all modes of transport services, parking and facilities	<ul style="list-style-type: none"> <li>✓ We were allocated \$35.8million in round 2 of the Federal Government's Local Roads Package, for minor road improvement projects.</li> <li>✓ The State Government tender was awarded to Seymour Whyte Constructions to build the \$49million Nepean River green bridge.</li> </ul>
3.3.1 Construct, manage and maintain Council's roads, drains, bridges and paths	<ul style="list-style-type: none"> <li>✓ Construction of 2 km of pedestrian and 2 km of shared paths.</li> <li>✓ Construction of footpath in Erskine Park was not completed as planned due to the need to construct a retaining wall, but will be completed in 2016-17</li> </ul>
3.3.2 Provide technical advice on traffic issues and plan for the delivery of traffic, shared paths, bicycle and bus shelter facilities	<ul style="list-style-type: none"> <li>✓ Council monitors the traffic, shared path and public transport network to identify areas of congestion and plan the delivery of new traffic facilities, bus shelters and bicycle facilities.</li> </ul>
3.4.1 Develop and implement a program of advocacy that targets the delivery of key infrastructure and regional employment growth	<ul style="list-style-type: none"> <li>✓ As detailed in Highlights above.</li> </ul>
3.4.2 Advocate and provide advice on all modes of transport services, parking and facilities	<ul style="list-style-type: none"> <li>✓ As detailed in Highlights above.</li> </ul>
3.5.1 Develop and implement a program of advocacy that targets the delivery of key infrastructure and regional employment growth	<ul style="list-style-type: none"> <li>✓ As detailed in Highlights above.</li> </ul>
3.5.2 Advocate and provide advice on all modes of transport services, parking and facilities	<ul style="list-style-type: none"> <li>✓ As detailed in Highlights above.</li> </ul>







## OUTCOME 4 WE HAVE SAFE, VIBRANT PLACES

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

### STRATEGY 4.1 Improve our public spaces and places

### STRATEGY 4.2 Grow and revitalise our centres and neighbourhoods

#### HIGHLIGHTS

- \$300million invested in new and improved facilities, including:
  - › over \$10million in community building upgrades
  - › upgrading nearly 20 playgrounds
  - › \$2million renewing Jamison Park, and
  - › \$1.3million improvements for Woodriff Gardens tennis courts.
- We made exciting progress with several public domain projects to renew the Penrith City Centre, St Marys Town Centre and Kingswood Specialised Centre. Work started in January and by June was almost complete to transform the Mondo space between Penrith Westfield and the Joan Sutherland Performing Arts Centre into a more attractive and active public space.
- Our vision to connect the Penrith City Centre with the Nepean River and to activate the River precinct also continued to take shape. The draft Plan of Management for Regatta Park was exhibited for community comment in early 2016. A new playground at the end of Jamison Road near Tench Avenue opened in August 2015, the first physical transformation on the road to delivering the Our River Masterplan. Our popular "By the River" events series included Music by the River in September and March; Sunday Siestas in October and November, and Cinema in the Park in December.
- Council's community development programs continued to revitalise our City's older established areas and build stronger community connections. Highlights this year included:
  - › Our Penrith Mayoral Challenge saw a new playground at Barr and Bass Reserve designed by local school students launched in April. The event was well attended, a strong celebration of the diversity and friendly character of the neighbourhood. Residents have reported helping care for the playground by watering new grass and plants. Workshops with children at Kingswood Public School for the next Mayoral Youth Challenge began in April 2016 to design a new playground at Chapman Gardens.
  - › Our Team Colyton initiative started creating positive change for the Colyton community. Council worked with residents and local services within a collective impact model, empowering residents to take local action themselves, supported by Council and other services. Team Colyton's first event, the inaugural Colyton Carols in early December, was well attended. The Creative Village initiative delivered a stunning public art piece in Colyton in June, informed by workshops with young people and others.
  - › Our Magnetic Places program funded 6 projects totalling \$50,300, including the activation of 34 neighbourhood locations by 18 collaborating organisations and businesses with 607 residents embracing the opportunity to participate in local community activity together. Highlights included the Community Junction Billy Cart Derby and Fusion's Meet St Marys, a 14-month project involving 12 local venues, 20 art workshops for 25 participants, with a celebration event which attracted more than 450 community members.

#### CHALLENGES

- As our City grows there are increasing demands on our resources to provide services, particularly cleaning, graffiti removal and community safety, including to new release areas. On top of the rising cost of construction for new facilities is the need for ongoing maintenance and renewal of additional assets such as buildings, playgrounds and parks to ensure they continue to meet community expectations. Determining how to meet these needs with available resources will continue to present a challenge in coming years.
- This year some significant challenges delayed the major upgrade of Queen Street, St Marys. Work began in September 2015 but in June 2016 the contractor went into voluntary administration – for more details on this challenge see Highlights and Challenges earlier in this report. We also faced some delays in delivering the Safer Streets CCTV program due to technical challenges.

## LOOKING FORWARD

As the City grows our community's lifestyle and needs will change, but residents have consistently told us it is important to them that the character and sense of place in our centres and neighbourhoods is retained.

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

In the year ahead we will particularly be working with our local businesses and community to implement the actions from the Penrith Night Time Economy Study and Strategy, endorsed by Council last December.

## OUR PERFORMANCE AGAINST WHAT WE SAID WE WOULD DO

SERVICE ACTIVITIES	HIGHLIGHTS AND COMMENTS
4.1.1 Manage the construction, renewal and maintenance of Council's buildings and facilities	<ul style="list-style-type: none"> <li>✓ Bathroom upgrades at the Joan, Civic Centre, St Clair Leisure Centre and Ripples Hydrotherapy.</li> <li>✓ Air conditioning upgraded at the Joan.</li> <li>✓ Canteen upgrades at Andrews Road Baseball, Penrith; Andrews Road Rugby Union, Penrith; and the Kingsway (south), Werrington.</li> <li>✓ Kitchen replacement at Claremont Meadows Community Centre.</li> <li>✓ New carpet at St Marys Library and several children's centres (including Strauss Rd, Cook Pde, Koala Corner and Werrington County).</li> <li>✓ External painting, including Judges Place carpark.</li> <li>✓ Building and playground upgrades at Erskine Park, Koala Corner, Ridge-ee-Didge and St Marys Children's Centres.</li> </ul>
4.1.2 Implement the Building Asset Renewal Program	<ul style="list-style-type: none"> <li>✓ This is an ongoing item with the majority of scheduled works completed.</li> <li>✓ Works on the gabion baskets at the Whitewater Stadium were unable to be completed due to high water levels after a period of heavy rain. Negotiations are continuing to find an appropriate time to complete this work.</li> </ul>
4.1.3 Manage and maintain cemeteries under the care and control of Council using adopted Plans of Management	<ul style="list-style-type: none"> <li>✓ We continued to maintain and enhance 3 operational and 2 heritage cemeteries.</li> <li>✓ New Ashes Walls at Emu Plains Cemetery providing 200 ashes interment sites.</li> <li>✓ Construction started in June on a new public toilet facility at Penrith Cemetery.</li> </ul>
4.1.4 Manage and maintain the City's sports grounds, parks and open space	<ul style="list-style-type: none"> <li>✓ Sports grounds, parks and open space have been maintained in accordance with adopted service standards.</li> <li>✓ New playgrounds at Schultz Reserve and Kevin Dwyer Reserve Colyton, Greygums Oval Cranebrook, Peppermint Reserve Kingswood.</li> <li>✓ Floodlights upgraded at Hickeys Lane Penrith, Greygums Oval Cranebrook and Gow Park Mulgoa.</li> <li>✓ 3 sporting fields reconstructed, one at Ridge Park, Oxley Park and two at Boronia Park, North St Marys.</li> </ul>
4.1.5 Implement the Parks Asset Renewal Program	<ul style="list-style-type: none"> <li>✓ Asset renewal works were undertaken on playgrounds, sports floodlighting, playing surfaces, irrigation, fencing and synthetic sports surfaces.</li> <li>✓ Projects to improve field lighting at Doug Rennie Reserve and Gow Park have been delayed due to changes in design and issues with power on site. Both are due to be completed by early September.</li> <li>✓ Works in Pacific and Phoenix Reserve were not commenced due to a lack of contractors but will be completed in the lead-up to summer.</li> </ul>



SERVICE ACTIVITIES	HIGHLIGHTS AND COMMENTS
4.1.6 Manage trees across the City	<ul style="list-style-type: none"> <li>✓ 1012 requests for tree maintenance on public land.</li> <li>✓ 1063 requests for the pruning or removal of trees on private land.</li> <li>✓ Draft Street Tree and Park Tree Management Plan endorsed by Council for public exhibition.</li> <li>✓ Prompt response to a significant storm event that resulted in over 200 requests for the collection of tree waste.</li> </ul>
4.1.7 Maintain a Community Safety Plan for the City	<ul style="list-style-type: none"> <li>✓ Community Safety projects progressed, including upgrade of CCTV system at Civic Centre and Judges Place car park.</li> </ul>
4.1.8 Provide security services to Council property and public areas	<ul style="list-style-type: none"> <li>✓ Security services continued to be provided for Council properties and public spaces.</li> <li>✓ Installation of new CCTV cameras along Queen Street St Marys, are linked to the overall Queen Street Improvement Project which has been delayed by the contractor going into liquidation.</li> </ul>
4.1.9 Provide designs and plans for Council's parks, buildings, roads and drains	<ul style="list-style-type: none"> <li>✓ Designs provided for numerous projects across the City including playgrounds and vegetation management plans.</li> </ul>
4.1.10 Manage the development of master plans and designs for Council's assets and public domain	<ul style="list-style-type: none"> <li>✓ Work continued on implementation of overall plans for the City including the Our River Masterplan and the town centres of St Marys and Penrith.</li> <li>✓ The Queen Street Improvement project was progressing to schedule, however in June the contractor went into voluntary administration and in July went into liquidation. Works have been rescheduled to minimise disruption to trading, particularly in the lead-up to Christmas. For more details see the Highlights and Challenges section earlier in this report.</li> </ul>
4.1.11 Manage the delivery of Council's major infrastructure projects	<ul style="list-style-type: none"> <li>✓ Planning and design work continued for a range of major projects, including the Our River Masterplan and South Creek Sporting Precinct.</li> <li>✓ The completion of the Cranebrook Wetlands project was delayed when archaeological artefacts associated with a farm building were discovered during excavation for the stormwater pipeline. These remains have now been documented and the pipeline relocated.</li> </ul>
4.1.12 Provide advice on development proposals for streetscape improvements, parks and buildings	<ul style="list-style-type: none"> <li>✓ Design and technical advice was provided for numerous development applications and construction certificates, and design commentary provided to the Urban Design Review Panel.</li> </ul>
4.1.13 Improve levels of public safety and amenity across the City through quality public space maintenance	<ul style="list-style-type: none"> <li>✓ Cleaning and public space maintenance undertaken 7 days per week.</li> <li>✓ Street sweeping undertaken 6 nights and 5 days per week.</li> <li>✓ 49,441m<sup>2</sup> of graffiti removed.</li> <li>✓ 31.5 tonnes of litter collected.</li> <li>✓ over 380 tonnes of dumped bulk rubbish collected.</li> </ul>
4.1.14 Liaise with state and federal government agencies to reach agreements to deliver enhanced presentation and amenity of their property and infrastructure visible from public spaces	<ul style="list-style-type: none"> <li>✓ Agreement with Corrective Services NSW provided free weekly litter collection services along a number of City gateway areas.</li> </ul>
4.1.15 Implement the Public Amenity Replacement Program	<ul style="list-style-type: none"> <li>✓ Upgraded public toilet facility at Victoria Park, St Marys.</li> <li>✓ Construction started in June on a new public toilet facility at Penrith Cemetery.</li> </ul>

SERVICE ACTIVITIES	HIGHLIGHTS AND COMMENTS
4.1.16 Protect public lands and community facilities, and enforce compliance	<ul style="list-style-type: none"> <li>✓ A focus on investigation of illegally dumped waste by Rangers showed an increasing trend in the number of incidents where the waste was removed by the person who had dumped it.</li> <li>✓ Rangers continued to work to increase turnover of parking spaces in the City Centres to address community concerns about availability of parking spaces.</li> </ul>
4.1.17 Manage companion animal ownership	<ul style="list-style-type: none"> <li>✓ 97% re-homing rate of impounded companion animals from the Hawkesbury Animal Shelter and a further 116 animals returned to owners without the need to impound them.</li> <li>✓ 2210 cats and dogs lifetime registered.</li> <li>✓ 2 successful free microchipping days saw 411 animals microchipped.</li> <li>✓ Companion Animal Officers provided advice and information at various festivals and events.</li> <li>✓ 74 animals microchipped, 80 desexed and 7 dogs trained under the Chip, Spay and Play initiative funded by the Office of Local Government to promote responsible pet ownership.</li> </ul>
4.2.1 Manage neighbourhood facilities using adopted management practice	<ul style="list-style-type: none"> <li>✓ Council managed bookings for 925 private functions (birthdays, weddings etc) and 333 casual events (meetings, special interest activities etc).</li> <li>✓ Council managed 10,706 regular hire bookings.</li> <li>✓ 367,072 visits to our community buildings.</li> </ul>
4.2.2 Implement the Neighbourhood Facilities Improvement Program	<ul style="list-style-type: none"> <li>✓ 16 small infrastructure improvement projects delivered over the year for items such as lighting, storage facilities, painting, furnishings and maintenance.</li> <li>✓ \$89,000 funding under this annual program used to improve the amenity and functionality of Council's 39 neighbourhood facilities.</li> <li>✓ Projects delivered this year included concrete work at main entry (Colyton); drainage works for backyard entertaining area (Ridge Park Hall); new power points at 5 facilities; floor sanding and sealing (St Marys Memorial Hall &amp; Penrith Senior Citizens Centre); South Penrith Girl Guides Hall - installation of fencing relocated from Werrington Cottage and shade structure (Berkshire Park Hall).</li> </ul>
4.2.3 Support the revitalisation of Penrith City Centre, St Marys Town Centre and other key identified places in the City	<ul style="list-style-type: none"> <li>✓ Planning Proposal seeking to rezone land for the future development of a City Park in Penrith City Centre was publicly exhibited in May. Council endorsed the proposal to rezone land bound by Station Street, Henry Street, Allen Place and Woodriff Street from B3 Commercial Core to B4 Mixed Use.</li> <li>✓ The Penrith Night Time Economy Study and Strategy Final Report was endorsed by Council in December. It outlines 9 key actions to foster growth and diversification of the existing night time economy.</li> <li>✓ Work continued on the development of a new comprehensive Economic Development Strategy for the City, based on detailed research, workshop feedback and a business sentiment survey.</li> <li>✓ 3 year review of the operation of the Penrith and St Marys Corporations was completed. Key findings reported to Council in June were that the current model was sound, but needed some amendments to the corporations' constitutions and deeds to improve their operation.</li> <li>✓ A study into the best lighting for Penrith CBD has not commenced as planned. A consultant will be appointed and works completed next year.</li> </ul>
4.2.4 Engage the community in identified priority established areas of the City	<ul style="list-style-type: none"> <li>✓ See highlights above, including Team Colyton, our Magnetic Places program and the Mayoral Challenge.</li> </ul>

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SERVICE ACTIVITIES	HIGHLIGHTS AND COMMENTS
4.2.5 Work with the community to deliver priority infrastructure and activation projects in identified established areas of the City	<ul style="list-style-type: none"> <li>✓ Werrington Lakes Project.</li> <li>✓ Mayoral Challenge - playground upgraded at Barr and Bass Park Colyton.</li> </ul>
4.2.6 Utilise Council's property portfolio to stimulate growth and development opportunities in the City	<ul style="list-style-type: none"> <li>✓ Council chose award-winning Greengate Development Pty Ltd to develop a Reserve St site into a premier aged care facility.</li> <li>✓ Quality submissions received for a second City Centre site at Union Road, near the Living Well Precinct are currently being explored. It will include an extra 1000 car spaces.</li> </ul>
4.2.7 Manage the development of master plans and design for Council's assets and public domain	<ul style="list-style-type: none"> <li>✓ Work continued on implementation of overall plans for the City including the Our River Masterplan and the town centres of St Marys and Penrith.</li> <li>✓ Progress in implementing masterplan for Queen Street, St Marys</li> </ul>







## OUTCOME 5 WE CARE FOR OUR ENVIRONMENT

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

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

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

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

### HIGHLIGHTS

Our sustainability program had a particularly successful year.

- Council adopted the Sustainability Policy and Strategy 2015-21 to guide our focus and activities over coming years.
- The Cooling the City Strategy, and Community Gardens Policy and Guidelines and corporate energy and water targets were all adopted and are being implemented.
- One Tree per Child program saw 1,500 plants given to families attending Council's children's centres.

Waste management was another highlight.

- Penrith's Waste Champion App, launched in December, was downloaded on 3,523 devices in the first 6 months, making it easier for residents to use our services and manage their waste responsibly.
- Our community composted 32,800 tonnes of organic waste and recycled 20,264 tonnes of bottles, containers, cans, paper, cardboard and cartons. We saved \$6.5 million in landfill fees by using organics and recycling bins.
- All of Wallacia was changed from a 2-bin to a 3-bin service, significantly increasing the suburb's resource recovery rate.
- Council inspected more than 1,000 properties to target contamination in the organics and recycling bins and to help residents understand how to best use their waste services.
- Our Multi-Unit Dwelling (MUD) Program started to address the connection between these types of housing and illegal dumping. We reviewed existing infrastructure, with 452 (70%) MUDs audited; 4 complexes (65 units) changed to a collect and return service and 33 complexes (149 units) changed to a 3-bin service.
- An audit of unauthorised extra bins being presented for collection by some rural properties resulted in 35 domestic waste service changes, saving Council and other ratepayers \$13,230.
- Council adopted amendments to the waste management controls in Penrith DCP 2014 to ensure new medium and high density residential

developments consider the design of waste systems in the preliminary stages, so that their systems are efficient, safe and easy for residents to use, and can be accessed by Council's waste collection fleet. The changes were widely exhibited and communicated (including through guidelines and a new newsletter Sustainable Futures sent to 133 developers) and have received positive feedback from planners and developers.

- The Waste Not festival brought together 22 organisations, community groups and schools, with 130 students participating in the event which attracted 570 residents and raised awareness of reducing waste and the importance of recycling.
- Recycling stations were installed at Penrith, St Clair and St Marys libraries, St Clair Leisure Centre and Penrith Civic Centre to recycle small e-waste items that can be harmful to the environment if disposed of in landfill. More than 340kg of mobile phones, CDs, DVDs, light globes and batteries have been recycled since the introduction of the stations in November.

### CHALLENGES

- It continues to be a challenge to ensure sustainable practices – including in the area of waste – to keep pace with our population growth and increased number of multi-unit buildings.
- Recruitment of volunteers, and protection of our natural areas from vandals, illegal vehicular entry and dumping of household and garden rubbish are also challenges.
- Finalisation of the Nepean River Flood Study and Model continued to be problematic and is still on hold pending determination of the final landform of the Penrith Lakes Water Management Plan by the Department of Planning. Council is in discussions with the Department and the Office of Environment and Heritage to try to resolve this as quickly as possible.

### LOOKING FORWARD

We will continue to review our services and infrastructure to identify ways to work with our community and partners to care for our local environment, including our precious waterways.



## OUR PERFORMANCE AGAINST WHAT WE SAID WE WOULD DO

SERVICE ACTIVITIES	HIGHLIGHTS AND COMMENTS
5.1.1 Provide regulatory service to the community targeting unauthorised land use and development, whilst promoting environmental best practice	<ul style="list-style-type: none"> <li>✓ 4,300 educational letters to residents advising of the dangers of importing landfill onto their properties.</li> <li>✓ 48 construction site audits across new residential releases.</li> <li>✓ Council met with 13 construction companies to discuss compliance with their development consent conditions and 12 penalty notices were issued for significant breaches.</li> <li>✓ Swimming pool inspections at 498 properties (1,088 individual inspections), 281 Certificates of Compliance for Swimming Pool Barriers issued. New sale and lease legislation requiring properties with a pool to obtain a Certificate of Compliance saw a large spike in applications received since April.</li> <li>✓ 126 complaints regarding unfenced or unsafe pool barriers investigated and 65 unfenced portable pools removed due to our proactive campaign.</li> </ul>
5.1.2 Manage and maintain Council owned natural areas	<ul style="list-style-type: none"> <li>✓ Ongoing program including weed removal, erosion control and revegetation on all Council owned bushland areas.</li> <li>✓ Vegetation management works continued to improve the condition of Peachtree Creek and Showground Channel in Penrith, with monthly maintenance in 2015-16 and approximately 300 trees planted along the riparian corridor.</li> </ul>
5.1.3 Facilitate community involvement in bushland management	<ul style="list-style-type: none"> <li>✓ 12 bushcare groups operate across the City supported by Council, with a new group established at River Road, Leonay.</li> <li>✓ The volunteer bushcare group involved in the Cranebrook Wetland and Bushland Restoration project continues to meet monthly to care for the Critically Endangered Cumberland Plain Woodland.</li> </ul>
5.1.4 Contribute to the protection and enhancement of the City's natural environment	<ul style="list-style-type: none"> <li>✓ 259 tonnes of waste removed from the stormwater drainage system, preventing it entering waterways.</li> <li>✓ Council's work to improve stormwater drainage and improve waterway health progressed with an audit of 85 gross pollutant traps across the City to identify where new infrastructure is needed.</li> <li>✓ Contractors worked at the Cranebrook Wetland and Cumberland Plain Woodland restoration site, removing weeds and addressing erosion. Around 20,000 plants planted during June (80% of total planned plantings).</li> <li>✓ Construction of the Andrews Road bio-retention project was completed and signs installed to explain how the basin treats stormwater to protect our waterways.</li> <li>✓ A catchment monitoring program was undertaken in the Dunheved Industrial Estate.</li> <li>✓ Council worked with consultants to undertake a fauna survey and habitat assessment at Werrington Reserve, to inform future improvement works to improve habitat for native fauna, particularly threatened species. A community information evening was held in December.</li> </ul>
5.1.5 Collaboratively manage illegal dumping across Western Sydney (RID Squad)	<ul style="list-style-type: none"> <li>✓ The RID Squad continued to address and deter illegal dumping across the region, investigating 1,200 incidents of illegal dumping, over 700 in Penrith's rural areas.</li> <li>✓ The squad is now complemented by a new Sydney RID Squad covering 7 inner suburban and neighbouring Councils.</li> </ul>



SERVICE ACTIVITIES	HIGHLIGHTS AND COMMENTS
5.2.1 Contribute to the protection and enhancement of the City's natural environment	<ul style="list-style-type: none"> <li>✓ Stormwater Education Program engaged 1,815 students from 18 primary schools.</li> <li>✓ 2 day Schools for Sustainability forums in July and March attended by students from 5 local high schools thanks to a partnership between Council, Western Sydney University, Penrith Lakes Environmental Education Centre and Kingswood High School.</li> <li>✓ 2015 Environmental Photo Competition attracted over 140 entries from amateur photographers of all ages, raising awareness of the fragile beauty of our waterways.</li> <li>✓ Onsite Sewage Management Program continued to assess installation and operational approvals; audit non-domestic and non-complying systems; respond to requests and complaints about our City's 4,300 systems; and convert paper records to a digital format able to be accessed by officers in the field.</li> <li>✓ A pilot recreational water monitoring program started in November to assess the water quality at key locations along the Nepean River and South Creek including Tench Reserve, The Kingsway, Devlin Road and Wallacia Bridge. The data will help indicate suitability for recreational use.</li> <li>✓ 130 fines issued for littering.</li> </ul>
5.2.2 Implement a coordinated program of community engagement activities	<ul style="list-style-type: none"> <li>✓ Council ran various activities and events as part of a coordinated community engagement program to help build understanding of sustainability, and encourage more sustainable behaviours. This included the innovative Sharing the Seeds project and a range of community workshops and forums.</li> <li>✓ In November staff presented to 735 students at Regentville Public School as part of the Stormwater Education Program encouraging them to take Council's Litter-Free Promise.</li> </ul>
5.2.3 Manage resource recovery and waste collection services	<ul style="list-style-type: none"> <li>✓ 2 electronic waste recycling drop off days hosted, attended by 2,513 vehicles with 92 tonnes of ewaste – an increase over previous years.</li> <li>✓ Chemical Clean Out event in March was held over 2 days due to high attendance last year, and traffic management was improved. Attended by 1,931 people, with approximately 99 tonnes of household chemicals collected.</li> <li>✓ 32,800 tonnes of organic waste composted from green bins.</li> <li>✓ 20,264 tonnes of bottles, containers, cans, paper, cardboard and cartons recycled.</li> <li>✓ \$6.5 million in landfill fees saved through use of household organics and recycling bins.</li> <li>✓ NSW Environmental Trust approved a proposal by Council and partner Toxfree Solutions Ltd to change the location of the Penrith Community Recycling Centre to Charles Street St Marys, to allow it to be opened significantly earlier and more cheaply.</li> </ul>
5.2.4 Deliver education and communication programs	<ul style="list-style-type: none"> <li>✓ 40 local schools were visited by Council's contractors Suez and Keep Australia Beautiful, teaching students about waste and recycling.</li> <li>✓ We produced a quarterly newsletter for all local schools.</li> <li>✓ We started a regular Sustainability eNewsletter in September, with more than 200 subscribers by June.</li> </ul>

SERVICE ACTIVITIES	HIGHLIGHTS AND COMMENTS
5.3.1 Support emergency services and other agencies in preparing for and responding to emergencies	<ul style="list-style-type: none"> <li>✓ Penrith SES responded to 98 calls for assistance during a widespread storm/flood event on 4-6 June 2016, with 10 of these jobs forwarded to and completed by the Rural Fire Service. No out of area assistance was required due to local volunteers in both the SES and RFS responding.</li> <li>✓ Council continued to play a role in planning for emergencies through our representation on the Local Emergency Management Committee.</li> <li>✓ We also helped distribute information, particularly through our social media channels, for example about road closures during storms.</li> </ul>
5.3.2 Manage infrastructure and plant to ensure volunteers are provided with adequate resources	<ul style="list-style-type: none"> <li>✓ Council continues to maintain to a high standard all the assets and resources used by the emergency service volunteers.</li> <li>✓ Concrete works were completed at Llandilo brigade station under a new carport.</li> <li>✓ A building extension and vehicle bay fit-out was completed at Castlereagh Brigade station.</li> <li>✓ Conversion of Regentville Hall to an Emergency Services training facility shared with Nepean Food Services was substantially completed, with significant funding from the Rural Fire Service, ensuring ability to prepare and respond to future natural disasters.</li> </ul>
5.3.3 Provide a strategic framework to manage floodplains and inform land use policy	<ul style="list-style-type: none"> <li>✓ We continued work to develop Floodplain Risk Management Strategies and plans for priority areas, with financial support from the State Government under the Floodplain Management Program. These will identify what flood management measures are needed and help us plan for known flood risks, to reduce the cost of flooding to the community, assist with emergency management and guide future development.</li> <li>✓ The Floodplain Risk Management Committee met every 3 months, bringing together Councillors, 4 community representatives, Council staff, representatives from state agencies (such as the Office of Environment &amp; Heritage and the State Emergency Services) and neighbouring Councils.</li> <li>✓ In October, we asked residents and business owners to share their local flood knowledge and experiences to help us prepare overland flow flood studies for the Little Creek catchment (which includes the suburbs of St Marys, North St Marys, Oxley Park and Colyton) and the College, Orth and Werrington Creeks catchment (which includes Werrington, Werrington County, Cambridge Park, Kingswood, Caddens and Western Sydney University Kingswood campus).</li> </ul>
5.3.4 Ensure contemporary modelling of stormwater systems and provide technical advice on floodplain and stormwater issues	<ul style="list-style-type: none"> <li>✓ Council adopted the Penrith CBD flood study and Byrnes Creek (St Marys) flood study. Flood planning notations were updated for those properties affected by the Flood Planning Level within these study areas. We were successful in securing grant funding to prepare floodplain risk management studies and plans for these two catchment areas.</li> <li>✓ The South Creek Flood Study was completed and flood planning notations updated. A survey was sent to 5,000 residents to seek community input for the next stage of the floodplain management process – preparing the Floodplain Risk Management Study and Plan for the South Creek area.</li> <li>✓ The Nepean River Flood Study is off track due to uncertainty around the final landform of Penrith Lakes, which needs to be resolved before the study can be completed. Council is continuing to work with key stakeholders so it can be progressed.</li> </ul>
5.3.5 Identify opportunities to respond to a changing climate	<ul style="list-style-type: none"> <li>✓ We adopted a comprehensive Cooling the City Strategy in August 2015.</li> <li>✓ \$80,000 grant funding under the Building Resilience to Climate Change program was received to undertake an innovative bus shelter design program in partnership with a number of western Sydney councils.</li> </ul>

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## OUTCOME 6

### WE ARE HEALTHY AND SHARE STRONG COMMUNITY SPIRIT

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

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

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

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

#### HIGHLIGHTS

- Council managed and maintained over 1,250 hectares of open space, 105 sporting facilities, 402 parks, 142 playground sites, 775,000m<sup>2</sup> of landscaping and gardens and 45 hectares of natural areas. This year we upgraded numerous parks and sporting fields across the City, including nearly 20 playgrounds. We launched the \$2million Jamison Park Community Health, Fitness, Sport and Events precinct, featuring a range of interactive equipment and exercise stations. As well as investing over \$10million in building upgrades and \$1.3million in Woodriff Gardens tennis courts, we upgraded floodlighting at numerous playing fields.
- Council organised and supported a wide range of community events throughout 2015-16, including community celebrations to mark Penrith's Bicentenary and for Australia Day, NAIDOC, Youth Week, Seniors Festival and Refugee Week, and hosted 2 multi-faith afternoon gatherings. We continued to work to activate the Nepean River area, with free family-friendly events such as Sunday Siestas and outdoor cinemas. As highlighted in Outcome 4, our Magnetic Places program funded 6 projects totalling \$50,300, including the activation of 34 neighbourhood locations by 18 collaborating organisations and businesses with 607 residents embracing the opportunity to participate in local community activity together.

#### CHALLENGES

- Health issues, including obesity and smoking, continue to be a challenge across Western Sydney. Council will continue to work with staff, community groups and other agencies to provide opportunities to lead healthy, active lifestyles.
- The diversity of our communities is one of our City's strengths but also represents some challenges in terms of ensuring equality of access to services and facilities, and being able to identify and meet different needs and expectations.

#### LOOKING FORWARD

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

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



## OUR PERFORMANCE AGAINST WHAT WE SAID WE WOULD DO

SERVICE ACTIVITIES	HIGHLIGHTS AND COMMENTS
6.1.1 Manage and maintain the City's sports grounds, parks and open space	<ul style="list-style-type: none"> <li>✓ Reconstruction of playing fields at Boronia Park, North St Marys and at Ridge Park, Oxley Park.</li> <li>✓ Completion of extensive topdressing program using recycled organic material.</li> <li>✓ Installation of irrigation on Bill Ball Oval, St Marys.</li> <li>✓ Installation of sand slit drainage on Cook Park football field and Andromeda Playing Fields, Cranebrook.</li> </ul>
6.1.2 Resource and implement social programs that contribute to community wellbeing	<ul style="list-style-type: none"> <li>✓ Approximately 160 children participated in healthy eating activities at Children's Week celebrations in Penrith and Claremont Meadows.</li> <li>✓ Successful application to the Partners in Recovery Innovation Fund saw 4 LifeLine sessions on Hoarding and Domestic Squalor held in Penrith. Over 120 people including Council officers and community/health workers attended to build our capacity to effectively respond to squalor and hoarding cases.</li> <li>✓ 48 older people participated in demonstrations of the outdoor gym equipment at Jamison Park, with most planning to return and to tell others about the opportunities.</li> </ul>
6.1.3 Contribute to the health and wellbeing of the City's community	<ul style="list-style-type: none"> <li>✓ Over 800 retail food premises inspected to ensure safe food handling in our Food Safety Program.</li> <li>✓ Food Safety Newsletter sent to all registered Food Businesses.</li> <li>✓ Food Handler Education Seminar held in May in Vietnamese.</li> <li>✓ Legionella Safety Program.</li> <li>✓ 114 local businesses such as tattooists and beauticians inspected under Council's Skin Penetration Safety Program.</li> <li>✓ Swimming Pool/Spa Pool Program.</li> <li>✓ Arbovirus Surveillance and Mosquito Monitoring Program.</li> <li>✓ 100 families attended the NSW Cancer Council's Eat it to Beat it Program at three primary schools for kindergarten orientation. This program educates parents on a healthy lunchbox and the value of fruit and vegetables through the day.</li> <li>✓ 60 people attended the Positive Ageing event as part of the Seniors Festival, a partnership between Council, Anglicare, Nepean Food Service and Nepean Community and Neighbourhood Services. Activities included a very popular "Share your Passion" where older people talked about activities they had discovered in recent years such as gardening and volunteering.</li> </ul>
6.1.4 Deliver quality library services that respond to the community's changing need for information and leisure	<ul style="list-style-type: none"> <li>✓ A range of quality library events and activities including National Simultaneous Storytime, HSC lectures for local students, Book Week activities, Children's Week activities and Sydney Writers' Festival events.</li> <li>✓ Special library tours/story time sessions for playgroups, childcare centres and primary and high schools arranged with Children's Librarian throughout the year.</li> </ul>
6.1.5 Manage sport and recreation facilities, programs and services	<ul style="list-style-type: none"> <li>✓ Jamison Park Community Health, Fitness, Sport and Events precinct opened, offering a range of interactive equipment and exercise stations to accommodate all ages and levels of fitness.</li> </ul>

SERVICE ACTIVITIES	HIGHLIGHTS AND COMMENTS
6.1.6 Provide and maintain sport and recreation facilities that meet community needs	<ul style="list-style-type: none"> <li>✓ We continued the ongoing process of consultation with sports organisations in relation to demand and future planning for facilities.</li> <li>✓ Council officers contributed to the ongoing master planning process for the sporting needs for the Regional Open Space in Jordan Springs.</li> <li>✓ Conflicting priorities relating to new development have meant that the Recreation Strategy for the City, due to be completed this year, has been delayed. A scope of work to inform a consultancy brief has been completed and the study should be done in 2016-17.</li> <li>✓ The potential location, cost and management of a synthetic sports ground surface has not been finalised due to unresolved issues with potential sites which have not been resolved.</li> <li>✓ Upgrades to floodlights at Myrtle Road and the irrigation system at Howell Oval were delayed, but both projects will be completed by the end of 2016.</li> </ul>
6.1.7 Advocate for sport and recreation venues and services for the City	<ul style="list-style-type: none"> <li>✓ Supported bid by Rowing NSW to host a National Training Centre for Women's Rowing at Weir Reserve, which is now Rowing Australia's preferred location for the facility subject to development approval and finalisation of a licence agreement for use of the land.</li> <li>✓ Submitted a comprehensive application for the development of new fields and lighting upgrades at the Kingsway, St Marys and construction of an all-weather athletics track facility and improvements to Ripples St Marys to the Federal Government's National Stronger Regions Fund. Unfortunately the grant application was unsuccessful, though we will continue to seek grant funding for this project.</li> <li>✓ Council officers continued to meet with representatives from the NSW/ACT Australian Football League to advocate for improved programs, competitions and contributions to sporting infrastructure for AFL across the city.</li> <li>✓ Council officers regularly engaged with representatives from Tennis Australia and Tennis NSW to ensure our City's facilities remain contemporary to continue to host metropolitan and regional competitions and programs. This engagement saw the resurfacing of the Woodriff Gardens Tennis courts, which included \$75,000 investment from Tennis Australia.</li> </ul>
6.1.8 Support sport and recreation partners and networks	<ul style="list-style-type: none"> <li>✓ Council supported the City's sport and recreation partners by facilitating a range of network meetings, briefings and workshops focused on facility development, program delivery and enhancing opportunities for our community to be healthy and active.</li> <li>✓ \$18,132 to 102 local amateur sportspeople for overseas and interstate travel, to represent Australia or NSW in a broad range of activities, including indoor hockey, artistic roller skating, ice skating, Special Olympics athletics, softball, street football, water polo, gridiron, netball, rugby, triathlon, futsal, athletics, open water swimming, basketball, indoor cricket, and dragon boating.</li> <li>✓ \$206,270 in subsidies to:               <ul style="list-style-type: none"> <li>• Nepean District Soccer for the operation of Cook Park (\$20,000)</li> <li>• Penrith Rugby Club for the operation of Andrews Road (\$20,000)</li> <li>• Penrith Cricket Club to maintain Howell Oval, Cook Park and Rance Oval turf wickets (\$108,538)</li> <li>• Nepean District Cricket for the maintenance of turf wickets at Dukes Oval, Hunter Fields, Shaw Park and Jamison Park (\$57,732).</li> </ul> </li> </ul>

SERVICE ACTIVITIES	HIGHLIGHTS AND COMMENTS
6.2.1 Implement education and participation programs for identified target groups	<ul style="list-style-type: none"> <li>✓ Children's Services supported children with additional needs through inclusion initiatives accessed through State and Federal funding including Inclusion Support Subsidies, Preschool Disability Support Program and Early Intervention funding. These funding streams support the implementation of education and participation programs for identified target groups.</li> <li>✓ Children's Services provides a reduced fee for identified groups including Aboriginal and Torres Strait Islander families and those with a Health Care Card.</li> <li>✓ Children's Services secured funding of \$154,500 over 2.5 years under the federal Indigenous Advancement Strategy for cultural awareness training and development for staff, and to improve early childhood access for Aboriginal and Torres Strait Islander families. This funding supports work by our Supporting Aboriginal Access to Children's Services program and the Long Day Care Professional Development program.</li> <li>✓ We developed Aboriginal and Torres Strait Islander conferences, mandatory for all children's services staff, focussed on building awareness of Aboriginal history pre and post colonisation and the effects of transgenerational trauma on children and families. This year, 117 children's services staff attended the conferences, delivered by two children's services Aboriginal staff.</li> <li>✓ Children's Services co-facilitates a supported playgroup established with Connect Child and Family Services based at Cambridge Park Public School, with 99% of families attending from an Aboriginal and Torres Strait Islander background.</li> <li>✓ Over 200 families use our free Mobile Playvan service each week.</li> <li>✓ Council held a successful International Women's Day celebration in March, together with the Penrith Women's Health Centre and local community organisations and service providers at St Marys Memorial Hall. The event was attended by more than 180 local women from diverse backgrounds.</li> </ul>
6.2.2 Develop effective responses to the social impacts of growth, redevelopment and change	<ul style="list-style-type: none"> <li>✓ Development Approval for the Jordan Springs Community Hub at the Joint Regional Planning Panel meeting in May 2016.</li> <li>✓ Ground turning ceremony for the Wentworth Community Housing Penrith Affordable Housing project was held in early October with construction of the 49 units of affordable and social housing in St Marys almost completed by June.</li> </ul>
6.2.3 Coordinate events and engage with a broad range of community partners, including other levels of government, to build community capacity	<ul style="list-style-type: none"> <li>✓ 11 citizenship ceremonies saw 730 people become new Australian citizens.</li> <li>✓ 600 people attended the annual White Ribbon Day Twilight River Walk in November, raising local awareness about violence against women and over \$1,200 in donations for White Ribbon.</li> <li>✓ Celebrated International Day of People with a Disability, International Women's Day and Harmony Day.</li> <li>✓ Over 400 older residents enjoyed a concert showcasing local talent at the Joan as part of the Re-Imagine Ageing 2016 - the inaugural Seniors Festival in April.</li> <li>✓ On 8 August 2015, over 400 people attended the 2015 Spicy Penrith event at St Marys Memorial Hall, a vibrant event to showcase and celebrate the cultures of the Indian sub-continent.</li> <li>✓ 150 entrants from 21 schools made our Junior Councillors program more popular than ever before.</li> <li>✓ Hosted a workshop on Disability Inclusion Action Planning Guidelines for Local Government in August, attended by 20 local government representatives. We were selected in recognition of our past commitment to people with disability.</li> </ul>

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SERVICE ACTIVITIES	HIGHLIGHTS AND COMMENTS
6.2.4 Facilitate and resource community services networks to support social cohesion	<ul style="list-style-type: none"> <li>✓ Council coordinated the Western Sydney Youth Workers Network meeting in October, providing workers with a great opportunity to network and hear about creative projects and initiatives.</li> <li>✓ Inaugural Penrith Homelessness Interagency held in July was well attended by a range of community and government agencies. Key issues highlighted for the interagency to work on included improving information and referral processes, research, systematic advocacy, learning and professional development, interagency systems and processes, collaborative service delivery, funding opportunities and community events.</li> <li>✓ The National Disability Insurance Scheme (NDIS) was rolled out in Penrith. Children's Services participated in events and information sessions to build knowledge and capacity to assist families with a child with disability.</li> </ul>
6.2.5 Liaise with Aboriginal organisations and residents to develop initiatives that contribute to community strength	<ul style="list-style-type: none"> <li>✓ NAIDOC Day family gathering celebrations at Jamison Park in July was attended by over 5,000 people.</li> <li>✓ For the National Anniversary of Apology Day in February, Council worked with Baabayn Aboriginal Corporation to organise a healing workshop at the Penrith Regional Gallery to acknowledge, share and support the healing process for members of the Stolen Generation.</li> </ul>
6.2.6 Conduct and support a program of events	<ul style="list-style-type: none"> <li>✓ See Calendar Highlights earlier in this report – our busy events schedule this year included Penrith Bicentenary celebrations.</li> </ul>
6.3.1 Implement projects and activities to enhance the cultural vitality of the City	<ul style="list-style-type: none"> <li>✓ The Mayoral Arts and Culture Summit held in September 2015 at the Joan was attended by over 100 artists and representatives from cultural organisations and groups. It was called for by the previous Mayor, Cr Ross Fowler OAM, to address the inequity in arts funding for western Sydney.</li> <li>✓ St Marys Corner continued to be a vibrant social and cultural precinct integrating art and community engagement, and offering a wide range of programs, resources and activities. The Queen Street Riches and Textures project for this year –Surfaces, Angles and Corners – invited all members of the community to contribute creative writing.</li> <li>✓ Our 3 library branches continued to be a focus for cultural and community activities including hosting art and photography exhibitions; National Simultaneous Storytime; Book Week and Children's Week activities and Sydney Writers' Festival events.</li> <li>✓ Our local neighbourhood centres also continued to offer a range of events and programs to encourage people to discover, develop and share their interests, experiences and talents.</li> <li>✓ Art Everyday continued to provide a multimedia exhibition space at Penrith City Library to showcase both traditional or digital artworks and cultural material, with exhibitions rotated every 6 weeks.</li> </ul>



## OUTCOME 7 WE HAVE CONFIDENCE IN OUR COUNCIL

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

**STRATEGY 7.1 Demonstrate transparency and ethical behaviour**

**STRATEGY 7.2 Ensure our finances and assets are sustainable and services are delivered efficiently**

**STRATEGY 7.3 Provide opportunities for our community to participate in making decisions about the City's future**

### HIGHLIGHTS

- We engaged extensively with local communities, to make sure Council understood the community's priorities in terms of local infrastructure and services. This included through the Your Say Penrith website and the innovative Community Panel, online and phone surveys and listening posts at local shopping centres. This was especially important this year as we prepared the Special Rate Variation proposal, and updated our Delivery Program (including the 2016-17 Operational Plan) and Resourcing Strategy (including an updated Asset Management Policy). An online survey has commenced and is being promoted through various methods, aimed at testing whether the current outcomes are still relevant and giving the community the opportunity to identify additional issues of concern. We also sought community input on a range of plans and projects such as flood studies.
- Council's 2014-15 Annual Report won a Gold Award in the Australasian Reporting Awards, recognising the quality of our reporting to the community.
- Council won the 2015 United Independent Pools (UIP) Members Choice Risk Management Excellence Award for developing a website to help all member councils collaborate and mitigate professional indemnity claims. Our ongoing commitment to safety and effective claims prevention and management resulted in a \$204,000 rebate from Westpool and insurance premium reductions for 2016-17.
- Major ICT upgrades (detailed in the Highlights and Challenges earlier in this report).

The major upgrades to our Information and Communication Technology and our record-keeping systems this year presented challenges around change management, effective communication and ongoing training to ensure all staff are confident in using new technologies and up to date with statutory and other requirements. We have streamlined our team and recruited a new ICT Operations Manager, Business Solutions expert and ICT Service Desk Team Leader, to maximise the benefits of the upgrades.

### LOOKING FORWARD

Council will continue to be proactive and strategic, working with the community and our local, regional and other partners to make sure we remain a strong and leading organisation. We will continue to review and monitor our internal systems, processes and procedures to make sure we are realising the full potential of our resources and people, and meeting all our statutory requirements and community expectations.

We will focus in 2016-17 on improving the experience of our customers, including continuing to build on our upgraded ICT infrastructure and systems to improve our response times and our online presence, to meet the community's expectations about government information being easy to access from any place and any device, 24 hours a day.

### CHALLENGES

The growth of our City represents an ongoing challenge for many of Council's teams to maintain their high standards of service and meet required timeframes. For example, increasing development activity means more demand on our Legal Services and Records Management teams among others. Council is working in a range of ways – detailed elsewhere throughout this report – to make sure we have the capacity to cater for the growing needs of our City and community.



## OUR PERFORMANCE AGAINST WHAT WE SAID WE WOULD DO

SERVICE ACTIVITIES	HIGHLIGHTS AND COMMENTS
7.1.1 Provide an accurate and timely planning information service	<ul style="list-style-type: none"> <li>✓ 6,884 section 149 planning certificates issued, 99% within 3 working days.</li> <li>✓ Digitisation of Development Consents from 1973 – 1996 to allow faster access.</li> </ul>
7.1.2 Ensure that the organisation promotes ethical behaviour, risk management, transparent decision making and meets contemporary governance standards	<ul style="list-style-type: none"> <li>✓ Online staff training system (to supplement existing in-person training) launched with an e-learning course on Gifts and Benefits (Code of Conduct).</li> <li>✓ Reviewed and refreshed our organisational Values and Behaviour, affirming our commitment to accountability, respect and innovation.</li> <li>✓ Mandatory induction and refresher training continued, including:               <ul style="list-style-type: none"> <li>✓ Orientation (90 staff attended)</li> <li>✓ Manual Handling (112 staff attended)</li> <li>✓ Code of Conduct (115 staff attended)</li> <li>✓ Diversity (66 staff attended)</li> <li>✓ Prevention of Bullying and Harassment (728 staff attended)</li> </ul> </li> <li>✓ Council's governance and workforce development teams in particular continued to promote ethical behaviour and risk management.</li> </ul>
7.1.3 Manage Council's corporate reporting	<ul style="list-style-type: none"> <li>✓ All our regular performance reports were prepared within required timeframes, and our efforts to report in a clear and meaningful way were recognised in the Gold Award won for our 2014-15 Annual Report in the Australasian Reporting Awards</li> </ul>
7.1.4 Manage Council's reporting system and meeting processes	<ul style="list-style-type: none"> <li>✓ Council's reporting system and meeting processes continued to be managed to provide an effective service to Councillors and the community.</li> </ul>
7.1.5 Support the Councillors in meeting their statutory obligations and roles as community representatives	<ul style="list-style-type: none"> <li>✓ Councillors continued to be supported in meeting their statutory obligations and roles as community representatives.</li> <li>✓ Regular Councillor briefings to ensure informed decisions.</li> </ul>
7.1.6 Support the organisation to meet corporate statutory obligations	<ul style="list-style-type: none"> <li>✓ Corporate statutory obligations continued to be met.</li> <li>✓ No fines or sanctions were imposed on Council.</li> <li>✓ Council's Fleet Maintenance Workshop maintained Roads and Maritime Services accreditation for checking heavy vehicles.</li> </ul>
7.1.7 Provide the information technology infrastructure and support to enable effective and efficient delivery of the organisation's services	<ul style="list-style-type: none"> <li>✓ Major progress in implementing our ICT Strategy, with the move to cloud-based infrastructure and updated communication and workplace tools including phones and email. After intensive upgrades we now have the infrastructure and strategy in place to work smarter and serve our community better- improving collaboration and productivity, saving costs and enabling a more mobile workforce.</li> <li>✓ A number of ICT infrastructure upgrade projects experienced delays due to contractor issues, unexpected changes to priorities and complications integrating systems which increased the timeframes needed for testing. We are continuing to work to resolve issues and ensure projects proceed.</li> </ul>
7.1.8 Provide Council with legal administration, conveyancing and advice services	<ul style="list-style-type: none"> <li>✓ Legal Services continued to provide legal administration, conveyancing and advice services to Council.</li> <li>✓ Council was successful in 3 sets of Land and Environment Court proceedings where Council's decisions were challenged. See Legal Proceedings in the Statutory chapter for details.</li> </ul>
7.1.9 Provide Council with dispute resolution, litigation and advocacy services	<ul style="list-style-type: none"> <li>✓ Legal Services continued to provide Council with dispute resolution, litigation and advocacy services. See Legal Proceedings in the Statutory chapter for details.</li> </ul>

SERVICE ACTIVITIES	HIGHLIGHTS AND COMMENTS
7.1.10 Manage Council's mapping and geographical information systems to support the organisation's effectiveness, and to comply with legislation	<ul style="list-style-type: none"> <li>✓ Extensive use of the Intranet Geographical Enquiry System across Council. Corporate base data layers and aerial photos kept up to date.</li> <li>✓ Major projects supported by accurate mapping services.</li> <li>✓ New technology in the areas of 3D modelling and Web Map Services adopted and developed, to support good planning decisions for the City.</li> <li>✓ A map interface developed to provide a wide range of service information to the Community Panel.</li> </ul>
7.1.11 Manage Council's property portfolio	<ul style="list-style-type: none"> <li>✓ Data for the new Asset Management System was completed ready for upload and trial of the system.</li> </ul>
7.1.12 Manage Council's Records Management program to ensure compliance	<ul style="list-style-type: none"> <li>✓ The Corporate Records System has been updated to ensure we are using the latest technology available.</li> <li>✓ Council staff continue to provide a records management service that complies with statutory requirements.</li> <li>✓ 3 consignments of records finalised and sent to State Archives and historical information continued to be captured electronically.</li> <li>✓ Electronic forms have been developed for the Retention and Disposal Program.</li> </ul>
7.1.13 Manage access applications to meet statutory requirements	<ul style="list-style-type: none"> <li>✓ All applications to access Council data were processed within the statutory time frame.</li> <li>✓ 538 GIPA informal requests for internal plans and documents were received and processed within the statutory timeframe.</li> </ul>
7.1.14 Support Council in managing enterprise risk and compliance	<ul style="list-style-type: none"> <li>✓ Council committed to demonstrate our commitment to Enterprise Risk Management (ERM) for the systematic and effective management of risk consistent with International Standards ISO 31000.</li> <li>✓ Council won the 2015 United Independent Pools (UIP) Members Choice Risk Management Excellence Award.</li> </ul>
7.1.15 Manage insurance and claims	<ul style="list-style-type: none"> <li>✓ Council staff managed the insurance function and associated claims in a professional manner.</li> </ul>
7.1.16 Provide a human resources management service that responds to contemporary and emerging workforce and workplace issues through strategy and policy development	<ul style="list-style-type: none"> <li>✓ Salary Administration Policy reviewed to provide multiple step progression opportunities for staff in order to better acknowledge skill, knowledge and performance.</li> <li>✓ Return to work morning tea held for staff currently on maternity leave to support plans to return to the workforce.</li> </ul>

SERVICE ACTIVITIES	HIGHLIGHTS AND COMMENTS
7.1.17 Support the organisation to meet statutory and regulatory requirements for employee relations, EEO and WHS	<ul style="list-style-type: none"> <li>✓ Council continued to support the organisation to meet statutory and regulatory requirements for employee relations, EEO and WHS.</li> <li>✓ Implementation of EEO Management Plan 2015–17.</li> <li>✓ Council continued to actively support our Entities in the enhancement of their WH&amp;S Systems to bring them in line with Council's own WHS&amp;IM Management System</li> <li>✓ Council commenced a program of education to highlight the new Globally Harmonised System of Classification and Labelling of Chemicals (GHS), an international effort to standardise chemical classification, labelling and safety data sheets in the workplace that takes effect in Australia on January 1, 2017.</li> <li>✓ Council's Health &amp; Safety Committee (made up of 9 staff voted for by their peers, 5 staff appointed by management and 3 support staff from Workforce) continued to be diligent in responding to staff inquiries and requests. It met monthly and carried out approximately 80 Workplace WH&amp;S inspections.</li> <li>✓ The temporary appointment of an additional part time safety officer allowed for additional audits/inspections and more frequent consultation with staff in the field, including at Council's entities.</li> </ul>
7.2.1 Manage Council's business planning	<ul style="list-style-type: none"> <li>✓ Council completed a review of all services, asset management, procurement practices and priority setting as part of an organisation wide Capacity Review. A number of key organisation wide strategies were identified which are being implemented to improve productivity across all areas of operations.</li> </ul>
7.2.2 Manage Council's financial sustainability and meet statutory requirements	<ul style="list-style-type: none"> <li>✓ Council's full financial statements were completed, audited and adopted as required.</li> <li>✓ The Financial Health Report is prepared for senior management each month and information on financial status of the organisation is monitored and presented to Councillors each quarter.</li> </ul>
7.2.3 Coordinate Council's corporate research program with an integrated policy framework	<ul style="list-style-type: none"> <li>✓ Council conducted ongoing research in a number of areas to support existing policy directions and identify future opportunities.</li> </ul>
7.2.4 Manage and maintain Council's fleet, plant and equipment	<ul style="list-style-type: none"> <li>✓ The first stage of the Plant Optimisation Strategy was completed. GPS units have now been installed in 150 items of major plant which will provide detailed information on travel and operational time, power draw and theft protection. Data from these units will form the basis of the second stage of the Strategy which will include suggested actions to maximise use of our plant.</li> </ul>
7.2.5 Manage Council's property portfolio	<ul style="list-style-type: none"> <li>✓ The Property Advisory Panel was established in February 2015 to provide expert advice on the potential development options for Council property, including joint ventures, with an initial focus on property in the Penrith City Centre.</li> </ul>
7.2.6 Manage Council's procurement policies and procedures	<ul style="list-style-type: none"> <li>✓ Procurement policies and procedures were reviewed as part of the Capacity Review project. Potential for substantial savings was identified and recommended actions to realise those savings are being investigated and a timeframe developed for implementation.</li> </ul>



SERVICE ACTIVITIES	HIGHLIGHTS AND COMMENTS
7.2.7 Mainstream corporate sustainability	<ul style="list-style-type: none"> <li>✓ Implementation of 'My Idea' to encourage staff to put forward suggestions to improve our organisation's efficiency, sustainability and performance.</li> <li>✓ 6 staff attended a liveable city study tour to Melbourne as part of the Louise Petchell Learning for Sustainability Scholarship to further staff knowledge and understanding in incorporating sustainability principles within their roles.</li> <li>✓ A corporate Sustainability Policy and Strategy adopted to provide guidance within the organisation.</li> </ul>
7.2.8 Identify ways to use resources more efficiently	<ul style="list-style-type: none"> <li>✓ Adoption of corporate renewable energy, greenhouse gas emissions and water targets.</li> <li>✓ Detailed feasibility studies for photovoltaic solar installations on Council facilities.</li> <li>✓ Improvements to corporate reporting systems to allow anomalies in energy and water consumption to be detected and investigated.</li> </ul>
7.2.9 Provide a human resources management service that responds to contemporary and emerging workforce and workplace issues through strategy and policy development	<ul style="list-style-type: none"> <li>✓ Enterprise Agreement 2014–17 continued to be implemented.</li> <li>✓ Return to work morning tea held for staff on maternity leave to support plans to return to the workforce.</li> <li>✓ Skills and Knowledge application process reviewed and improved process implemented for staff to better acknowledge skills, knowledge and performance.</li> <li>✓ Ageing workforce strategy identified and exemption received to enable our outdoor ageing workforce to become qualified to transition to a sustainable career.</li> <li>✓ Recruitment strategy identified and Assessment Centre recruitment style implemented to improve the process for internal and external customers.</li> <li>✓ Implementation of an online performance management system for staff to improve accountability and promote conversations.</li> <li>✓ Policies reviewed including the Staff Assistance Program, Smoke Free Workplace Policy, Leave Entitlements and Related Payments, Salary Administration Policy, Personal ICT Device Policy and Gifts and Benefits Policy.</li> <li>✓ Customer Service strategy identified and work commenced on implementation of a Customer Contact Centre to provide a first call resolution service.</li> </ul>
7.2.10 Provide staff with opportunities for learning and development	<ul style="list-style-type: none"> <li>✓ Council supported 109 staff through our Education Assistance Program to undertake approved tertiary education courses.</li> <li>✓ 355 staff took advantage of an opportunity to work in a higher position for a period of time, gaining valuable skills, confidence and experience.</li> <li>✓ Council held 123 internal training sessions, and staff attended a further 143 external training sessions.</li> <li>✓ For more details see the Our People section of this report.</li> </ul>
7.2.11 Manage Council's workers compensation and injury management	<ul style="list-style-type: none"> <li>✓ A proactive Injury Management program is providing a safer work environment for all employees and giving Council reduced premiums across all operations.</li> <li>✓ 33 lost time injuries recorded, with two staff remaining unfit for work due to surgery. The time lost equals 427 days which is 0.176% of days worked.</li> </ul>

SERVICE ACTIVITIES	HIGHLIGHTS AND COMMENTS
7.3.1 Provide information about Council's services and policy positions	<ul style="list-style-type: none"> <li>✓ Almost 1.5 million connections with Council in the last 12 months via our website, which continues to grow as a communication channel for engaging with and informing our community.</li> <li>✓ Increased use of and subscribers to email direct newsletters for New West initiatives, tourism and sustainability.</li> <li>✓ 8528 followers for Council's Facebook page - up from 5232 over the 12 months.</li> <li>✓ 5280 followers for Council's Twitter, up from 4330 over the 12 months.</li> <li>✓ 521 Facebook posts and 740 'tweets', as we continued to maximise our strategic use of these channels to provide information about Council's services, activities and opportunities for the community to have their say in our planning and decisions.</li> <li>✓ 4 editions of Council's hard copy community newsletter distributed to all households.</li> <li>✓ Traditional media channels such as newspapers, radio and television and community newsletters continued to be used and remain an important part of informing our community.</li> <li>✓ Corporate advertising was placed when appropriate to support Council services, community consultations, events and campaigns.</li> </ul>
7.3.2 Manage Council's corporate planning and engagement program	<ul style="list-style-type: none"> <li>✓ The 2016–17 Operational Plan, including Council's budget and detailed works programs for the upcoming year, was prepared, exhibited and adopted in accordance with the Integrated Planning and Reporting legislation.</li> </ul>
7.3.3 Provide quality customer service and information on Council's services through Information Centres and agreed customer contact points	<ul style="list-style-type: none"> <li>✓ Demand for Customer Service activities has remained high for the full year. All requests and applications have been taken, receipted or recorded to the standards required in the adopted Customer Service Charter.</li> </ul>
7.3.4 Provide an information service for visitors to the City	<ul style="list-style-type: none"> <li>✓ Visit Penrith website launched in September, with nearly 32,000 sessions by 23,725 unique users by the end of June.</li> <li>✓ Touch-screen visitor information kiosks installed at Penrith Library, Penrith City Council Foyer, Sydney International Regatta Centre (Cranebrook), Panthers World of Entertainment (Penrith) and Skypeak Adventures (St Marys).</li> <li>✓ 30 000 Visitor Guides distributed.</li> </ul>

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## INTEGRATED PLANNING AND REPORTING

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

The IP&R Framework includes a hierarchy of plans which aims to ensure a more sustainable local government sector. Refer to the diagram for further details. Council's reporting schedule for 2015–16 year included:

### Quarterly reporting

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

### Bi-annual reporting

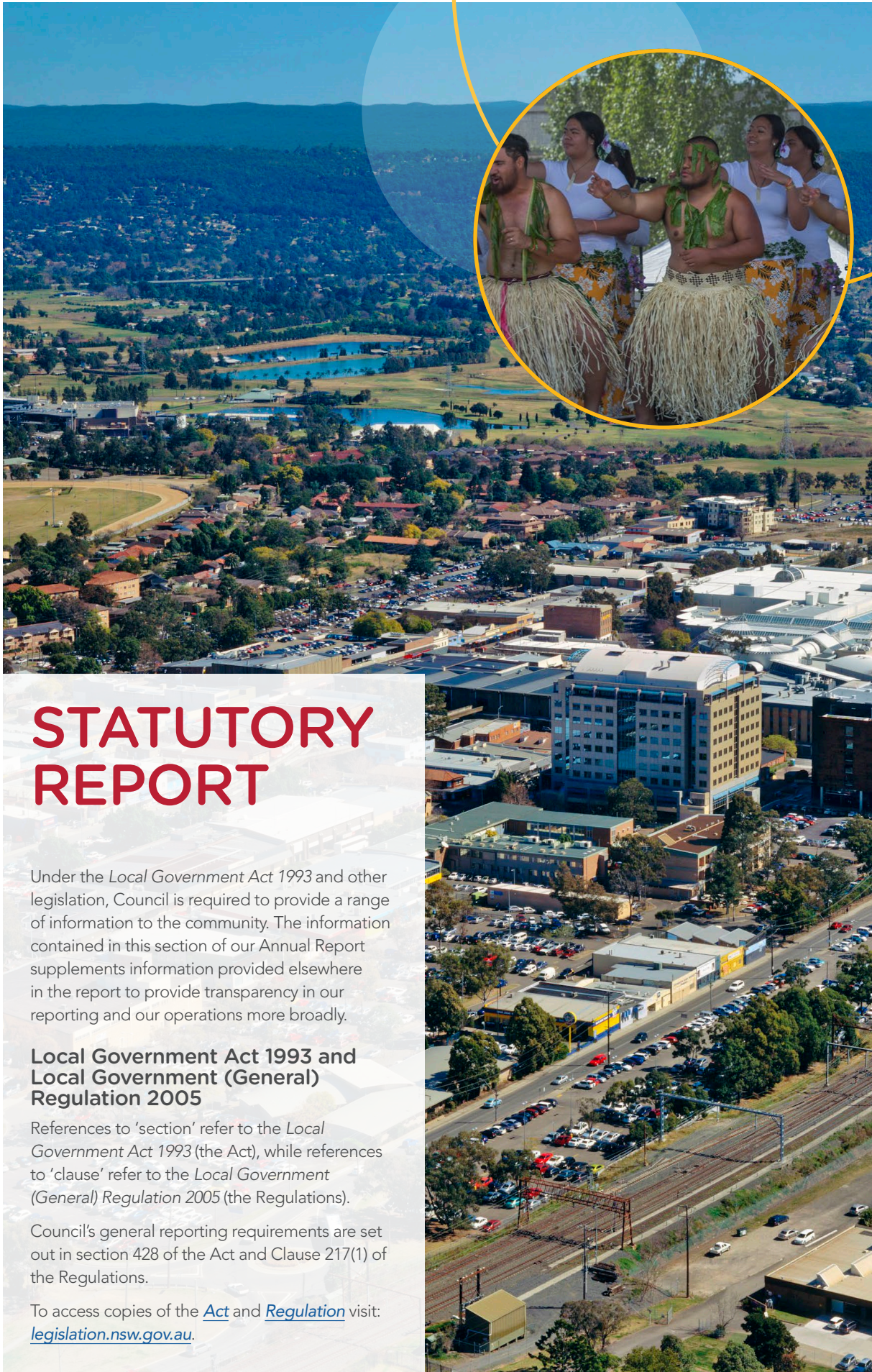
Reports are presented every six months to Council on our progress against annual tasks, four year critical actions and term achievements and performance indicators contained in Council's four year Delivery Program 2013–17 and annual Operational Plan.

### Annual reporting

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







# STATUTORY REPORT

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

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

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

Council's general reporting requirements are set out in section 428 of the Act and Clause 217(1) of the Regulations.

To access copies of the [Act](#) and [Regulation](#) visit: [legislation.nsw.gov.au](http://legislation.nsw.gov.au).



## SPECIAL RATE VARIATION (SRV) INITIATIVES

### Special Initiatives 2006-16: Asset Renewal And Established Areas Strategy (AREAS)

In 2005, following community consultation, Council was given Ministerial approval to introduce a 10 year SRV known as the Asset Renewal and Established Areas Strategy (AREAS). This allowed Council to direct extra resources and investment to infrastructure and public domain renewal (including roads, buildings, graffiti removal and street cleaning), as well as enhancements to the Penrith City and St Marys Town Centres. AREAS also included funding for the Neighbourhood Renewal Program, tasked with revitalising the City's older suburbs in collaboration with residents. The AREAS SRV ended in June 2016, and some of our achievements under this strategy are outlined below.

#### ROAD ASSET RENEWAL

Council is responsible for managing 1,076 km of local and regional roads, a figure that has grown over the past 10 years. The AREAS rate variation allowed Council to improve the quality of roads for the community and boost our maintenance work. It is estimated the funding provided by AREAS has resulted in approximately 850,000m<sup>2</sup> of road being resurfaced - around 10% of the road network. It also funded additional works, including associated kerb and gutter repairs. Surveys of the City's road network indicate the condition of Council's road pavement has generally improved. The funding allowed for more regular maintenance and renewal of road surfaces, reducing the long term cost and need for replacement.

#### PUBLIC DOMAIN MAINTENANCE

Council carries out various services to make sure our public spaces are clean and in good condition. The AREAS program allowed us to deliver additional:

- car park cleaning, including sweeping, litter control and minor landscaping maintenance.
- maintenance of local shopping centres including litter removal, grass cutting, graffiti removal and cleaning of street furniture.
- street furniture cleaning including seats, rubbish bins and signs.
- additional street sweeping (night).
- bus shelter cleaning, including seats and bins.
- cleaning in Penrith and St Marys Centres, including footpath sweeping and cleaning, street furniture cleaning and minor landscaping maintenance, and
- graffiti management and removal.

#### NEIGHBOURHOOD RENEWAL PROGRAM

The Neighbourhood Renewal Program revitalises older suburbs through improved coordination and service

delivery, working directly with local residents. It works with residents to identify the strengths of the social, economic, cultural and physical environment within each unique place. Since 2007 the Neighbourhood Renewal Program has held more than 140 community engagement events, activities and programs involving more than 10,000 residents in 12 older established suburbs (Kingswood Park, Londonderry, Oxley Park, Kingswood, St Marys, Llandilo, Penrith, Colyton, Werrington, North St Marys, Cranebrook and Cambridge Park).

Council's team has developed and delivered Neighbourhood Action Plans and projects which engage residents in creative place-making, community celebrations, and public art, education and employment initiatives. The program also specialises in innovative design processes for enhancements to local public spaces such as playgrounds.

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

#### URBAN DESIGN IN ESTABLISHED AREAS

The urban design component of AREAS has allowed Council to deliver quality design outcomes in developments and place making projects across the City. It has helped guide decisions about how our communities will develop and redevelop in a managed way over coming decades.

Public domain manuals have been prepared for the Penrith City and Kingswood Centres. The Triangle ('pop up') Park trial was evaluated, leading it to be made permanent, and sites have been assessed for a new City Park.

#### BUILDING ASSET RENEWAL

Council's asset base has grown over the past 10 years to 293 buildings valued at \$457.6 million - including community centres, halls, public amenities and child care centres, as well as the main Council offices in Penrith and St Marys and the Joan Sutherland Performing Arts Centre. These buildings play a key role in the life of our City and local neighbourhoods.

Regular maintenance is covered by operational budgets. However an audit undertaken in 2005 found a significant annual shortfall for asset renewal, which meant we wouldn't be able to do major works such as replacing air conditioning systems or other upgrades to meet current standards or community expectations.

The audit also identified that should this shortfall not be met over 10 years, there would be an increase to the deferred liability after 10 years of \$8.8 million. AREAS funding meant Council avoided this cost, and delivered facilities that meet required standards.

## CAPITAL PROJECTS

Council undertook a range of capital projects during 2015-16. Information on these is provided in the Our Performance section of this report, and in the Financials section.

### Stormwater management service charge

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

The SMSC was projected to generate more than \$1,882,777 in income in 2015-16, with an opening balance of \$1,265,727. More than \$2million was spent on environmental and drainage programs this year.

**Audit Industrial, Commercial and Agricultural Activities:** funding of \$132,241 was allocated with \$121,858 expended during the year. This project responds to complaints on industrial, commercial and agricultural premises.

**Maintenance of Gross Pollutant Traps (GPT):** \$340,000 was allocated, \$307,679 spent during the year. All GPTs were maintained as per program with 580tonnes of waste removed from the stormwater drainage system in 2015-16.

**Floodplain Management Resourcing:** \$117,459 was allocated and spent.

**CBD Stormwater Design & Construction:** \$195,008 was allocated with \$177,639 spent.

**Integrated Catchment Management:** \$133,150 was allocated and spent.

**Andrews Road Bioretention System:** \$132,619 allocated and \$72,926 expended to finish constructing the 2,400m<sup>2</sup> bioretention system to improve the quality of stormwater which drains into the Waterside Lakes development, Penrith Lakes and the Nepean. Surplus savings returned to reserve.

**Peachtree Creek Vegetation Management Works:** \$9,894 spent on vegetation management works along Peachtree Creek in Penrith to improve stormwater management.

**Water Sensitive Urban Design (WSUD) Capacity Building:** \$10,117 spent. WSUD training was provided to a range of Council staff during 2015, to build capacity in the design, construction, operation and maintenance of WSUD assets, including bioretention systems and wetlands. The training was an important part of implementing our WSUD and Cooling the City Strategies.

**GPT Audit:** \$60,000 allocated and \$48,000 spent to audit the performance of approximately 90 Council-owned GPTs this year. The project aimed to identify areas of Council's drainage network where new infrastructure should be installed. Recommendations from the audit will be implemented as resources become available.

**Water Health Program:** \$35,000 allocated and \$28,784 spent, primarily for water quality monitoring in the Dunheved industrial area, in conjunction with a stormwater management educational program targeting industrial premises.

**Cranebrook Wetlands & Cumberland Plains project:** allocated \$132,619, \$0 spent, with the entire allocation revoted to the 2016-17 budget. Works completed within grant funds.

Council's Stormwater Education Program engaged 1815 local students and 18 primary schools on water conservation and stormwater pollution. A range of community engagement activities were undertaken including a photo competition and interpretive signage installed at the Andrews Road Bioretention Basin.





## LEGAL PROCEEDINGS

### Overview of court matters

COURT MATTERS	NUMBER	COST
Matters ongoing from previous years in the Land and Environment Court	6	\$285,640
New matters in the Land and Environment Court	8	\$92,981
New matters in the NSW Civil and Administrative Tribunal	1	\$0
Matters ongoing in the Federal Court	1	\$0
Local Court matters	8	\$7,069

The table provides an overview of the court matters dealt with by Council during 2015-16. These figures relate to actions taken by Council against individuals or other organisations. There were no fines or sanctions imposed on Council in 2015-16.

Costs quoted are the costs incurred on those matters within 2015-16 only.

### Legal expenses summary

EXPENSES/RECOVERED MONIES	VALUE
External Legal Expenses	\$559,394
Internal Legal Expenses	\$548,786
Costs Orders	\$180,999
Recovered Fines	\$1,100

Council's internal Legal and Governance Department, which employs a Chief Governance Officer, Legal Services Manager, Secretary and professional trainee, provided a range of legal services in 2015-16. The Department dealt with Council's property transactions, providing legal advice, litigation and subpoenas, and other specific issues for the organisation.

Council also paid external legal firms/consultants/court/process servers/barristers \$559,394 in 2015-16. This is compared to \$730,294 in 2014-15 and \$585,183 in 2013-14. This expenditure was for general advice, preparing for court hearings, defending appeals, barrister costs, consultant expert costs and acting for Council in court actions.

Council has spent an estimated \$548,786 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 more than \$180,999 from cost orders by undertaking its own in-house legal services with respect to conveyancing and litigation.

Fines in the amount of \$1,100 have been recovered through prosecutions in the Local Court.

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

MATTERS	STATE OR PROGRESS	COSTS INCURRED IN REPORTING PERIOD
1439A Old Castlereagh Road, Castlereagh	This matter involved 3 Class 1 appeals. The applicant sought consent to subdivide a number of parcels of land. Two of the appeals were resolved by consent. The third appeal went to hearing over 4 days. Council argued that the subdivision was not permissible. The Court upheld Council's refusal.	\$54,227
41-47 Jolly Street, Castlereagh	This matter involved 2 Class 1 appeals. The applicant was granted 2 separate development approvals. The applicant appealed against a number of conditions imposed on each consent. In a separate appeal the applicant sought a review of Council's refusal to grant a Building Certificate to a colorbond fence.  The applicant accepted Council's conditions of consent in the first appeal. A s34 agreement was entered. The Building Certificate appeal went to hearing. The Court ordered Council to grant the Building Certificate.	\$37,067
1521 Elizabeth Drive, Kemps Creek	Council instigated Class 4 proceedings against the landowners of the property as a result of unauthorised use of the property. Court Orders were made requiring the owners to remove waste material that they unlawfully deposited on the property, as well as orders requiring the owners test the soil for contaminants and if required remediate certain areas of the property. The respondents were also ordered to pay legal costs of \$27,250.	\$33,000
81 Clifton Avenue, Kemps Creek and 1247 Mamre Road, Kemps Creek	There are 2 separate appeals. The applicant in both appeals is seeking a declaration that the development consent granted by Council for places of public worship are invalid, and further that the applicants to the development consents be restrained from carrying out development in accordance with the consents. The Judge in the first appeal made orders by consent that the appeal be discontinued by consent. The Judge dismissed the proceedings in the second appeal. The Court ordered that the applicant to both appeals pay Council's legal costs.	\$59,959
36 Fourth Road, Berkshire Park	This matter relates to a Class 1 appeal by the applicant against a regulatory order issued by Council requiring the applicant to cease using the property as a truck depot. Orders were made by the Court by consent. The applicant has vacated the premises in accordance with the orders.	\$1,750
119 Glengarry Drive, Glenmore Park	This matter relates to a Class 1 appeal by the applicant against Council's refusal of a residential flat building and townhouses. The Court upheld consent orders following substantial amendments to the design as a result of Council's urban designer's expert evidence.	\$99,637

## New matters in the Land and Environment Court

MATTER	STATE OR PROGRESS	COSTS INCURRED IN REPORTING PERIOD
8 Farm Road, Mulgoa	This matter relates to Class 4 proceedings. Council is seeking orders to restrain the property owner from using the premises as a Junk Yard, Waste or Resource Management Facility or Storage Premises. The proceedings are ongoing.	\$24,027
19-27 Rogers Street, Kingswood	This matter relates to a Class 1 appeal by the applicant against Council's refusal of a residential flat building. The applicant amended its plans as a result of Council's urban design expert evidence and those plans have been renotified. The matter is ongoing.	\$29,085
65 Jones Street, Penrith	This matter relates to a Class 1 appeal by the applicant against Council's refusal of a 7x3 bedroom townhouse development. The main issue relates to the dedication of part of the site to create a road. The matter is ongoing.	No costs incurred Internal Solicitor
107-109 Jamison Road, Penrith	This matter relates to a Class 1 appeal by the applicant against Council's refusal of an 11x3 bedroom townhouse development. The matter resolved by consent orders after the applicant amended its plans.	\$250 (primarily Internal Solicitor)
67 Jones Street, Kingswood	This matter relates to a Class 1 appeal by the applicant against Council's refusal of a modification application to remove 2 conditions of consent that require dedication of part of the land for road. The applicant discontinued the proceedings.	\$450 (primarily Internal Solicitor)
42-44 Lethbridge Street, Penrith	This matter relates to a Class 1 appeal by the applicant against Council's refusal of a residential flat building development. The matter is ongoing.	\$4,758
25 Rance Road, Werrington	This matter relates to a Class 1 appeal by the applicant against Council's refusal of a subdivision application to create approximately 160 residential lots. The applicant has amended its application seeking consent for 99 lots with residue larger lots for future development. The matter is ongoing.	\$30,078
89A & 89B O'Connell Street Caddens	This matter relates to a Class 1 appeal by the applicant against Council's deemed refusal of an integrated housing subdivision. The matter is ongoing.	\$4,333



## New matters in the NSW Civil and Administrative Tribunal

MATTER	STATE OR PROGRESS	COSTS INCURRED IN REPORTING PERIOD
Shane Ryan	Review of decision made under Government Information Public Access Act 2009. The applicant failed to appear at the hearing, and the Tribunal Member dismissed the proceedings.	No costs incurred Internal Solicitor

## Matters in the Federal Court

MATTER	STATE OR PROGRESS	COSTS INCURRED IN REPORTING PERIOD
McGraw Hill Financial & Anor	This matter is ongoing. Council is a member of a class action which seeks to recover losses from failed financial investments whereby Council relied upon the rating of the product by the respondent to the appeal.	\$0

## Local Court matters

MATTER	STATE OR PROGRESS	COST
Anthony Nesci	Convicted for littering offence, fined \$300 and ordered to pay legal costs of \$300.	\$3,600
Memphis BBQ Pty Ltd	Convicted for failure to pay fee for improvement notice, fined \$700 and ordered to pay legal costs of \$1,500.	\$1,709
Matthew James Fitzpatrick	Convicted for failure to comply with notice erected by Council. Fined \$110 and ordered to pay legal costs of \$1500.	\$1,760
George Batti	Notice of Motion to set aside default judgment. The motion was dismissed.	No costs incurred Internal Solicitor
Micklin Nominees Pty Ltd	Failure to provide annual fire safety statement. The matter was withdrawn.	No costs incurred Internal Solicitor
Toni Campbell	Failure to have a child resistant barrier around a swimming pool. The matter was withdrawn.	No costs incurred Internal Solicitor
Kelly-Ann Dawson	Failure to comply with notice to register companion animal. The matter was withdrawn.	No costs incurred Internal Solicitor
Matthew Adrian Fox	Four penalty notices issued for offences against Road Rules 2014. All matters were withdrawn.	No costs incurred Internal Solicitor

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

## MAYORAL AND COUNCILLOR FEES AND EXPENSES

EXPENSE	COST (\$)
Mayor	91,768
Deputy Mayor	43,540
Councillors	357,602
Overseas visits	25,860
Expenses and facilities	19,786
Office Equipment	
Usage charges	
Mobile phone calls and data usage	7,115
Reimbursement to Councillors for mobile phones (not Council owned)	2,603
Reimbursement to Councillors for internet services (not provided by Council)	1,321
Conferences and seminars	34,095
Training and skill development	453
Interstate visits	13,117
Expenses for spouse or partner	0
Child care expenses	100
Other Councillor costs	23,641
<b>TOTAL</b>	<b>621,000</b>

## REMUNERATION OF GENERAL MANAGER AND SENIOR STAFF

POSITION	TOTAL REMUNERATION
General Manager	\$375,000
Assistant General Managers (2 from 1 July 2015 to 9 January 2016 and then 1 from 10 January to 30 June 2016.)	\$395,490

## OVERSEAS VISITS

There was one overseas visit during the year. The visit was undertaken by the Mayor, Deputy Mayor and Council's Partnerships and Events Officer between 25 April and 14 May 2016. The delegation visited Gangseo-gu, Korea; Shanghai, Kunshan, Mentougou and Xicheng district in China; and Fujieda and Hakusan in Japan. Council's Corporate Marketing and Communications Manager participated in the China leg of the trip only between 28 April and 8 May.

The visit was undertaken with assistance from the Trade and Investment Commissioner for North and East China, the Chinese Consulate in Sydney, the NSW Trade and Investment Director, Australian Trade Commission, Seoul, Korea and the Senior Trade Commissioner in Seoul, Korea.

The visit centred around discussions on future investment opportunities in Penrith, new industries and more local jobs as well as the promotion of Penrith as a destination for Chinese tourists. A representative of Western Sydney Institute of TAFE also joined the delegation in China, positioning Penrith as a leading education provider in Western Sydney. The cost of this delegation was \$64,451 (note this does not include miscellaneous items including postage, visas, marketing materials and city gifts).

## CONTRACT INFORMATION

Contracts awarded in the 2015-16 financial year for amounts greater than \$150,000:

CREDITOR NAME	ORIGINAL ESTIMATED CONTRACT VALUE (\$) (INCL GST)	PAYMENTS FOR 2015-16 (\$) (INCL GST)	DESCRIPTION OF GOODS/ SERVICES
Alpall Pty Ltd	277,200	277,200	Glenmore Park Satge 2 Amenities
Arcs Building Group Pty Ltd	289,300	-	Cranebrook Amenities Block
Civica Pty Ltd	437,800	-	Library Management System
Civil Constructions Pty Ltd	591,822	591,822	Wetland 156 Treatment System at Cranebrook
Commonwealth Bank	239,800		Transactional Banking services, payment made in the form of bank fees deducted
Data 3 Limited	1,035,732	1,035,732	Managed Computer Services
Del Rocchio Concreting Pty Ltd	1,579,223	1,579,223	Concreting Contractor
Ensyst Pty Limited	193,260	193,260	Service Consulting and software supply - additional works as part of ICT upgrades linked to works partly complete
Glascott Landscape & Civil Pty Ltd	1,990,884	1,990,884	Upgrade of the Mondo
Hargraves Urban Pty Ltd	3,292,227	3,292,227	Public Domain Upgrade St Marys
Hvac Systems Pty Ltd	1,363,006	1,363,006	Air conditioning for the Joan Sutherland Centre
L J Follington Constructions Pty Ltd	240,661	240,661	Grave digging
Landscape Solutions Australia Pty Ltd	1,388,048	1,388,048	Construction of sportsfield & associated infrastructure for Glenmore Park Sportsfield Stage 2
Millenium High Tech Group	1,732,000	-	Public Domain Cleaning Services
Page Up People	497,200	-	Employee Performance Management System
Star Property Maintenance Services	187,000	-	Ground and Lawn Maintenance Services
Street Furniture Australia	308,000	-	Customised seating for the Mondo precinct
Telstra Corporation Limited	3,181,445	932,264	Telephones Fixed and Mobile , Data lines, Data Centres, Cloud Based Web Hosting
Tuff Turf 'n' Co Pty Ltd	1,235,581	1,235,581	Tennis Court Refurbishment Woodriff Gardens
Warren Linden Trading as All Season Design & Landscapes	242,831	242,831	Design & Landscapes - a series of engagements based on multiple quotations



Contracts awarded in previous years with expenditure in 2015-16 greater than \$150,000:

CREDITOR NAME	PAYMENTS FOR 2015-16 (\$ (INCL GST))	DESCRIPTION OF GOODS/ SERVICES
Amazon Cleaning & Security Pty Ltd	294,963	Public Domain Cleaning Contractor
Arcs Building Group Pty Ltd	457,164	Amenities Block Cranebrook
B G Enterprises (NSW) Pty Ltd	550,146	Plumbing Services Contractor
Barnson Pty Ltd	326,183	The Kingsway and Blair Oval Design Consultancy
Because We Care	1,047,496	Biodegradable bags for waste service
Collective Civil Pty Ltd	364,713	Construction of Andrews Rd Bioretention System
Downer EDI Works Pty Ltd	2,365,522	New concrete paths Council Contract and Asphaltting Umbrella Contract
Ecohort Pty Ltd	353,513	Bush Regeneration
Express Waste Pty Ltd	414,854	Street Sweeper Waste Recycling
Gadens Lawyers	206,931	Legal Services
Hi Quality Recycling Services Pty Ltd	617,067	Quarry Products and Construction Waste Disposal and Recycling
Hirotec Maintenance Pty Ltd	404,115	Large Air Conditioning Maintenance
Hix Group Pty Ltd	2,357,269	Electrical & Data Services
King Henrys Court Restaurant	212,932	Catering Services
Klenall Industrial Suppliers Pty Ltd	199,478	Childcare Consumables
Metal Fencing Specialists	226,041	Fencing Services
PF Concrete (NSW) Pty Ltd	368,000	Readymixed Concrete
Piekar Comm Services	207,604	Security Alarms
Programmed Maintenance Services Ltd	338,700	Painting Services
Remondis Pty Ltd	706,413	Effluent Waste Collection
Sparke Helmore Lawyers	586,161	Legal Services
Steelworks Engineering Pty Ltd	336,045	Jamison Rd Shared Path Bridge
Suez Environnement	21,876,390	Processing Treatment and/or Disposal of Garbage
Technology One	667,483	Financial Systems Software
Triple O Security Pty Ltd	518,657	Security Services
TST Property Services	164,147	Cleaning of Amenities
Visy Recycling	2,422,152	Recycling Collection
Westco Building Consultants Pty Ltd	2,758,114	Trade Services
WSN Environmental Solutions Pty Ltd Parks Anti Litter	215,520	Parks Anti Litter Account
Wundaguard	202,890	Graffiti Removal

## RATES AND CHARGES WRITTEN OFF

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

The following tables summarise the rates and sundry debtor amounts written off during 2015-16 under delegated authority, or pursuant to Council resolutions.

RATES AND CHARGES WRITTEN OFF	\$
General Rates	244,375
Extra Charges	38,052
Domestic Waste	22,878
<b>TOTAL</b>	<b>305,305</b>

PENSIONER REBATE ABANDONMENTS	\$
General Rates - Statutory	1,864,006
Domestic Waste - Statutory	670,535
<b>TOTAL</b>	<b>2,534,541</b>

SUNDRY DEBTOR ABANDONMENTS	\$
Sundry Debtor	54,908
<b>TOTAL</b>	<b>54,908</b>

Extra charges include interest and legal costs, and are written off due to financial hardship, and where the original rate or domestic waste charge is required to be written off.



2015 United Independent Pools Members Choice risk management excellence award

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

In 2015-16 Council led a wide variety of projects to promote community and cultural development and access to services for all people, including people with disabilities, people from diverse cultural and linguistic backgrounds, Aboriginal and Torres Strait Islander people, older people, young people and other socially disadvantaged groups within the community.

Some of the highlights are summarised below:

### Celebrating Aboriginal heritage

The 2015 NAIDOC Week Family Gathering in Jamison Park in July was again successfully facilitated by Council in partnership with community organisations. The event is held to recognise the contribution that Aboriginal and Torres Strait Islander people make to Penrith and to celebrate Aboriginal and Torres Strait Islander cultural heritage. The day attracted approximately 5,000 people who enjoyed musical performances, played various sports, visited information displays about services for the community, health checks, children's face painting and rides, and a senior's tent for people to sit down and enjoy a cup of tea and a chat.

For the National Anniversary of Apology Day in February 2016, Council worked with Baabayn Aboriginal Corporation to organise a healing workshop at the Penrith Regional Gallery to acknowledge, share and support the healing process for members of the Stolen Generation.

### Cultural development

St Marys Queen Street Riches and Textures 2015: Sharing the Seeds saw the participation of over 30 local artists, as well as 12 children for one of the artworks, to develop an art exhibition at Mamre House and then Penrith Regional Gallery and The Lewers Bequest. The works were created through collaboration between artists, art educators, local gardeners and farmers, and creatively explored innovation and sustainability in community gardening and growing your own food.

The Teen's Art Club St Marys promotes the participation of young people in arts and cultural activities. In 2015 the project involved creative sessions led by professional acrobatic tutors covering a range of circus arts.

Art Everyday is a new exhibition space at Penrith City Library where the visual arts are easily accessible and linked into the everyday life of our City and its communities. Exhibitions in the space this year included 'A Camera at Gallipoli', and 'Photographs by Jagath Dheerasekara'.

### Celebrating cultural diversity

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

In 2015 Council coordinated and delivered another successful Spicy Penrith event at St Marys Memorial Hall attended by 400 people. There were 17 performances which included 100 performers.

Harmony Day in March was again celebrated with a broad range of community organisations and residents at the St Marys Community Centre. Over 60 people attended a "welcome lunch" which provided an opportunity for new residents to meet more established members of the Penrith community over a shared meal. Entertainment was provided by a number of cultural groups and Mayor Karen McKeown was the keynote speaker.

In Refugee Week Council and partnering service providers celebrated the contribution of refugees to our city. Refugees and asylum seekers addressed the audience on the day about the traumatic situations in their home countries and their experiences being resettled in Australia. The audience participated in a drumming and dance session.

### People with disability

Following the implementation of the NSW Disability Services Act (2014), councils are required to prepare a Disability Inclusion Action Plan by mid-2017.

Between March and July 2016, Council met with many small groups of people with a disability to hear about their experience of living with disability in Penrith.

Access to information and digital inclusion for people with disability is an important priority from Council's previous Penrith Inclusion Plan. The focus of attention in this area has continued to be Council's website and compliance with Web Content Accessibility Guidelines standards. Council has developed introductory training for staff in creating accessible documents.

Council continued supporting the growing No Boundaries disability arts group which participated in a number of local exhibitions. Council has commissioned a project to document the stories of individual artists, their involvement in the group and the journey towards a sustainable future for the No Boundaries art group.

### Seniors

A highlight in 2015-16 was the inaugural Seniors Festival and concert in April, enjoyed by a broad spectrum of older residents and their families. 'Re-Imagine Ageing' was the theme for the festival which included over 80 activities and events during 10 days. The launch event was a collaboration with the Penrith CBD Corporation and Council's community partners, and featured circus skills for seniors, the MUGS ukulele group, a senior's pop-



up choir and a table- tennis competition between the University of the Third Age and Council. Feedback from community partners was very positive and some activities, including tap dancing, have continued on a regular basis since the festival.

Other activities during the 10 days included a bike discovery workshop, archery lessons, seniors online, the diamond age expo, adult learn to swim class and a positive ageing day with a talent quest. The annual seniors concert was also a big success with over 450 attendees. The concert showcased local school talent from the Nepean Performing and Creative Arts High School and ended with a wonderful musical performance by the Diamond Divas.

### Young people

In October 2015 Council hosted a Mental Health event at The Mondo to raise community awareness of mental health issues and where to find support. The second half of the event consisted of youth focused services information and participatory stalls, music and a free BBQ. Approximately 200 young people visited the event.

Youth Week is an opportunity for young people to express their ideas and views on issues that affect their lives, and enjoy local activities and events. Council provided grants to the value of \$3075 for projects focused on young people. Four events held for Youth Week in 2016 across St Marys, Cranebrook, St Clair and Cambridge Park included live music, carnival games, workshops, group competitions, and prizes.

### Women

In March 2016 Council held a successful International Women's Day celebration together with a number of local community organisations and service providers. The

event attracted a record crowd with more than 180 local women of different ages and from diverse backgrounds participating in an entertaining and educational morning of activities. There were performers, guest speakers and a range of information stalls from local service providers. Evaluation of the event by participants was very positive.

### Health

Council's work in health promotion helps ensure the people of Penrith have access to information, healthy food options and opportunities to have healthy, active lifestyles.

To promote recently installed outdoor gym equipment at five different parks across the City, Council coordinated a gym experience for 30 older people in 2015, giving them confidence to use the gym equipment on their own. Council has continued to explore options to activate the parks with outdoor gym areas through a partnership with TAFE students who regularly demonstrate the equipment.

In 2015-16 a group of people referred from disability services attended 7 weeks of cooking classes at 'Jamie's Ministry of Food', which greatly improved their confidence in the kitchen with equipment and healthy ingredients.

Parents attending Council's Mobile Playvan in North St Marys and Claremont Meadows were interested in recipes for meals and snacks to provide healthy meals for their family so we developed and distributed resources to them.

Council continued to target takeaway food outlets using unhealthy oils and work with them to move to healthier oil. Council has contacted 43 food shops to determine the oil they use.



2016 Primary School Leaders Reception

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

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

Council achieved its objective of providing diverse and extensive quality education and care services to meet the needs of local families in 2015-16 through the following services managed by a Cooperative Board:

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

There are also children's services and projects directly managed by Council - the Mobile Playvan service, the Children and Parenting project, the Indigenous Advancement Strategy and Supporting Aboriginal Access in Children's Services (SAACS) program and Additional Needs programs.

This diverse cross-section of services for children met a range of family and community needs by:

- providing early childhood education and care principally for the children of working parents in long day care, vacation care and before and after school care, for a range of hours between 6.30am and 6.30pm
- involving parents in the development of educational programs, including preschool, for children up to six years and in recreation programs for children from five to 12 years
- providing care and education programs for children aged from birth to six in sessional occasional care for parents generally not working outside the home
- providing a Mobile Playvan service that supports social networking for families in residential areas that do not have established services, and by extending the service to some older areas
- implementing a Children and Parenting Project with a focus on supporting children and families living in vulnerable circumstances
- focussing on strategies to prepare children for school and high school
- making submissions and being a voice for local children at a state and federal level
- participating in local forums and networks to collaborate and share information with other service providers and distribute information to services and families
- maintaining a partnership with NSW Health to implement the Munch & Move initiative across all

services through ongoing staff training and mentoring.

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

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

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

- facilitating the Indigenous Advancement Strategy and Supporting Aboriginal Access to Children's Services (SAACS) project to encourage these families to use Council's services and to offer practical guidance to build the capacity of staff around cultural awareness and responsiveness
- Children's Services staff participating in local Children's Week and NAIDOC Week celebrations, disability expos and information sessions including the NDIS (National Disability Insurance Scheme)
- providing Children's Services staff with access to a broad range of professional learning and development
- providing support to access Inclusion Support, Flexible Support, specialist equipment, bicultural support and Indigenous professional support to include children with high ongoing support needs and children with additional needs
- providing ongoing coaching and mentoring, tailored to individual children's centres, to ensure the implementation of the Early Years Learning and the My Time: Our Place curriculum frameworks.
- Paint the Town REaD and Imagination Library literacy projects across the City.

In 2015-16 Council continued to review its Children's Services and:

- achieved Meeting and Exceeding the National Quality Standard ratings for all services entering the process in 2015-16
- continued to upgrade facilities with improvements to centre playgrounds and buildings to ensure compliance with legislation and regulations
- improved customer service and communication including strengthening the Children's Services Facebook page and web presence
- attended career expos and university open days to promote services and childcare as a career of choice
- provided a trainee program to encourage childcare as a career of choice and help maintain a skilled workforce
- provided practicum placement for TAFE and university early childhood students

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

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

- delegating management of 40 services to the Penrith City Children's Services Cooperative Ltd which has been successfully operating since 2001
- establishing parent advisory committees at childcare centres
- conducting parent meetings and annual surveys for evaluation of the services directly managed by Council
- holding open days, festivals and functions across our services to provide opportunities for the community to participate in children's activities, view the centres and learn about available services, and
- promoting the services available to the community through media advertising, social media, brochures, flyers, open days and Children's Week.

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

Free library membership is available to all children living or going to school in the Penrith LGA. We have a dedicated Children's Librarian to develop and deliver a range of activities for children from the ages of 0 to 14 years old. These include:

- Free Baby Time sessions held fortnightly for children from 0 to 18 months old.
- Free Story Time sessions held weekly within all branches for 2 years to 6 years old. There are 3 story time sessions per week during school terms.
- A Community Toy Library catering for children 0 to 8 years old, with a large lending collection of educational toys for indoor and outdoor play. The toy library has 5 sessions per week across all library branches.
- After School Activities held weekly during school terms at Penrith Library. Each term has a different activity like chess, art, science or lego robotics.
- A variety of school holiday activities including magic shows, puppet shows, wildlife shows and science,

cartooning and writing workshops.

- A Children's Newsletter each term providing information on relevant activities and events.
- Special events and activities including National Simultaneous Storytime, Children's Week activities, Sydney Writers Festival, Book Week activities, and library tours and story time sessions for playgroups, childcare centres and school groups.
- Lectures to help HSC students in areas such as English, Business Studies and Maths.

## WORK CARRIED OUT ON PRIVATE LAND

In 2015-16 Council carried out a range of works on private land in St Marys, particularly associated with upgrades to Queen St and its cross-streets. A total of \$192,544 was spent on road and stormwater infrastructure on private land in St Marys in the period.

## FINANCIAL ASSISTANCE

In 2015-16 Council provided financial assistance to community groups and organisations to fund a wide range of projects, including those targeting seniors, children and young people, Aboriginal and Torres Strait Islander people, people from culturally and linguistically diverse backgrounds, women and people with disability. Almost \$40,000 was allocated through Council's Community Assistance Program in September 2015 to fund 48 projects across the City.

Council allocated a total of \$24,375 in 2015-16 to 9 different performance groups in the Penrith area, to encourage cultural programs and activities. We also provided grants to the value of \$3075 for Youth Week projects.

Council provided a total of \$18,132 to 102 amateur sportspeople for overseas and interstate travel in 2015-16. Recipients represented Australia or NSW in a broad range of activities, including indoor hockey, artistic roller skating, ice skating, Special Olympics athletics, softball, street football, water polo, gridiron, netball, rugby, triathlon, futsal, athletics, open water swimming, basketball, indoor cricket, and dragon boating.

We also provided a total of \$206,270 in subsidies to:

- Nepean District Soccer for the operation of Cook Park (\$20,000)
- Penrith Rugby Club for the operation of Andrews Road (\$20,000)
- Penrith Cricket Club to maintain Howell Oval, Cook Park and Rance Oval turf wickets (\$108,538)
- Nepean District Cricket for the maintenance of turf wickets at Dukes Oval, Hunter Fields, Shaw Park and Jamison Park (\$57,732).



## EQUAL EMPLOYMENT OPPORTUNITY (EEO) MANAGEMENT PLAN

EEO is about ensuring all employees have equal access to the opportunities that are available at work by:

- making sure workplaces are free from all forms of unlawful discrimination and harassment, and
- providing programs to assist members of EEO groups to overcome past or present disadvantage or discrimination in employment.

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

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

Council adopts a variety of strategies that seek to ensure that the skills, knowledge and diversity of the community

are represented and valued and that principles of merit selection are applied to attract and retain the best available people to deliver high quality services.

There are a number of EEO legislative requirements that Council is bound by, including:

- *Anti-Discrimination Act 1977 (NSW)*
- *Racial Discrimination Act 1975 (Cth)*
- *Sex Discrimination Act 1984 (Cth)*
- *Human Rights and Equal Opportunity Commission Act 1986 (Cth)*
- *Disability Discrimination Act 1992 (Cth)*
- *Age Discrimination Act 2004 (Cth)*
- *Local Government Act 1993 (NSW) - s345.*

This section of our Annual Report examines Council's employment trends, programs, initiatives and progress in supporting workforce diversity and equity across the organisation for the period July 2015 to June 2016.

### Workforce diversity across Council

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

EEO GROUP	PENRITH LGA COMMUNITY PROFILE (ABS CENSUS 2011) %	COUNCIL % 2012-13	COUNCIL % 2013-14	COUNCIL % 2014-15	COUNCIL % 2015-16
Aboriginal and Torres Strait Islanders	3	1.1	1	1 (2.03%)	1.2 (1.7%)
Women	50.6	55.6	56.01	57.3 (61.9%)	58.2 (63.7%)
People who speak a language other than English	18.4	8.9	10.1	9.7 (9.6%)	9.5 (10.5%)
People with a Disability*	13.5*	3.4	3.2	3.3 (2.8%)	2.8 (2.5%)

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

Bracketed figures include temporary and casual Employees

Council is aware there is a level of under reporting with regard to Aboriginal and Torres Strait Islander identification and disclosure. Representation in this group has increased this year, however Council will continue to develop strategies to encourage employment opportunities across the organisation. Examples of this include Aboriginal and Torres Strait Islander targeted traineeship programs and developing partnerships with Aboriginal and Torres Strait Islander organisations.

The representation of women in the organisation continues to exceed the community profile statistics.

The representation of people who speak a language other than English is below that of the community profile and has decreased this year. When comparing to the 2011 Census it should be noted that the data provided does not indicate what portion of the community who speak more than one language are of working age.

Council continues to monitor strategies to provide employment opportunities for people with disability within the organisation. Again we are aware there may be a level of under reporting due to a range of issues associated with disability identification and disclosure.

## Traineeship program

Council's annual traineeship programs provide an opportunity for young people or people wishing to re-enter the workforce or change career direction to develop some great skills, gain a nationally recognised qualification and earn a weekly income. Our Traineeship Program has helped many people start, or reinvent, their careers. As an ongoing strategy Council annually provides various targeted positions in which to place persons from Aboriginal or Torres Strait Islander background and people with a disability.

During 2015-16, Council appointed as part of our traineeship program:

- 1 person with a disability. This appointment was made through Council's partnership with the National Disability Recruitment Coordinator.
- 3 persons with Aboriginal and Torres Strait Islander background.

Council's 10 year exemption from the Anti-Discrimination Board to designate and recruit for 6 positions each year on our Traineeship and Entry Level program for people of Aboriginal and Torres Strait Islander background expired in May 2016.

## Certificate IV in Regulatory Services

In March 2016, Council was granted a 5 year exemption from the Anti-Discrimination Board to advertise and facilitate a training and development program, Certificate IV in Regulatory Services, internally to Council's outdoor

operations workforce targeting up to 8 positions in the program for Council employees over the age of 50 years.

## Gender equity

Council continues to progress Gender Equity initiatives across the organisation with strong support for the Gender Equity Steering Committee and Gender Equity Project Team.

### 50:50 VISION COUNCILS FOR GENDER EQUITY PROGRAM

During the review period the Steering Committee applied for Silver accreditation under the 50:50 program. As part of this process, staff were asked to complete an anonymous survey overseen by the program coordinators in March 2016. Council is awaiting the results.

### GENDER EQUITY PROJECT TEAM

Expressions of interest were called for new membership of the Gender Equity Project Team and a new team of 7 females and 2 males has continued the good work of the previous team. Highlights this year include:

- a Parental Leave Morning Tea in August 2015 attended by 33 employees. This is an ongoing initiative to help staff stay connected to the workplace and find out about flexible work options and other support for their return to work.
- *The Art of a Better You* program in October 2015 hosted by Holroyd City Council - 3 members of the project team attended.
- a lunchtime session in May 2016 attended by 50 staff





included a video presentation on 'Can we have it all?' and a 'women lead' panel discussion on career advice.

- a Biggest Morning Tea event in May 2016 focused on encouraging women to apply for step progression. A large number of staff participated and had their questions answered.
- a *What's Gender Got to Do With It?* workshop in June 2016 in partnership with Children's Services was attended by 30 employees (16 men and 14 women).
- two staff chosen to participate in the Great Leaders are Made (GLAM) Leadership Development Program for Women which started in June 2016.

#### GREAT PLACE TO WORK BOOKLET

The Work Your Way booklet, developed as a Gender Equity initiative in 2012, was reviewed to incorporate relevant changes to legislation, policy and practice. Retitled *Penrith City Council – A Great Place to Work* this booklet includes an overview of Council's flexible employment policies and leave entitlements which aim to help our staff enjoy a healthy balance between work and home life throughout various stages of life. The booklet is handed to all new employees on their first day induction.

#### EMPOWERING WOMEN IN LOCAL GOVERNMENT

In February 2016 Council hosted the *Empowering Women in Local Government* program. Developed by the UTS Centre for Local Government and the NSW Australian Local Government Women's Association, this is designed to support women who are interested in:

- nominating as candidates in the next NSW Local Government elections
- seeking employment in the Local Government sector or
- improving their skills as Local Government staff to improve promotion prospects.

#### SKILLS AND KNOWLEDGE ASSESSMENTS

Women at Council have been actively encouraged to apply for step increases after it was identified they were not represented on the higher steps at the same level as their male colleagues. During the review period a number of initiatives encouraged women to apply for step progression, including:

- information sessions about the skills and knowledge assessment process and how to prepare an application.
- a review of the Children's Services centre-based Skills and Knowledge Assessment profiles to encourage staff to apply for progression, ensure equity among each position in the requirements for progression and ensure the application process is transparent, sets clear goals and enables staff to actively work towards progression.
- streamlining the skills and knowledge assessment process for Band 1 Clerical and Band 2/3 staff, including a new booklet and simplified sign-off process.

In 2015-16, 130 female staff successfully applied for step progression, an increase of 7.4% from the previous year.

#### Training and development opportunities

Council has an ongoing program of diversity and refresher training initiatives that incorporate equal employment opportunity, access and equity, disability awareness and diversity in the workplace.

During the reporting period, almost 140 women accessed career development opportunities by relieving in a higher position. There are currently 75 women accessing Council's education assistance program.

Of those employed by Council who have identified as having a disability, 23% have had access to higher duties



Louise Petchell Learning for Sustainability Scholarship winners



opportunities. Of those who have identified as being of Aboriginal and Torres Strait Islander background, 15% have had the opportunity to act in a higher position.

### Accessible workplace environment

Of the staff members that have disclosed having a disability, 13% require workplace adjustments such as modified work spaces and computer accessories.

### Discrimination

No reports of discrimination involving Council have been made to the Anti-Discrimination Board or through Industrial Tribunals in 2015-16.

## EXTERNAL BODIES EXERCISING COUNCIL FUNCTIONS

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

## COUNCIL COMMITTEES AND ENTITIES

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

External committees with Council representatives include:

- Bushfire Management Committee
- Cumberland Rural Fire Service Zone Liaison Committee
- Jamison High School Community Centre Management Committee
- Greater Sydney Local Land Services Local Government Advisory Group (Formerly the Local Government Advisory Group of the Hawkesbury Nepean River)
- Local Traffic Committee
- Penrith Valley Sports Foundation
- St Clair High School Community Centre Management Committee

Internal committees with Councillor representatives include:

- Access Committee
- Audit Committee
- Heritage Advisory Committee
- Penrith International Friendship Committee
- Penrith Community Safety Partnership
- Senior Staff Recruitment/Review Committee
- Sustainability Champion
- Floodplain Risk Management Committee
- Joint Committee of Councils (Regional Strategic Alliance with Blue Mountains City Council and Hawkesbury City Council)

During 2015-16 Council also had delegates or directors elected/appointed to the Boards and/or the Committees of the following organisations:

- Apprentice Power (WSROC Group Apprentices Limited) (Now dissolved)
- Australian Local Government Women's Association
- Community Relations Commission of NSW Nepean Blacktown Regional Advisory Council
- Council Ambassador to Lachlan Shire Council
- Floodplain Management (Authorities) Association
- Hawkesbury River County Council
- Joint Regional Planning Panel
- Local Emergency Management Committee
- National Growth Areas Alliance
- Penrith Business Alliance (up until 8 September 2015)
- Penrith Valley Regional Sports Centre Ltd.
- The Museum of Fire Board
- The Penrith City and District Business Advisory Centre Limited – Business Enterprise Centre
- United Independent Pools
- Venue Management Advisory Group (Samuel Marsden Road Riding Facility Grounds)
- Western Sydney Academy of Sport Advisory Forum
- Western Sydney Regional Committee for Illegal Dumping
- Western Sydney Regional Organisation of Councils Limited (WSROC Ltd)
- Westpool
- Penrith Aquatic and Leisure Limited
- The Penrith Performing and Visual Arts Limited
- The Penrith Whitewater Stadium Ltd.
- Penrith CBD Corporation Limited
- St Marys Town Centre Ltd

Council also had representation on the following incorporated association:

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

Council has delegated functions to the following committees/entities in accordance with s377 of the *Local Government Act 1993* and are authorised to exercise the said delegated functions under s355 of the *Local Government Act 1993* or by way of a licence agreement in the case of other entities:

COMMITTEE NAME	TYPE	STATUS
Access Committee (Advisory)	s355 Committee	Functional
Andromeda Neighbourhood Centre Management Committee	s355 Committee	Functional
Arms Australia Inn Management Committee	s355 Committee	Functional
Audit Committee (has no authority granted to it)	Advisory	Functional
Emu Plains Tennis Courts Management Committee	s355 Committee	Functional
Floodplain Risk Management Committee	s355 Committee	Functional
Heritage Advisory Committee (Advisory)	s355 Committee	Functional
Jamison Park Netball Complex Management Committee	s355 Committee	Functional
Joint Committee of Councils (Regional Strategic Alliance with Blue Mountains City Council and Hawkesbury City Council)	s355 Committee	Functional
Nepean Community and Neighbourhood Services (under licence agreement)	Community Development Organisation	Functional
North Penrith Community Centre Management Committee	s355 Committee	Functional
Nth St Marys Neighbourhood Centre Inc (under licence agreement)	Community Development Organisation	Functional
Penrith Community Safety Partnership (This committee has no authority granted to it)	Advisory	Functional
Penrith International Friendship Committee	s355 Committee	Functional
Penrith Schools Boatshed Management Committee	s355 Committee	Functional
Penrith Valley Senior Citizens' Centre Management Committee	s355 Committee	Functional
Policy Review Committee	Standing Council Committee	Functional
Property Development Advisory Panel	s355 Committee	Functional
Ray Morphett Pavilion Management Committee	s355 Committee	Functional
Regentville Hall Management Committee	s355 Committee	Functional
Senior Staff Recruitment / Review Committee	s355 Committee	Functional
St Clair Youth and Neighbourhood Team Inc (under licence agreement)	Community Development Organisation	Functional
Western Sydney Regional Committee for Illegal Dumping	s355 Committee	Functional

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

#### PATRONAGES AND MEMBERSHIPS

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

## COMPANIES IN WHICH COUNCIL HELD A CONTROLLING INTEREST

Companies in which Council held a controlling interest during 2015-16 were:

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

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

- Apprentice Power (WSROC Group Apprentices Limited) (Now dissolved)
- Australian Local Government Women's Association
- Community Relations Commission of NSW Nepean Blacktown Regional Advisory Council
- Council Ambassador to Lachlan Shire Council
- Floodplain Management (Authorities) Association
- Hawkesbury River County Council
- Joint Regional Planning Panel
- Local Emergency Management Committee
- National Growth Areas Alliance
- Penrith Business Alliance (up until 8 September 2015)
- Penrith Valley Regional Sports Centre Ltd. (formerly Penrith Sports Stadium)
- The Museum of Fire Board
- The Penrith City and District Business Advisory Centre Limited – Business Enterprise Centre
- United Independent Pools
- Venue Management Advisory Group (Samuel Marsden Road Riding Facility Grounds)
- Western Sydney Academy of Sport Advisory Forum
- Western Sydney Regional Committee for Illegal Dumping
- Western Sydney Regional Organisation of Councils Limited (WSROC)
- Westpool

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

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

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

Council is a member of the Joint Committee of Councils, a joint regional strategic alliance established by a Management and Co-operation Agreement between Blue Mountains, Hawkesbury and Penrith City Councils.

## COMPANION ANIMALS ACTIVITIES

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

The lodgement of pound data collection returns is conducted annually in accordance with s15 and 15.2 of the *Guidelines on the Exercise of Functions under the Companion Animals Act 1988* and provided to the Office of Local Government.

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

In accordance with s16(2)(b) of the *Companion Animals Act 1998* Council reports all data of dog attacks within 72 hours of notification.

Council's budget for companion animal management and activities in 2015-16 was \$535,000. Council received a further \$870 from the Office of Local Government to develop a brochure to educate owners on how to prevent their dog from escaping their yard or enclosure.

The *Chip Spay & Play* program, which offered free desexing, microchipping and dog training to animal owners from low socio-economic areas, was completed in December 2015. Overall 70 animals were desexed, 65 animals microchipped and 7 dogs received additional training.

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

- providing information about cheaper registration fees for desexed animals
- conducting 2 free microchipping and education days for low socioeconomic pet owners.
- conducting education days throughout Penrith City at locations such as community events and shopping centres, including information on the benefits of desexing cats and dogs
- advertising and organising editorial coverage of companion animal issues in local media
- monitoring companion animal compliance within Council's parks and reserves, and issuing notices to residents who have yet to lifetime register their



companion animals under s10(b) of the *Companion Animals Act 1998*. Around 1,000 notices were issued in 2015–16.

Council has the following strategies in place to comply with the requirements under s64 of the *Companion Animals Act 1998* to seek alternatives to euthanasia for unclaimed animals:

- 260 animals returned to their owners when identified rather than impounding
- seizure letters sent to identified owners within 24 hours to advise of their animal's impounding
- impounded unidentified animals advertised for sale in the local media and online
- dogs and cats offered to animal rescue organisations that hold a s16(d) exemption under the Companion Animals Regulation 2008, and
- an animal holding facility agreement which sees Council use Hawkesbury City Council's Animal Shelter maintained as an impounding facility.

In accordance with s16(2) of the *Companion Animals Act 1998*, Council has lodged the *Survey of Council Seizures of Cats and Dogs 2015–16* to the Office of Local Government.

Council impounded 820 dogs and 740 cats at Hawkesbury City Council's Animal Shelter, Council's contracted animal shelter. For the period, 97% of dogs and 80% of cats were returned to their owners or sold or given to relevant animal rescue organisations.

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

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

In accordance with s85(1)(a) of the *Companion Animals Act 1998*, Council received \$178,300 from the Companion Animals Fund in 2015 -16, including two outstanding quarterly payments from the previous year.

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

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

## VOLUNTARY PLANNING AGREEMENTS

There were seven applicable agreements for the reporting period:

1. Caddens Release Area Planning Agreement
  - No effect this period.
2. St Marys Planning Agreement
  - Delivery of local open space and pathways infrastructure and financial contributions occurred in accordance with the delivery schedule in the agreement
3. Glenmore Park Stage 2 Planning Agreement
  - In accordance with the agreement Affordable Housing Contribution of \$206,401 has been received.
  - In accordance with the agreement Employment Contribution of \$53,797 has been received.
  - Transfer of E2 land and further contributions are to occur in accordance with the delivery schedule in the agreement.
4. 2nd Glenmore Park Stage 2 Planning Agreement
  - In accordance with the agreement contributions of \$22,821 were received.
  - Infrastructure delivered eg pathways, parks in accordance with the agreement.
5. Panthers Penrith Planning Agreement Roadworks
  - No effect this period.
6. Panthers Penrith Planning Agreement Outlet Centre
  - No effect this period.
7. Caddens Knoll Planning Agreement
  - Transfer of land and delivery of infrastructure are to occur in accordance with the delivery schedule in the agreement.

## GOVERNMENT INFORMATION REQUESTS

Under s7 of the *Government Information (Public Access) Act 2009* (GIPA Act), agencies must review at least once every 12 months their programs for the release of government information to identify the kinds of information that can be made publicly available.

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

During the reporting period, we reviewed this program by updating Council's policy register to include any new or revised policy documents for 2015 -16 and by making those documents freely available on Council's website.

We released the following information proactively:

- policy documents
- information about Council (including the Community Strategic Plan, Delivery Program, Operational Plan, Resource Strategy, Community Engagement Strategy, Annual Report etc) and
- information about Development Applications.

During the reporting period, Council received a total of 40 formal access applications (including withdrawn applications but not invalid applications). We refused 12 formal access applications because the information requested was information referred to in Schedule 1 of the GIPA Act. Of those applications, 1 was refused in full, and 11 were refused in part.

**TABLE A: NUMBER OF APPLICATIONS BY TYPE OF APPLICANT AND OUTCOME\***

	ACCESS GRANTED IN FULL	ACCESS GRANTED IN PART	ACCESS REFUSED IN FULL	INFORMATION NOT HELD	INFORMATION ALREADY AVAILABLE	REFUSE TO DEAL WITH APPLICATION	REFUSE TO CONFIRM /DENY WHETHER INFORMATION IS HELD	APPLICATION WITHDRAWN
Media	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	5	2	0	0	0	0	0	1
Not for profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	6	3	0	0	0	0	0	3
Members of the public (other)	8	6	1	0	0	0	0	1

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

**TABLE B: NUMBER OF APPLICATIONS BY TYPE OF APPLICATION AND OUTCOME**

	ACCESS GRANTED IN FULL	ACCESS GRANTED IN PART	ACCESS REFUSED IN FULL	INFORMATION NOT HELD	INFORMATION ALREADY AVAILABLE	REFUSE TO DEAL WITH APPLICATION	REFUSE TO CONFIRM/ DENY WHETHER INFORMATION IS HELD	APPLICATION WITHDRAWN
Personal information applications*	8	6	1	0	0	0	0	1
Access applications (other than personal information applications)	11	5	0	0	0	0	0	4
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0

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

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

**TABLE C: INVALID APPLICATIONS**

REASON FOR INVALIDITY	NUMBER OF APPLICATIONS
Application does not comply with formal requirements (section 41 of the Act)	0
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	0
Invalid applications that subsequently became valid applications	0

**TABLE D: CONCLUSIVE PRESUMPTION OF OVERRIDING PUBLIC INTEREST AGAINST DISCLOSURE: MATTERS LISTED IN SCHEDULE 1 OF THE ACT**

	NUMBER OF TIMES CONSIDERATION USED*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	1
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

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

**TABLE E: OTHER PUBLIC INTEREST CONSIDERATIONS AGAINST DISCLOSURE: MATTERS LISTED IN TABLE TO S14 OF THE ACT**

	NUMBER OF OCCASIONS WHEN APPLICATION NOT SUCCESSFUL
Responsible and effective government	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	10
Business interests of agencies and other persons	1
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0



**TABLE F: TIMELINESS**

	NUMBER OF APPLICATIONS
Decided within the statutory timeframe (20 days plus any extensions)	23
Decided after 35 days (by agreement with applicant)	8
Not decided within time (deemed refusal)	0

**TABLE G: NUMBER OF APPLICATIONS REVIEWED UNDER PART 5 OF THE ACT (BY TYPE OF REVIEW AND OUTCOME)**

	DECISION VARIED	DECISION UPHELD	TOTAL
Internal review	0	1	1
Review by Information Commissioner*	0	0	0
Internal review following recommendation under section 93 of Act	0	0	0
Review by NCAT	0	1	1

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

**TABLE H: APPLICATIONS FOR REVIEW UNDER PART 5 OF THE ACT (BY TYPE OF APPLICANT)**

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

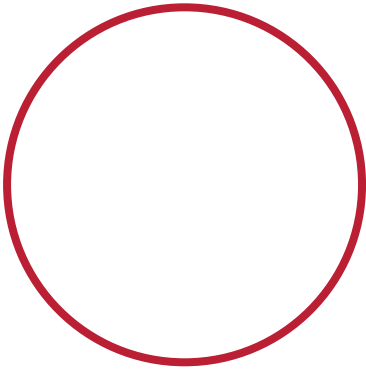
**TABLE I: APPLICATIONS TRANSFERRED TO OTHER AGENCIES**

	NUMBER OF APPLICATIONS TRANSFERRED
Agency-initiated transfers	0
Applicant-initiated transfers	0

## PUBLIC INTEREST DISCLOSURES

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

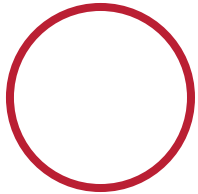
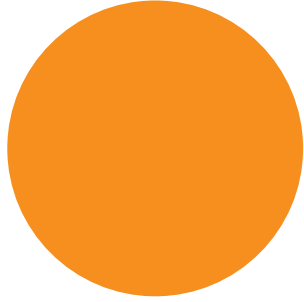
# FAST FACTS



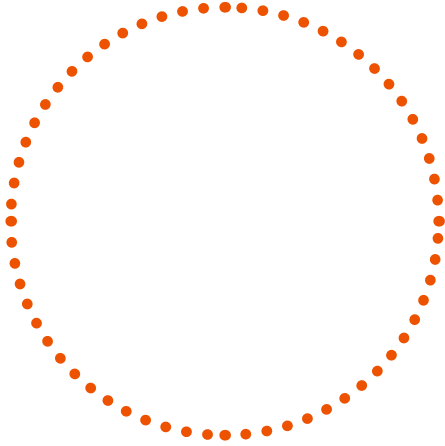
**100%**  
OF COUNCIL'S 26  
CHILDREN'S CENTRES  
MEET OR EXCEED  
THE NATIONAL  
STANDARDS

**2210**  
DOGS & CATS  
LIFETIME  
REGISTERED

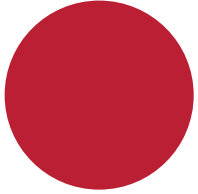
**48**  
PROJECTS FUNDED  
THROUGH  
COMMUNITY  
ASSISTANCE  
PROGRAM



**102**  
AMATEUR LOCAL  
SPORTSPEOPLE  
ASSISTED TO  
COMPETE  
INTERSTATE OR  
OVERSEAS



**5,000**  
PEOPLE ATTENDED  
NAIDOC  
CELEBRATIONS





# FINANCIALS

## FINANCIAL SUSTAINABILITY

Again this year Council has focussed on securing our long-term financial sustainability – making sure we make sound decisions about where we spend our money, and how much of it we spend. We are committed to ensuring we can continue delivering services that meet the needs and expectations of our large and diverse community into the future. Engaging with the community about their expectations is a critical part of making these decisions.

Our ultimate goal is to develop an agile organisation, capable of shifting resources to meet changing priorities as needed, without comprising our ability to deliver value for money for the community. Internally, we are streamlining operations and placing an increased focus on productivity which delivered \$2.4million in savings and \$1.3million in efficiencies in 2015-16.

Financial sustainability is a major, ongoing issue for local government. This was reflected in the Office of Local Government's Fit for the Future initiative which focused on assessing the immediate and short term sustainability of councils against a number of criteria, including financial measures such as own source revenue, operating cost and debt ratio. Council's Improvement Plan, which we started implementing this year, demonstrated we would meet all measures within the set timeframe, with our long term financial plan forecasting increasing financial sustainability over the next 5-10 years.

Council's application for a Special Rate Variation (SRV) was approved in full in May, strengthening our long term financial sustainability and ability to deliver on community expectations. This SRV, which included renewal of the AREAS SRV and an increase to the minimum rate, will underpin our capacity to cater for our Regional City's future growth. We consulted the community before applying for the SRV, including through the Community Panel detailed above.

Councils have three main income sources – rates, fees and charges, and government grants, and it is difficult for councils to increase their income. Local councils are highly diverse organisations that perform a range of functions and provide a range of services, programs and facilities. Some of these are required by legislation, some are delegated responsibilities from state and federal government, and some are performed in response to community expectations. We need to ensure we can fund the things we have to do under legislation or binding agreements, as this will determine how well we can meet other community priorities.

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



## INTRODUCTION

This section provides analysis on the 2015-16 Financial Statements. It compares the reported financial results to Council's own financial objectives. Readers of the Statements are encouraged to contact Council's Financial Services Department on (02) 4732 7815 for any assistance required in understanding the reported results.

These statements are produced in accordance with the Australian Accounting Standards and the NSW Local Government Code of Accounting Practice. The Australian Accounting Standards Board (AASB) has adopted International Financial Reporting Standards (IFRS) and issued the Australian equivalents (AIFRS). The application of AIFRS is reflected in these Financial Statements. These statements are independently audited, reported to Council, placed on public exhibition and lodged with the Office of Local Government (OLG) by 31 October each year.

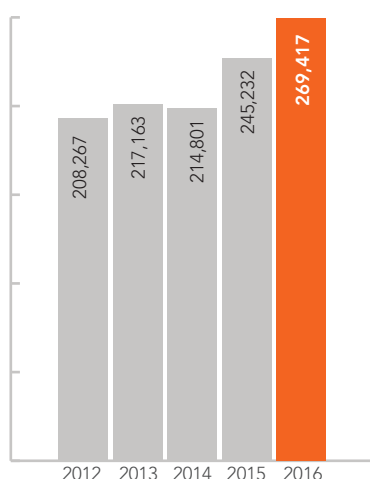
Under the 1993 NSW Local Government Act, Council is required to produce an audited set of Financial Statements. Key statements produced, and included in this document are:

- Income Statement and Statement of Comprehensive Income
- Statement of Financial Position
- Statement of Changes in Equity
- Statement of Cash Flows, and
- Notes to the Financial Statements

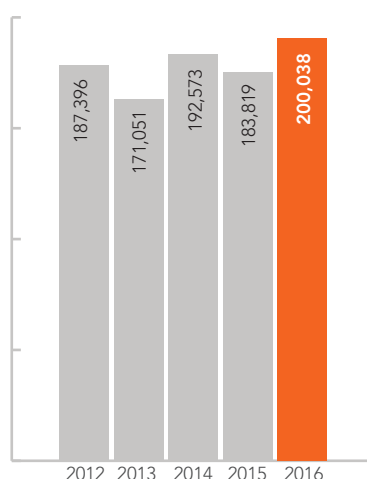
## 2015-16 KEY RESULTS AND EVENTS

- Overall income up by 9.9% to \$269.4m
- Total Expenses up by 8.8% to \$200m
- Total Assets up by 20.9% to \$3,614m
- Net Assets up by 21.6% to \$3,500m
- Assets per head of population is \$17,862
- Liabilities up by 0.8% to \$114.3m
- Liabilities per head of population is \$565
- Infrastructure, Property Plant & Equipment up by 21% to \$3,470m

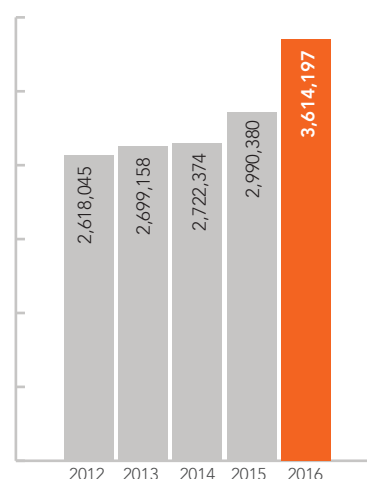
### TOTAL INCOME (\$'000)



### TOTAL EXPENSES (\$'000)



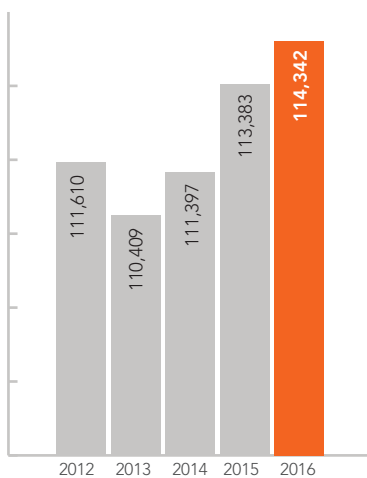
### TOTAL ASSETS (\$'000)



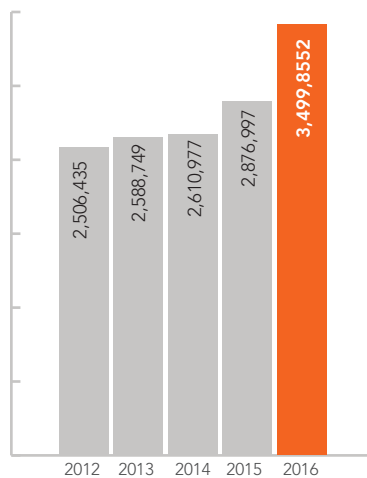
## FIVE-YEAR FINANCIAL SUMMARY

FOR THE YEAR ENDED 30 JUNE	UNITS	2016	2015	2014	2013	2012
Total Income from Continuing Operations	\$000	269,417	245,232	214,801	217,163	208,267
Total Expenses from Continuing Operations	\$000	200,038	183,819	192,573	171,051	187,396
Net Operating Result for Year	\$000	69,379	61,413	22,228	46,112	20,871
Grants and Contributions	\$000	83,599	76,848	57,926	69,612	64,919
Net Operating Result before Capital Grants and Contributions	\$000	14,250	14,833	(13,732)	841	(7,564)
Further breakdown of Income Statement items are shown in Appendix 1						
Current Assets	\$000	100,590	85,409	60,562	78,617	74,779
Non-Current Assets	\$000	3,513,607	2,904,971	2,661,812	2,620,541	2,543,266
Current Liabilities	\$000	60,500	56,020	52,979	52,548	50,493
Non-Current Liabilities	\$000	53,842	57,363	58,418	57,861	61,117
Total Equity	\$000	3,499,855	2,876,997	2,610,977	2,588,749	2,506,435
Further breakdown of Balance Sheet items are shown in Appendix 1						
Cash Flows from Operating Activities	\$000	47,349	44,089	10,626	37,902	46,789
Cash Flows from Investing Activities	\$000	(74,907)	(36,802)	(10,953)	(40,165)	(10,022)
Cash Assets at the end of Reporting Period	\$000	18,903	50,118	42,768	41,880	45,453
Rates Outstanding	%	3.00	3.36	3.87	4.83	5.73
Unrestricted Current Ratio	Ratio	1.8:1	1.6:1	1.1:1	1.19:1	1.31:1
Debt Service Cover Ratio	%	208.0	264.5	72.1	199.4	286.3
Asset Renewal	%	53.0	39.2	60.5	53.5	34.0

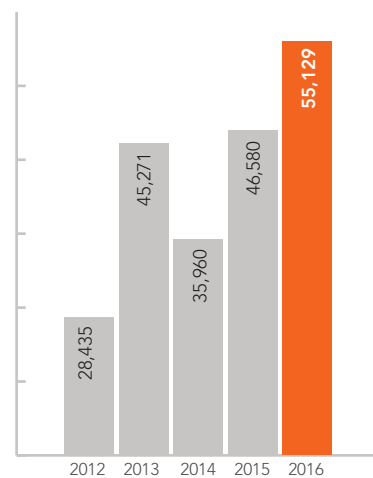
TOTAL LIABILITIES (\$'000)



TOTAL EQUITY (\$'000)



CAPITAL GRANTS & CONTRIBUTIONS (\$'000)

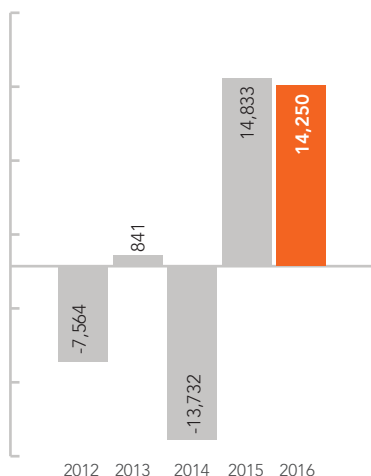


## OUR FINANCIAL PERFORMANCE

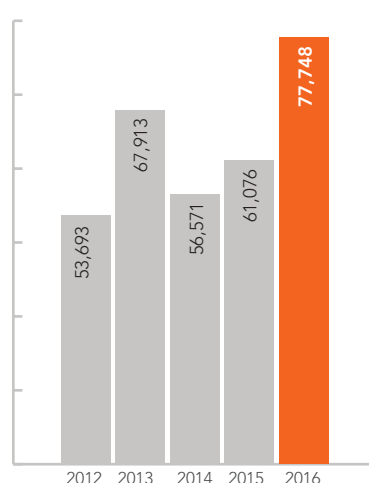
Council's financial performance for 2015-16 is characterised by:

- a net surplus result of \$69.4m for the year
- a budget surplus of \$132,400 after allowing for a number of transfers to reserve
- an Unrestricted Current Ratio of 1.80:1, up from 1.60 in 2014-15
- an increase in assets from \$2,990m in 2014-15 to \$3,614m in 2015-16, with assets of \$17,862 per person (population estimate of 202,342) at 30 June 2016
- an increase of \$3.9m in the value of Council's Investment Properties to \$19.2m
- a slight increase in liabilities to a total of \$114.3m in 2015-16 – with liabilities per capita of \$565
- a decrease in Rates and Annual Charges outstanding to 3.00% (2014-15 of 3.36%)
- a capital works program of \$77.7m in 2015-16, including \$43.1m in dedicated roads, drainage, and land under these roads
- a total of 67.6% of Council's income being derived from sources not reliant on grants and contributions (such as Rates and Annual Charges, and User Fees and Charges)
- other key ratios are outlined in Note 13.

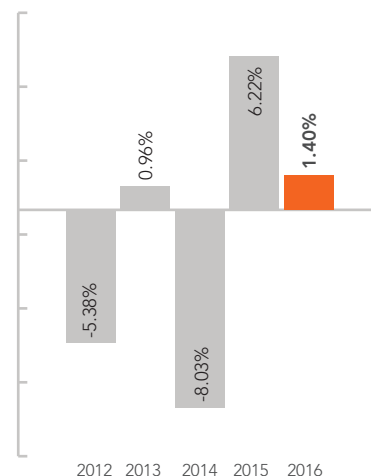
### NET OPERATING RESULT BEFORE CAPITAL (\$'000)<sup>1</sup>



### ASSET ADDITIONS AND RENEWALS (\$'000)



### OPERATING PERFORMANCE RATIO<sup>1,2</sup>



1. During 2013-14, there was a once-off non-standard payment of \$14.1m to the Department of Planning and Infrastructure for Council's share of the costs of the Erskine Park Link Road project. This payment was recognised as an expense in 2013-14 and had a significant impact on the 2013-14 Operating Result and indicators.

2. The Operating Performance Ratio measures Council's achievement of containing operating expenditure within operating revenue. This ratio focuses on operating performance, and therefore capital grants and contributions, and fair value adjustments are excluded. The benchmark is greater than 0%.

## FINANCIAL OVERVIEW

### Ensuring financial sustainability

Council's financial performance is aligned with its continued focus on long-term financial sustainability. We regularly review our Operational Plan and financial performance throughout the year to adapt to changing conditions and requirements. Council regularly reviews its Long-Term Financial Plan (LTFP) to ensure short-term needs are considered against long-term sustainability. Council remains in a sound and stable financial position, due in part to the 2011-12 SRV which focused on asset renewal and securing the right level of resources to ensure that Council's current services and service levels can be maintained. This financial sustainability

however has not been achieved without challenges in the recent years. Council's capacity to accommodate additional priorities can only be achieved through the reprioritisation of service levels. Future budgets continue to demonstrate Council's commitment to productivity improvements and this continued pursuit and actively managing programs ensures that Council will remain financially sustainable and is building a sustainable long term platform.

Council's investment policies and strategies have been effective in producing strong returns on ratepayers' funds in 2015-16. Council's average return on investments for 2015-16 was 2.96%, which has considerably outperformed the average 90 day BBSW rate of 2.19%. The weighted average interest rate on borrowings has continued to



decrease due to the lower cost of capital, and an increase in renewal loans. Council continues to use borrowings to fund an accelerated infrastructure program, however Council's level of debt is continually monitored to ensure it is sustainable without risking service levels.

Council's operating result for the year was a surplus of \$69.4m. During 2013-14, a once-off amount of \$14.1m was paid to the Department of Planning and Infrastructure as Council's share of the project costs of the Erskine Park Link Road. These funds were collected by Council through Section 94 contributions over prior years, and this payment was recognised as an expense in 2013-14. This nonstandard use of Section 94 funds significantly impacted Council's operating result for 2013-14. This transaction should be taken into account when comparing the 2015-16 results with the historical results (in particular the 2013-14 results).

The 2015-16 financial year provided the fifth and final instalment of Council's Special Rate Variation (SRV). The additional funding has ensured that asset renewal programs could be fully implemented and essential City Centre Renewal could be undertaken while maintaining the services and service levels being demanded by our community.

Last year Penrith was deemed Fit for the Future by the Independent Pricing and Regulatory Tribunal (IPART), providing an independent validation of Council's current and future strategies. This is a clear endorsement of the Financial Capacity Review. Council applied to IPART in February 2016 for a Special Rate Variation (SRV). IPART announced on 17 May 2016 that it had fully agreed to Council's application for a SRV. This approval will see Council's financial sustainability remain strong, improve services to residents and provide the City with renewed infrastructure and assets. As part of Council's application, \$5 million of annual productivity savings were identified. The SRV will realise almost \$46 million over 4 years to maintain, renew and create new assets, pay down debt, boost Council's service levels and assist in delivering projects such as Our River Masterplan.

Council applied for an increase of 9.09% in 2016-17 followed by increases of 5.0%, 5.2% and 5.4% in each of the next three years from 2017-18 to 2019-20, a cumulative increase of 27% (including the renewal of AREAS) that would be retained permanently in the rate base. Penrith City Council is one of 12 councils that made an application for a special variation out of the 152 councils in NSW. IPART approved nine applications in full and one was partially approved.

## Delivering infrastructure

Local Government in NSW faces a large backlog of work to bring roads, drainage, and building assets to a satisfactory standard. Council's commitment to addressing our infrastructure backlog has seen increased funding for asset maintenance and renewal, and development of renewal programs for all key asset

classes in recent years. The review of the LTFP and Resource Strategy during 2010-11 highlighted that while progress is being made in a number of asset classes, Council did not have the capacity to fully fund all identified asset renewal programs and addressing our infrastructure backlog was one of the key drivers for the 2011-12 and 2016-17 Special Rate Variations.

During 2014-15 JRA was commissioned by Council to provide a report on its Infrastructure Assets. JRA provided their "Infrastructure Assessment Report" in June 2015. This report found that Council's infrastructure backlog presents a manageable financial risk, with the infrastructure sustainability targets under Fit for the Future being achievable in 5 years with an allocation of funds to renewal of assets. Under this scenario, priority is allocated to maintenance, then high risk renewal to optimise service and life cycle costs – as the amount of deferred renewal goes down, the amount of maintenance also reduces.

The report of JRA recalculated the infrastructure backlog to align with community expectations for affordable levels of service and remove upgrade / expansion amounts. The primary strategy will be to continue an ongoing process of community engagement to balance service levels, and risks and revenues, while continuing to work with surrounding Councils on efficiency improvement. Special Schedule 7 - "Report on Infrastructure Assets" - in the attached Financial Statements has been updated

with this methodology. This has resulted in a decrease in the estimated cost to bring to satisfactory standard (BTS) from \$42.1m in 2013-14 and maintained at \$15.9m for 2015-16.

## Developer contribution reforms

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

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

Following analysis of the physical, social and financial impacts of the cap on the WELL Precinct and the Penrith City community, Council, on 27 June 2011, resolved to require new development within the WELL Precinct to provide all drainage and most roadworks by way of conditions of development consent. Contributions up to \$30,000 per lot would be levied for open space, community and cultural facilities. Application of this

resolution seeks to ensure that no infrastructure funding gaps arise under the three contributions plans applying to the WELL Precinct.

The White Paper – A new planning system for NSW and draft planning legislation were released on 16 April 2013. If the White Paper changes to the new planning system are implemented, a minimum of approximately \$116 million in contributions income would be affected, or a significant reduction in the nature and scale of facilities being funded and our strategic directions for certain precincts – such as Penrith City centre - would occur. Contributions Plans funding open space, and community and cultural facilities would be especially significantly adversely affected. The White Paper does propose abandoning the \$30,000 cap on contributions.

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

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

Council has continued its lobbying on this and associated s94 planning issues since changes to the planning process and \$30,000 cap were announced. In 2015 we secured lobbying support for Council's position from WSROC and neighbouring councils in Blue Mountains, Liverpool and Wollondilly and MACROC is also preparing to examine the issue. This recognises the wide implications of the cap and transitional provisions for local government. In August 2015, WSROC representatives met with the Minister for Planning to outline Council's concerns and the implications. The Minister undertook to be mindful of these matters in any future review of this issue.

From February – April 2016, Council sought release of the DP&E draft local infrastructure guidelines through a GIPA freedom of information application, however access was denied by the DP&E as the report was considered to address a subject that was still under active consideration by the Department and that release may prejudice final

determination of these issue by the Minister and DP&E.

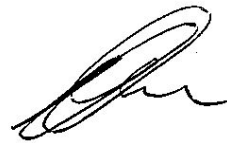
In May 2016 DP&E senior staff advised at a "listening/consultation" forum on review of the planning system that review of infrastructure issues was still under consideration and any changes to be announced would be those that were evolutionary and non-controversial. Further announcements were not expected until late 2016 or early 2017. At this forum, Council staff continued to alert DP&E representatives to Council's concerns regarding:

- the need for reasonable baseline infrastructure standards for all councils which recognised the cost and scope of infrastructure for release areas and metro fringe councils
- the impact of the \$30,000 cap on residential contributions and infrastructure delivery and the need for its abandonment or at least indexation
- the need for councils to regain authority over their contributions planning process and scope of plans and works, and
- the need for greater clarity regarding the DP&E role in reviewing and authorising contributions plans.

Council's performance in 2015-16 continues to ensure a stable financial position. This provides a strong grounding for Council for the growth, challenges, and opportunities that lie ahead.



**BRETT RICHARDSON**  
ACTING FINANCIAL SERVICES MANAGER



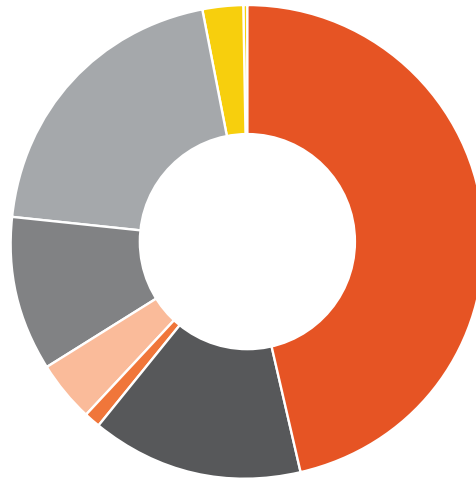
**ANDREW MOORE**  
CHIEF FINANCIAL OFFICER  
RESPONSIBLE ACCOUNTING OFFICER

## INCOME

### SUMMARY

- Overall income up by 9.9% to \$269.4m

<span style="color: #c00000;">■</span>	Rates & Annual Charges (\$125.3m)
<span style="color: #333333;">■</span>	User Charges & Fees (\$39m)
<span style="color: #e67e22;">■</span>	Investment Revenues (\$3.1m)
<span style="color: #f39c12;">■</span>	Other Revenues (\$10.9m)
<span style="color: #555555;">■</span>	Grants & Contributions - Operating (\$28.5m)
<span style="color: #808080;">■</span>	Grants & Contributions - Capital (\$55.1m)
<span style="color: #f1c40f;">■</span>	Net gains from the disposal of assets (\$7.2m)
<span style="color: #fff9c4;">■</span>	Net share of interests in joint ventures and associates using the equity method (\$0.3m)



INCOME ITEM	2016 (\$'000)	2015 (\$'000)	% CHANGE
Rates & Annual Charges	125,319	119,741	4.7%
User Charges & Fees	38,958	35,911	8.5%
Investment Revenues	3,127	2,926	6.9%
Other Revenues	10,878	8,584	26.7%
Grants & Contributions – Operating	28,470	30,268	(5.9%)
Grants & Contributions – Capital	55,129	46,580	18.4%
Profit from Disposal of Assets	7,211	587	1,128.4%
Profit from interests in Joint Ventures & Associates	325	635	(48.8%)
<b>Total Income from Continuing Operations</b>	<b>269,417</b>	<b>245,232</b>	<b>9.9%</b>

### Rates & annual charges

The increase in property numbers from 69,662 in 2014-15 to 70,854 in 2015-16, together with the general rate peg increase of 2.4% has added \$5.6m to Operating Revenue. Rates Outstanding, a key industry indicator, decreased to 3.00% in 2015-16 from 3.36% in 2014-15 and is below the industry target of 5%. This positive result has been achieved following the implementation of revised debt recovery processes. Council will remain active in debt recovery, with a view to maintaining this indicator below 5%.

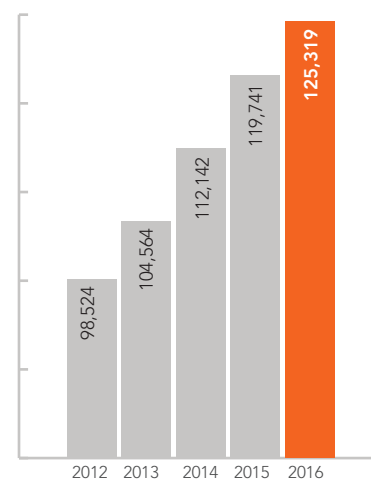
### User charges & fees

User Charges and Fees increased 8.5% over the 2015-16 Financial Year, in line with expectations.

### Investment revenues

Council's investment portfolio as at 30 June 2016 has remained in line with expectations, at a total of \$108.3m (2014-15, \$86.7m). This increase is mainly attributable to the increase in grants and contributions received in 2015-16.

### RATES & ANNUAL CHARGES (\$'000)





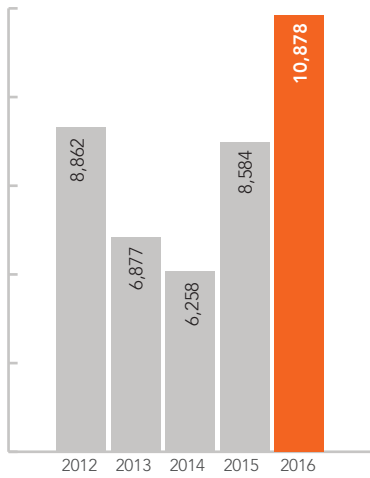
## OTHER REVENUES

Other Revenues increased by 26.7% during 2015-16. This was mainly due to the increase in value of Council's Investment Properties of \$3.9m in 2015-16. Council also received a refund for the carbon price (\$1m) that Council paid to its waste disposal contractor to offset future emission liabilities. This refund was due to the repeal of the carbon emission scheme, and the future emissions requirements no longer applicable.

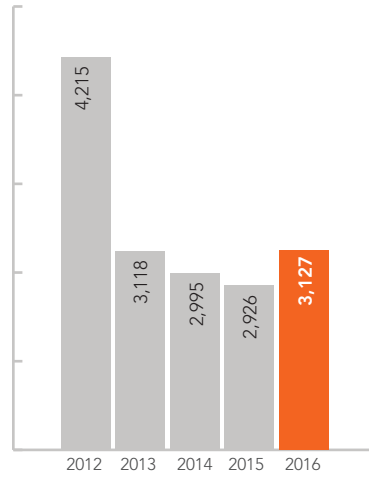
### Grants & contributions

Grants & Contributions have increased overall by \$6.8m (8.8%). This is primarily due to increased levels of subdivider dedications.

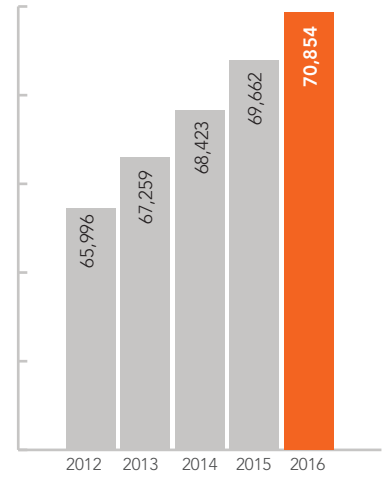
OTHER REVENUES  
(\$'000)



INVESTMENT REVENUE  
(\$'000)



PROPERTY NUMBERS

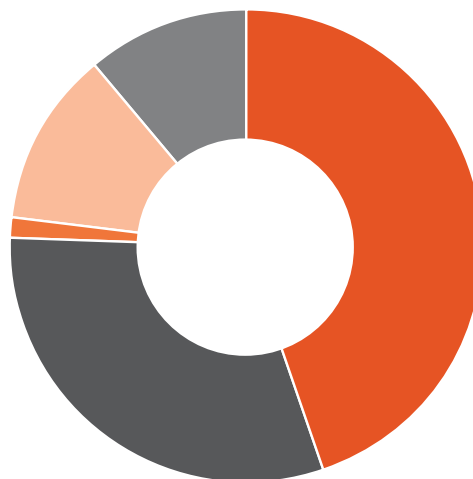
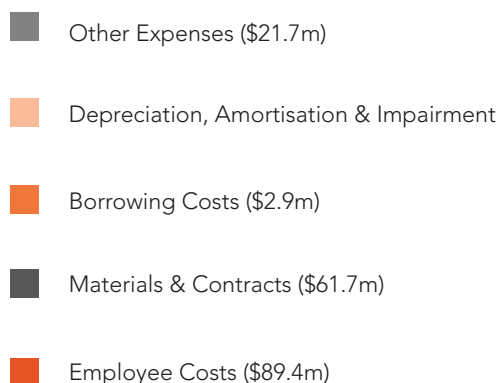


2016 Australia Day Awards

## EXPENSES

### SUMMARY

- Total Expenses up by 8.8% to \$200m
- Employee costs up by 7.1% to \$89.4m



EXPENSE ITEM	2016 (\$'000)	2015 (\$'000)	% CHANGE
Employee Costs	83,430	81,474	2.4%
Materials & Contracts	54,595	51,155	6.7%
Borrowing Costs	3,434	3,826	(10.2%)
Depreciation, Amortisation & Impairment	21,915	19,702	11.2%
Other Expenses	20,169	35,995	(44.0%)
Loss from Disposal of Assets	-	421	(100.0%)
<b>Total expenses from Continuing Operations</b>	<b>183,543</b>	<b>192,573</b>	<b>(4.7%)</b>

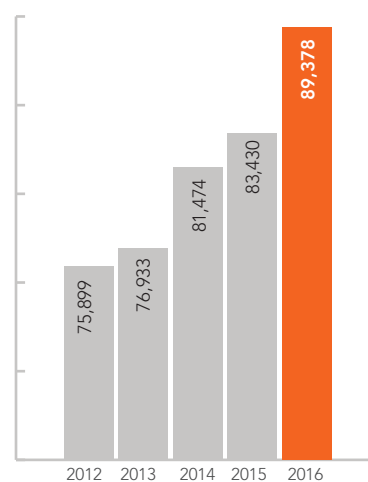
### Employee costs

Total employee costs increased \$5.9m in 2015-16. This equates to a 7.1% increase, after accommodating an award increase of 2.8% in July 2015, and also includes:

- Increase in total Superannuation costs - \$341,000
- Skills and knowledge progression - \$207,000
- Employee performance bonuses - \$535,000
- Increases for the provision for Employee Entitlements - \$1.4m

Council contributes 9.5% Superannuation for all employees except those who are members of the Local Government Superannuation Defined Benefits Scheme (DBS). In March 2009, the Local Government Super Scheme (LGSS) advised that it had been impacted by the Global Financial Crisis and contribution rates from 2009-10 were doubled. In 2011-12 the LGSS revised their methodology of calculating Council's additional contribution, and have advised Council of a flat annual fee going forward of approximately \$1.1m per year from 2013-14. This additional fee is expected to continue for a further 1 to 2 years.

### EMPLOYEE COSTS (\$'000)



Council's transition to Workcover's retro-paid loss model for worker's compensation insurance continues to provide benefits and efficiencies for Council compared to the traditional claims experience insurance. The total worker's compensation expense for 2015-16 was \$1.1m (2014-15, \$919,000), compared to the 2009-10 costs under the traditional premium of \$3.1m.

### Depreciation

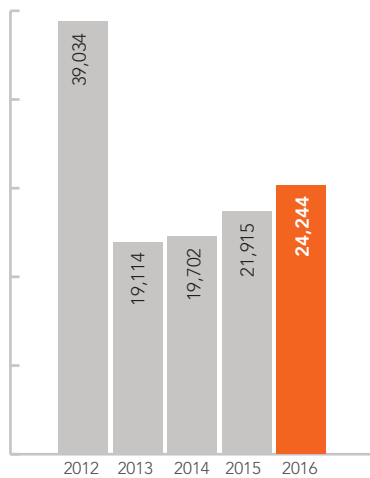
Depreciation is the allocation of the costs of an asset, based on the likely period of its useful life. The depreciation rates used by Council are set out in Note 1 of this document. In 2012-13, Council reviewed and amended the useful lives and residual value for its road, drainage, and building asset classes to more accurately reflect the consumption of these assets. The result was a decrease in depreciation expense from the previous years and more realistically represents the consumption of these assets. It is also a significant decrease over the previous methodology which saw depreciation as high as \$39m in 2011-12. The review and analysis of all Council's depreciation will continue be conducted in future years.

Total depreciation for the year was \$24.2m (2014-15, \$21.9m). This figure is also impacted by the revaluation Council conducted in 2014-15 on its Roads and Drainage assets. This revaluation added \$205m to these asset classes, which is required to be depreciated in line with existing assets.

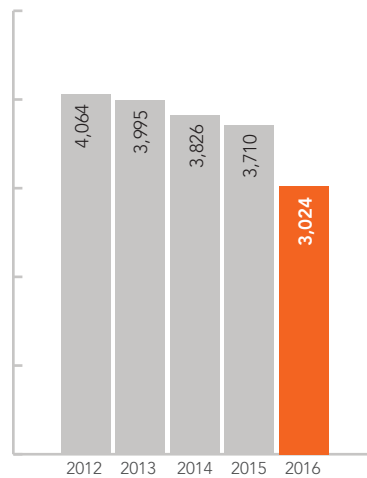
### Borrowing costs

Council's borrowing costs continue to decrease, reflecting the lower cost that Council is able to borrow funds at. Council's loan portfolio has decreased by \$3.4m, and the average rate at which Council has borrowed funds has decreased from 4.5% in 2014-15, to 4.23% in 2015-16, reflected in a reduction of borrowing costs of \$686,000.

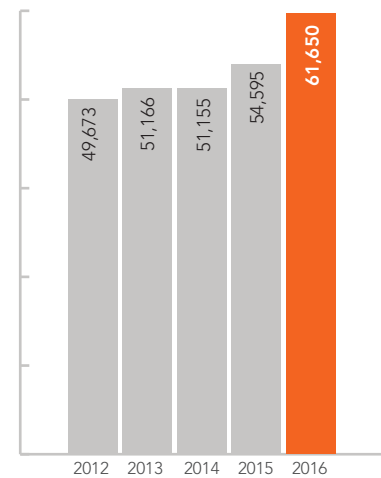
**DEPRECIATION**  
(\$'000)



**BORROWING COSTS**  
(\$'000)



**MATERIALS & CONTRACTS**  
(\$'000)

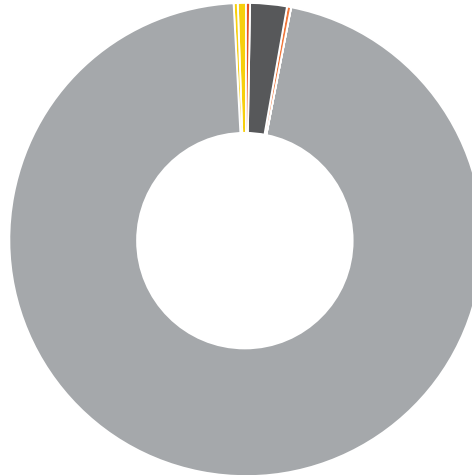
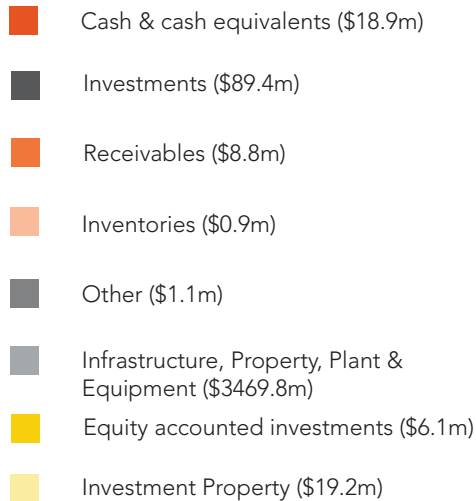




## ASSETS

### SUMMARY

- Total Assets up by 20.9% to \$3,614m
- Net Assets up by 21.6% to \$3,500m
- Assets per head of population is \$17,862
- Infrastructure, Property Plant & Equipment up by 21% to \$3,470m



ASSET ITEM	2016 (\$'000)	2015 (\$'000)	% CHANGE
<b>CURRENT ASSETS</b>			
Cash & cash equivalents	18,903	50,118	(62.3%)
Investments	71,861	22,054	225.8%
Receivables	7,818	10,483	(25.4%)
Inventories	874	1,206	(27.5%)
Other	1,134	1,548	(26.7%)
<b>TOTAL CURRENT ASSETS</b>	<b>100,590</b>	<b>85,409</b>	<b>17.8%</b>
<b>NON-CURRENT ASSETS</b>			
Investments	17,500	14,500	20.7%
Receivables	950	1,136	(16.4%)
Infrastructure, Property, Plant & Equipment	3,469,844	2,868,202	21.0%
Equity accounted investments	6,070	5,745	5.6%
Investment Property	19,243	15,388	25.1%
<b>TOTAL NON-CURRENT ASSETS</b>	<b>3,513,607</b>	<b>2,904,971</b>	<b>21.0%</b>
<b>TOTAL ASSETS</b>	<b>3,614,197</b>	<b>2,990,380</b>	<b>20.9%</b>

## Cash position

An assessment of Council's cash holdings at the end of the Financial Year provides a different view of the year's financial information. Council's Cash Flow Statement provides information relating to actual payments and receipts of cash. Investments have increased over the 2015-16 year, mainly due to an increase in Capital Grants and Contributions, and a gain from the sale of assets. At 30 June 2016, Council again recognised an increase in the value of its Mortgage Backed Securities (MBS) of \$30,000 (increase of \$104,000 in 2014-15) after Council received valuations for these investments that took into account the change in market, and a redemption of principal for these investments. The maturity date of these investments were extended beyond their initial maturity date, and have a legal maturity date of 2051 and 2057. It is important to note that these investments are still paying coupons and penalty interest, and there have been no indications that these investments will default. Council continues to hold funds on call to ensure funds are immediately available if required. This amount can fluctuate and for 2015-16 the holdings of \$3.9m are in line with Council's targets.

## Reserves

Council operates a number of internally and externally restricted reserves. External reserves include unspent Section 94 funds received, special purpose grants or unexpended loans, along with domestic waste and sullage reserves. These reserves are maintained to ensure that the funds received are expended on the intended purpose, and this restriction is imposed on Council through either legislation or the funding body. There has been an increase in unrestricted funds held at 30 June 2016 of \$5.2m. Council continues to maintain a number of internal reserves as detailed in Note 6. These reserves have been established by Council resolution, and include provisions for Employee Leave Entitlements, Property Development activities, and Council's Children's Services operations. The maintenance of these reserves ensures that Council has sufficient capacity to respond to planned calls for funding in these areas and also provides some ability to fund unplanned expenditure for these purposes.

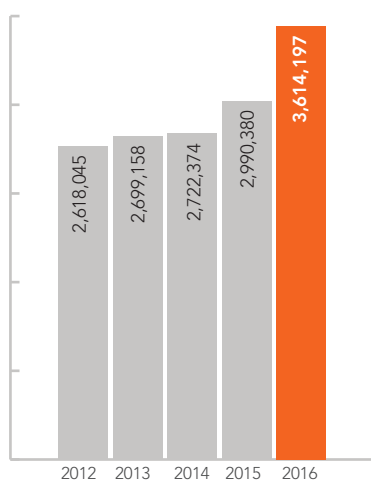
## Unrestricted current ratio

The unrestricted current ratio for 2015-16 was 1.80:1. Council's practice of borrowing from internal reserves to meet the demands of essential works required in advance of receipt of Section 94 contributions has again been a major impact on the ratio this year. At 30 June 2016, there were five Section 94 plans in deficit totaling \$7.8m (compared to \$9.0m in 2014-15). Two plans - the Cultural Facilities Plan and the Lambridge Estate Plan - accounted for \$6.2m of this deficit. Once adjusted for these internal borrowings, the adjusted indicator is 2.03:1 and is above Council's adopted benchmark of 1.25:1, and above the Office of Local Government's benchmark of 1.5:1.

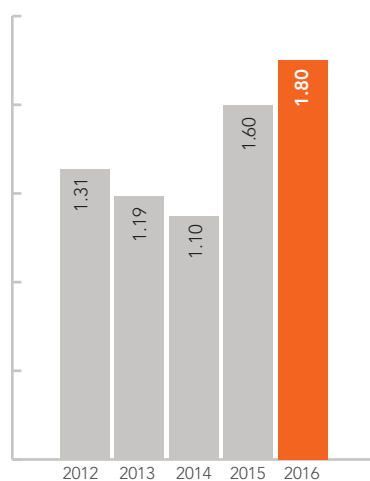
## Receivables

Receivables for 2015-16 totaled \$8.8m, a decrease compared to 2014-15 (\$11.6m). The Rates Outstanding percentage decreased from 3.36% in 2014-15 to 3.00% in 2015-16, which is below the industry benchmark of less than 5%.

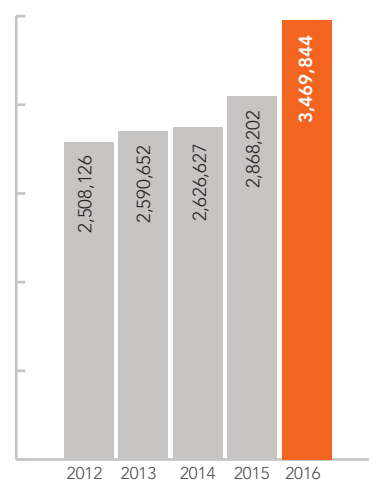
TOTAL ASSETS  
(\$'000)



UNRESTRICTED  
CURRENT RATIO



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



## Infrastructure, property, plant & equipment

Infrastructure, Property, Plant & Equipment (IPPE) increased 21% over the 2015-16 year to \$3,470m, mainly due to the revaluation of Councils Land Under Roads and Community Land at 30 June 2016 which added \$552m to these assets. Total asset purchases of \$77.7m included \$9.8m of asset renewals and \$68m for new asset purchases and construction. A summary of IPPE transactions are shown below, with greater detail provided in Note 9.

### PLANT AND EQUIPMENT

Vehicles purchased	84
Vehicles sold	95
Plant items purchased	28
Plant items sold	27

Total value of plant and vehicle purchases of \$4.4m, and includes:

Caterpillar Backhoe Loader	\$138,300
Isuzu FRR600 Crew Cab (x2)	\$147,900
Category 1 RFS Tanker	\$317,300
Category 7 RFS Tanker	\$192,500

### OFFICE EQUIPMENT

Telephone System Upgrades	\$329,000
New Equipment and Upgrades	\$597,300

### BUILDINGS AND OTHER STRUCTURE

Joan Sutherland Performing Arts Upgrade	\$1.2m
Captain Cook Tennis Upgrades	\$1.3m

### ROAD WORKS AND DRAINAGE

Drainage Works (excl Dedications)	\$7.95m
Road Works (excl Dedications)	\$350,000
Includes:	
Bus Shelters	\$113,000
Pathpaving	\$2.9m

### INFRASTRUCTURE

Road Dedications	\$14.3m
Drainage Dedications	\$16.8m

### OTHER ASSETS

Library Resources	\$470,400
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### MAJOR CAPITAL PROJECTS

worthy of note, either completed or underway during the year include:

North Cranebrook Park Improvement	\$747,000
Jamison Park Sports Field	\$554,000
Glenmore Park Sportsfield Stage 2	\$1.7m
Penrith Civic Arts Precinct	\$2.1m



# LIABILITIES

## SUMMARY

- Liabilities up by 1.8% to \$113.4m
- Borrowings up by 0.5% to \$67.8m
- Payables up by 13.6% to \$17.2m
- Provisions down by 1.5% to \$28.4m

- Payables (\$20.1m)
- Borrowings (\$64.4m)
- Provisions (\$29.8m)

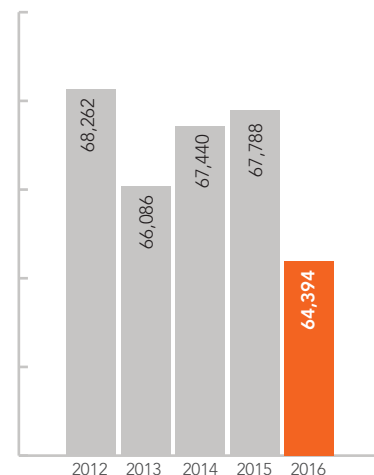


LIABILITY ITEM	2015 (\$'000)	2014 (\$'000)	% CHANGE
<b>CURRENT LIABILITIES</b>			
Payables	20,117	17,185	17.1%
Borrowings	11,293	11,066	2.1%
Provisions	29,090	27,769	4.8%
<b>TOTAL CURRENT LIABILITIES</b>	<b>60,500</b>	<b>56,020</b>	<b>8.0%</b>
<b>NON-CURRENT LIABILITIES</b>			
Borrowings	53,101	56,722	(6.4%)
Provisions	741	641	15.6%
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>53,842</b>	<b>57,363</b>	<b>(6.1%)</b>
<b>TOTAL LIABILITIES</b>	<b>113,383</b>	<b>113,383</b>	<b>0.8%</b>

The 2015-16 Debt Service Cover Ratio was 2.08 (2.64 in 2014-15). This ratio measures the availability of operating cash to service debt including interest, principal, and lease payments. The Debt Service Cover Ratio can be misleading if comparisons are made without understanding the underlying situation. Much of Council's loan portfolio has income streams to fund the loan repayments. Knowledge of the principal and interest components of loan payments, along with any revenue streams used to fund these repayments, is required if any comparison to other Councils is to be meaningful. Council's approvals under the Local Infrastructure Renewal Scheme (LIRS) also provides interest rates subsidies from the NSW Government.

Total borrowings now stand at \$64.4m, a decrease of \$3.4m (5%) over 2014-15.

### TOTAL BORROWINGS (\$'000)



## CONTROLLED ENTITIES

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

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

	\$'000		
	PPVA	RIPPLES	PWS
Operating Expenses	3,512	5,054	1,440
Operating Revenues (Excluding Council's Subsidy)	1,972	3,952	1,585
<b>Surplus / (Deficit) before Subsidy</b>	<b>(1,540)</b>	<b>(1,102)</b>	<b>145</b>
Subsidy	1,585	1,012	-
<b>Surplus / (Deficit) from Ordinary Operations</b>	<b>46</b>	<b>(90)</b>	<b>145</b>
Capital Grants			
<b>Surplus / (Deficit)</b>	<b>46</b>	<b>(90)</b>	<b>145</b>
Current Assets	1,368	196	528
Non-Current Assets	591	157	1,034
<b>Total Assets</b>	<b>1,959</b>	<b>353</b>	<b>1,562</b>
Current Liabilities	936	753	1,316
Non-Current Liabilities	177	-	201
<b>Total Liabilities</b>	<b>1,113</b>	<b>753</b>	<b>1,517</b>
<b>Net Assets</b>	<b>846</b>	<b>(400)</b>	<b>45</b>

## BUSINESS ACTIVITY REPORTING

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

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

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

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

CATEGORY 1 (TURNOVER GREATER THAN \$2M)	2016 SURPLUS / (DEFICIT)	2015 SURPLUS / (DEFICIT)	2014 SURPLUS / (DEFICIT)	2013 SURPLUS / (DEFICIT)	2012 SURPLUS / (DEFICIT)
Children's Services	35	(671)	(1,058)	(609)	137
Council Pools	(1,639)	(2,018)	(2,234)	(2,653)	(1,715)
Penrith Whitewater Stadium	84	(263)	(84)	(182)	(142)
Property Development	5,109	(739)	(1,137)	(930)	(1,338)
Penrith Performing & Visual Arts	(755)	(1,131)	(1,232)	(1,372)	(955)

CATEGORY 2 (TURNOVER LESS THAN \$2M)	2016 SURPLUS / (DEFICIT)	2015 SURPLUS / (DEFICIT)	2014 SURPLUS / (DEFICIT)	2013 SURPLUS / (DEFICIT)	2012 SURPLUS / (DEFICIT)
Cemeteries	90	185	(29)	(156)	(86)
Tennis Courts	(333)	(358)	(383)	(369)	(216)
St Clair Recreation Centre	(201)	(281)	(335)	(332)	(159)
Halls	(1,816)	(1,996)	(1,863)	(1,198)	(1,106)
Contestable Services	199	144	125	71	(80)



# Penrith City Council

## General Purpose Financial Statements

for the year ended 30 June 2016

### Statement by Councillors and Management

made pursuant to Section 413(2)(c) of the *Local Government Act 1993 (NSW)* (as amended)

**The attached General Purpose Financial Statements have been prepared in accordance with:**

- the *Local Government Act 1993 (NSW)* (as amended) and the regulations made thereunder
- the Australian Accounting Standards and professional pronouncements, and
- the Local Government Code of Accounting Practice and Financial Reporting.

**To the best of our knowledge and belief, these financial statements:**

- present fairly the Council's operating result and financial position for the year, and
- accord with Council's accounting and other records.

**We are not aware of any matter that would render these statements false or misleading in any way.**

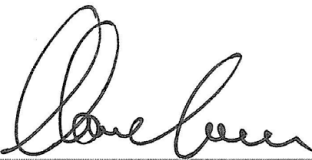
**Signed in accordance with a resolution of Council made on 5 September 2016.**



Clr Karen McKeown  
Mayor



Clr Ross Fowler OAM  
Councillor



Alan Stoneham  
General Manager



Andrew Moore  
Responsible Accounting Officer

# INCOME STATEMENT

FOR THE YEAR ENDED 30 JUNE 2016

BUDGET <sup>(1)</sup> 2016	\$ '000	NOTES	ACTUAL 2016	ACTUAL 2015
<b>Income from Continuing Operations</b>				
<b>Revenue:</b>				
123,217	Rates & Annual Charges	3a	125,319	119,741
35,460	User Charges & Fees	3b	38,958	35,911
2,188	Interest & Investment Revenue	3c	3,127	2,926
4,104	Other Revenues	3d	10,878	8,584
25,831	Grants & Contributions provided for Operating Purposes	3e,f	28,470	30,268
23,233	Grants & Contributions provided for Capital Purposes	3e,f	55,129	46,580
<b>Other Income:</b>				
(486)	Net gains from the disposal of assets	5	7,211	587
50	Net Share of interests in Joint Ventures & Associates using the equity method	19	325	635
213,597	<b>Total Income from Continuing Operations</b>		<b>269,417</b>	<b>245,232</b>
<b>Expenses from Continuing Operations</b>				
90,197	Employee Benefits & On-Costs	4a	89,378	83,430
3,327	Borrowing Costs	4b	3,024	3,710
63,258	Materials & Contracts	4c	61,650	54,595
22,796	Depreciation & Amortisation	4d	24,244	21,915
15,733	Other Expenses	4e	21,742	20,169
195,311	<b>Total Expenses from Continuing Operations</b>		<b>200,038</b>	<b>183,819</b>
<b>18,286</b>	<b>Operating Result from Continuing Operations</b>		<b>69,379</b>	<b>61,413</b>
<b>18,286</b>	<b>Net Operating Result for the Year</b>		<b>69,379</b>	<b>61,413</b>
(4,947)	Net Operating Result for the year before Grants and Contributions provided for Capital Purposes		<b>14,250</b>	<b>14,833</b>

1. Original budget as approved by Council – refer Note 16

# STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 30 JUNE 2016

\$ '000	NOTES	ACTUAL 2016	ACTUAL 2015
<b>Net Operating Result for the year (as per Income Statement)</b>		<b>69,379</b>	<b>61,413</b>
<b>Other Comprehensive Income:</b>			
Amounts which will not be reclassified subsequently to the Operating Result Gain (loss) on revaluation of I,PP&E	20b (ii)	553,479	204,607
Total items which will not be reclassified subsequently to the operating result		553,479	204,607
<b>Total Comprehensive Income for the Year</b>		<b>622,858</b>	<b>266,020</b>





# STATEMENT OF FINANCIAL POSITION

AS AT 30 JUNE 2016

\$ '000	NOTES	ACTUAL 2016	ACTUAL 2015
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash & Cash Equivalents	6a	18,903	50,118
Investments	6b	71,861	22,054
Receivables	7	7,818	10,483
Inventories	8	874	1,206
Other	8	1,134	1,548
<b>Total Current Assets</b>		<b>100,590</b>	<b>85,409</b>
<b>Non-Current Assets</b>			
Investments	6b	17,500	14,500
Receivables	7	950	1,136
Infrastructure, Property, Plant & Equipment	9	3,469,844	2,868,202
Investments accounted for using the equity method	19	6,070	5,745
Investment Property	14	19,243	15,388
<b>Total Non-Current Assets</b>		<b>3,513,607</b>	<b>2,904,971</b>
<b>TOTAL ASSETS</b>		<b>3,614,197</b>	<b>2,990,380</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Payables	10	20,117	17,185
Borrowings	10	11,293	11,066
Provisions	10	29,090	27,769
<b>Total Current Liabilities</b>		<b>60,500</b>	<b>56,020</b>
<b>Non-Current Liabilities</b>			
Borrowings	10	53,101	56,722
Provisions	10	741	641
<b>Total Non-Current Liabilities</b>		<b>53,842</b>	<b>57,363</b>
<b>TOTAL LIABILITIES</b>		<b>114,342</b>	<b>113,383</b>
<b>Net Assets</b>		<b>3,499,855</b>	<b>2,876,997</b>
<b>EQUITY</b>			
Retained Earnings	20	2,073,895	2,004,516
Revaluation Reserves	20	1,425,960	872,481
Council equity interest		3,499,855	2,876,997
<b>Total Equity</b>		<b>3,499,855</b>	<b>2,876,997</b>

## STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED 30 JUNE 2016

	NOTES	RETAINED EARNINGS	RESERVES (REFER 20b)	COUNCIL INTEREST	TOTAL EQUITY
<b>2016</b>					
<b>Opening Balance</b> as per Last Year's Audited Accounts		<b>2,004,516</b>	<b>872,481</b>	<b>2,876,997</b>	<b>2,876,997</b>
Revised Opening Balance (as at 1/7/15)		2,004,516	872,481	<b>2,876,997</b>	<b>2,876,997</b>
<b>Net Operating Result for the Year</b>		<b>69,379</b>	-	<b>69,379</b>	<b>69,379</b>
Other Comprehensive Income – Revaluations : IPP&E Asset Revaluation Rsve	20b (ii)	-	553,479	<b>553,479</b>	<b>553,479</b>
<b>Other comprehensive income</b>		<b>(0)</b>	<b>553,479</b>	<b>553,479</b>	<b>553,479</b>
<b>Total Comprehensive Income (c&amp;d)</b>		<b>69,379</b>	<b>553,479</b>	<b>622,858</b>	<b>622,858</b>
<b>Equity – Balance at end of the reporting period</b>		<b>2,073,895</b>	<b>1,425,960</b>	<b>3,499,855</b>	<b>3,499,855</b>

	NOTES	RETAINED EARNINGS	RESERVES (REFER 20b)	COUNCIL INTEREST	TOTAL EQUITY
<b>2015</b>					
<b>Opening Balance</b> as per Last Year's Audited Accounts		<b>1,943,103</b>	<b>667,874</b>	<b>2,610,977</b>	<b>2,610,977</b>
Revised Opening Balance (as at 1/7/14)		1,943,103	667,874	<b>2,610,977</b>	<b>2,610,977</b>
<b>Net Operating Result for the Year</b>		<b>61,413</b>	-	<b>61,413</b>	<b>61,413</b>
Other Comprehensive Income – Revaluations : IPP&E Asset Revaluation Rsve	20b (ii)	-	204,607	<b>204,607</b>	<b>204,607</b>
<b>Other comprehensive income</b>		<b>-</b>	<b>204,607</b>	<b>204,607</b>	<b>204,607</b>
<b>Total Comprehensive Income (c&amp;d)</b>		<b>61,413</b>	<b>204,607</b>	<b>266,020</b>	<b>266,020</b>
<b>Equity – Balance at end of the reporting period</b>		<b>2,004,516</b>	<b>872,481</b>	<b>2,876,997</b>	<b>2,876,997</b>

# STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 30 JUNE 2016

BUDGET 2016	\$ '000	NOTES	ACTUAL 2016	ACTUAL 2015
<b>Cash Flows from Operating Activities</b>				
<b>Receipts:</b>				
122,924	Rates & Annual Charges		124,974	119,974
41,546	User Charges & Fees		40,886	38,116
2,190	Investment & Interest Revenue received		3,641	2,874
55,130	Grants & Contributions		44,690	37,192
-	Bonds, Deposits & Retention amounts received		3,353	3,383
1,790	Other		14,722	15,215
<b>Payments:</b>				
(90,884)	Employee Benefits & On-Costs		(88,127)	(83,902)
(71,638)	Materials & Contracts		(67,791)	(58,979)
(3,327)	Borrowing Costs		(2,894)	(3,434)
-	Bonds, Deposits & Retention amounts refunded		(1,777)	(2,559)
(18,022)	Other		(24,328)	(23,792)
<b>39,709</b>	<b>Net Cash provided (or used in) Operating Activities</b>	11b	<b>47,349</b>	<b>44,089</b>
<b>Cash Flows from Investing Activities</b>				
<b>Receipts:</b>				
154,813	Sale of Investment Securities		212,199	223,584
-	Sale of Investment Property		-	6,541
1,514	Sale of Infrastructure, Property, Plant & Equipment		12,552	1,286
-	Sale of Disposal Groups		-	1,590
<b>Payments:</b>				
(133,259)	Purchase of Investment Securities		(264,976)	(245,320)
-	Sale of Investment Property		(2)	(30)
(60,000)	Purchase of Infrastructure, Property, Plant & Equipment		(34,680)	(24,453)
<b>(36,932)</b>	<b>Net Cash provided (or used in) Investing Activities</b>		<b>(74,907)</b>	<b>(36,802)</b>
<b>Cash Flows from Financing Activities</b>				
<b>Receipts:</b>				
4,113	Proceeds from Borrowings & Advances		7,925	10,663
4	Deferred Debtors Receipts		8	3
<b>Payments:</b>				
(8,998)	Repayment of Borrowings & Advances		(11,449)	(10,591)
-	Deferred Debtors & Advances Made		(141)	(12)
<b>(4,881)</b>	<b>Net Cash Flow provided (used in) Financing Activities</b>		<b>(3,657)</b>	<b>63</b>
(2,104)	Net Increase/(Decrease) in Cash & Cash Equivalents		(31,215)	7,350
50,118	plus: Cash & Cash Equivalents – beginning of year	11a	50,118	42,768
48,014	Cash & Cash Equivalents – end of the year	11a	18,903	50,118
Additional Information:				
	plus: Investments on hand – end of year	6b	89,361	36,554
	<b>Total Cash, Cash Equivalents &amp; Investments</b>		<b>108,264</b>	<b>86,672</b>
Please refer to Note 11 for information on the following:				
– Non Cash Financing & Investing Activities				
– Financing Arrangements				







## PENRITH CITY COUNCIL

### GENERAL PURPOSE FINANCIAL STATEMENTS

#### INDEPENDENT AUDITORS' REPORT

#### REPORT ON THE FINANCIAL STATEMENTS

We have audited the accompanying general purpose financial statements of Penrith City Council, which comprises the Statement of Financial Position as at 30 June 2016, Income Statement, Statement of Comprehensive Income, Statement of Changes in Equity and Statement of Cash Flows for the year ended on that date, a summary of significant accounting policies and other explanatory notes and the Statement by Councillors and Management. The financial statements include the consolidated financial statements of the economic entity and the entities it controlled at year end or from time to time during the year.

#### Responsibility of Council for the Financial Statements

The Council is responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations) and the Local Government Act 1993. This responsibility includes the maintenance of adequate accounting records and internal controls designed to prevent and detect fraud and error; designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

#### Auditors' Responsibility

Our responsibility is to express an opinion on the financial statements based on our audit. We conducted our audit in accordance with Australian Auditing Standards. These Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement. Our audit responsibility does not extend to the original budget information disclosed in the Income Statement, Statement of Cash Flows, and Note 2(a) or the budget variation explanations disclosed in Note 16. Nor does our responsibility extend to the projected future developer contributions and costs disclosed in Note 17. Accordingly, no opinion is expressed on these matters. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Council's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Council, as

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well as evaluating the overall presentation of the financial statements. Our audit did not involve an analysis of the prudence of business decisions made by Council or management.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

**Independence**

In conducting our audit, we followed applicable independence requirements of Australian professional ethical pronouncements.

**Auditor's Opinion**

In our opinion,

- (a) the Council's accounting records have been kept in accordance with the requirements of the Local Government Act 1993, Chapter 13 part 3 Division 2; and
- (b) the financial statements:
  - (iii) have been presented in accordance with the requirements of this Division;
  - (iv) are consistent with the Council's accounting records;
  - (v) present fairly the Council's financial position, the results of its operations and its cash flows; and
  - (vi) are in accordance with applicable Accounting Standards and other mandatory professional reporting requirements in Australia.
- (c) all information relevant to the conduct of the audit has been obtained; and
- (d) there are no material deficiencies in the accounting records or financial statements that we have become aware of during the course of the audit.

**HILL ROGERS**



**GARY MOTTAU**

Partner

Dated at Sydney this 6th day of September 2016









# END OF TERM REPORT 2012-2016

# ABOUT THIS REPORT

Under the Integrated Planning and Reporting Legislation Council must prepare an End of Term Report and present it to the final meeting of the outgoing Council. The report must summarise the progress made towards the Community Outcomes and cannot be used for election purposes. This report recommends that the End of Term Report be adopted, and, in accordance with the legislation, be included as an Appendix to the 2015-16 Annual Report.

This is only the second End of Term Report we have prepared since the introduction of the legislation. It covers the period from September 2012 to September 2016, with the exception of financial information which covers the period from 1 July 2012 to 30 June 2016.

In early 2012 we conducted an extensive community engagement program which included a range of tailored engagement activities to maximise community input. This included surveys, forums and focus groups as outlined below, together with social media and newspaper advertising. The different activities were devised to reach and receive feedback from as many people in our communities as possible including different ages, cultural backgrounds and the diverse neighbourhoods that make up our City, particularly with groups Council has not regularly engaged in the past. Our engagement emphasised the importance of everyone being involved in setting directions for the City, now and in the future.

In total over 5,000 people participated in the engagement program, and the key messages received from the community guided the development of the seven Community Outcomes. This report provides information on how we have progressed towards the Community Outcomes over the past four years and the unanticipated challenges we have experienced along the way.

## 2013-17 DELIVERY PROGRAM

Every four years a new Council is elected and spends time in the first 9 months of its term preparing the Delivery Program. This sets out the specific tasks, actions and projects that will help Council do its part in delivering on the Community Outcomes.

Adopted on 24 June 2013 the 2013-17 Delivery Program was prepared based on the extensive community engagement that helped inform the development of the Community Plan. The Operational Plan for 2013-14 was included in the first version, with an updated version produced each year incorporating subsequent Operational Plans. The final version of this Delivery Program was adopted on 27 June 2016, incorporating the 2016-17 Operational Plan which will guide Council's activities as we write the next Delivery Program with our new Council.

Together, the Delivery Program and Operational Plans set out the detailed activities, actions and projects that Council believes will both meet our statutory obligations and help deliver the services and facilities that will best meet the needs of our community. Each year the Annual Report provides information on our progress against our commitments in the Delivery Program and Operational Plan, including what we've achieved, the challenges we've faced and the actions and projects we've completed. These reports are available on Council's website on or before 30 November each year, and provide more detail on specific achievements than is contained in this report.

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# MESSAGE FROM THE MAYOR

I'm proud to present this End of Term report to our community on behalf of my fellow Councillors. It covers the 2012-16 Council term and outlines how we've implemented our *Community Plan and Delivery Program 2013-17* over this time. Together, these documents tell us what our community wants for our City and provides Council with a blueprint for action. This Report details the steps we've taken to achieve the social, environmental, economic and civic leadership objectives they identify.

Local jobs continue to be a key priority and we've put in place several strategies to encourage investment in our City and deliver real opportunities. We have:

- embedded a new City and community brand, Penrith is Here, to stimulate investment and interest in our City
- developed the Our River Masterplan to activate the river precinct, stimulate our visitor economy and attract investment. This year we will hold our first river festival.
- worked with stakeholders to prepare Penrith Progression – A Plan for Action, a comprehensive vision for a reinvigorated City Centre
- developed the New West economic initiative and its flagship document, Invitation to Partner, to deliver this vision, build the local economy and attract investment
- ensured new developments support job creation and services
- lobbied for more government jobs in our City
- developed a Cooling the City Strategy to make our City more liveable, grow local businesses and attract more investment, and
- promoted Penrith as The Adventure Capital of NSW to grow our visitor economy and increase investor interest in this sector.

We've advocated for improved regional transport networks such as a dedicated passenger rail line to connect the North West and South West growth areas and the future Western Sydney Airport, as well as the vast employment opportunities of the Western Sydney Growth Priorities Area.



Council continues to work with the Federal Government to ensure the Western Sydney Airport delivers maximum benefits to our communities. We're championing the Sydney Science Park and the Penrith Health and Education Precinct, both of which will deliver knowledge jobs and transform our region into a technology and innovation hub.

Council-community consultation has never been stronger as evidenced by our collaborations on the *Penrith Progression - A Plan for Action* and *Our River Masterplan*. We also established a Community Panel to pinpoint what local services and infrastructure are most needed in Penrith. We're acting on their recommendations and will continue to do so.

Through initiatives like the Penrith Mayoral Challenges, Team Colyton and other neighbourhood renewal projects we've continued that collaboration to design new playgrounds, revitalise under-used spaces and foster community pride.

We've also engaged with our community through a variety of civic and community events, including milestone celebrations such as the 200<sup>th</sup> anniversary of the first European crossing of the Blue Mountains, the building of the Great Western Road and of Penrith itself – the Bicentenary of our first government building.

I know I speak for my fellow Councillors when I say we're proud of what we have achieved, and look forward to seeing the next Council continue to build on our work for Penrith and its vibrant and diverse communities.

# MESSAGE FROM THE GENERAL MANAGER

This report embodies four years of hard work by our organisation under the leadership of our Councillors. It's been a busy and productive four years.

We've arrived at the end of the term in a sound financial state and have worked hard to achieve the objectives and actions outlined in our *Community Plan and Delivery Program 2013-17*.

Over the past four years, we initiated and carried out an organisation-wide Capacity Review. We have achieved efficiency and budget savings totalling over \$20 million during the term, and embedded \$6.2 million annually into the budget.

The information we gathered through the review formed part of our successful response to the Fit for the Future indicators submitted to IPART in June 2015. Penrith was one of only seven metropolitan Councils, and the only Western Sydney Regional City, to be deemed Fit for the Future.

Our solid position was strengthened by the strategic alliance we formed with Hawkesbury and Blue Mountains councils and designation as the Greater Sydney Commission's West District.

Through our ongoing advocacy we secured:

- \$70M for the Werrington Arterial Road project
- \$25M for the first stage of the pedestrian bridge across the Nepean River
- \$100M for upgrades to Mulgoa Road
- a commitment to upgrade 35 kilometres of the Northern Road
- a commitment for 300 additional parking spaces at Penrith Station and 10 additional express services on the Western line between Parramatta and the City, and
- a partnership with Telstra to launch free Wi-Fi in key areas of our City.

We've reconstructed 626,600m<sup>2</sup> of road, put down 19km of pedestrian and shared pathways and rejuvenated 209,100km<sup>2</sup> of road pavement. We've built or replaced 37



playgrounds, made major improvements to sports fields and amenity buildings across our City, and upgraded neighbourhood centres.

We've also worked with our community to determine how we can continue to maintain and upgrade assets such as parks, roads and footpaths, as well as undertake strategic projects to encourage investment and grow as a Regional City.

This led to our successful application for a Special Rate Variation, giving us the mandate and mechanism to renew and create new assets, pay down debt, boost Council's service levels and help deliver major projects over the next four years.

This is especially important given our ongoing population growth. Over the past four years, Council has approved 5,625 Development Applications worth almost \$3 billion. This represents a total impact of close to \$5.2 billion to the local economy.

More than \$1 billion of this investment was made in the past 12 months, signalling an increased interest in our City. A marked upswing in applications for apartments, units and town houses reflects a growing demand for inner-city style living and mirrors Council's commitment to providing housing diversity for our current and future residents.

Penrith is evolving and Council is evolving with it. We look forward to continuing to work with our residents to deliver the lifestyle and services they want and need.

# OUR GROWING CITY

Our City is ever growing and changing, and the last four years have been no exception. We have seen a consistent rise in development applications since 2013, with an annual increase in value of development determined from \$647 million in 2013-14 to \$1.26 billion in 2015-16.

Penrith's population is estimated to grow by another 60,000 over the next 20 years, and the Western Sydney catchment is expected to expand by more than 900,000 people by 2031. Over the same period, Penrith's economic catchment is forecast to grow from 500,000 to over 1 million people. More people in our City puts pressure on services and infrastructure. It is important that we build investment in our City to increase opportunities for employment and education, and to ensure we have the transport and service infrastructure to meet the needs of our community.

Outlined below are the actions we have taken over the past four years to address this. Advocacy for regional infrastructure is also vital. Information on our advocacy program over the past four years is in the Planning for our Future section of this report.

## ECONOMY, INVESTMENT AND INFRASTRUCTURE

We are making significant progress in attracting investment and growing jobs in our City. Economic development initiatives between 2012-15 were delivered by an external economic entity with the support of Council. Since August 2015 this work has been delivered in-house through the establishment of an Economic Initiatives Team.

Of Penrith's resident workforce, less than 40% are able to work within our City, with over 50,000 travelling elsewhere for work each day. The goal for Penrith is to achieve an increase in local jobs of between 42,000 and 55,000 by 2031. This target can be met through growing new jobs in health, education, tourism, arts and culture, and advanced manufacturing. This will be complemented by growth in service activity in the night-time economy, small business (including start-up activity) and residential services.

Council has undertaken various activities to help facilitate investment in our City. These include building partnerships, working with landowners, looking at options to develop Council sites to help stimulate development and support potential investors to identify appropriate sites.

## PENRITH PROGRESSION

The Penrith Progression, initially launched in February 2014, aimed to transform the Penrith City Centre and deliver jobs for the future. After 12 months of collaboration between community members, investors, landowners, government, arts and education providers and businesses the Penrith Progression – A Plan for Action was launched in February 2015. The Plan is a blueprint for delivering a City Centre that is vibrant, economically thriving, and a unique place to live, work and connect. The Plan identifies six opportunity precincts and catalyst projects to achieve the vision for the City Centre:

- Central Park Village
- Living Well
- Commerce + Education
- Health Link
- Community, Culture + Civic and
- Justice.

Council has accepted a proposal to develop the Reserve Street site for a quality facility for older residents. We will continue to work collaboratively to achieve innovative outcomes across the Penrith City Centre.

## PENRITH HEALTH AND EDUCATION PRECINCT (PHEP)

PHEP is a specialised precinct for health education, research and related industries located in Kingswood and Werrington. The vision for PHEP is to 'become one of Australia's premier destinations for health, education, medical research and related industry over the next 10 years,' creating local jobs, growing the skills base of the region and attracting new investment to Penrith. The PHEP Stakeholder Group includes representatives from the health and education providers and Penrith City Council.

As one of the key partners in developing the PHEP, Western Sydney TAFE officially opened its new Health and Student Services Centre at Nepean College, Kingswood Campus in April 2016. This building allows Western Sydney TAFE to address increased training needs in growing skills demand areas such as Nursing and Aged Care. Its state of the art facilities and advanced technologies provide the latest in nursing and allied health simulated training.



## SURPLUS OPEN SPACE

There are a number of Council owned properties which, over the years, have been identified as being potentially surplus to Council and community needs. Most of this land is designated as open space, but offers limited recreational use by the community and may present opportunities for sale and/or conversion to another purpose. Consolidating our assets has been identified as a way to improve the quality and efficiency of the services we deliver.

In 2014 Council started a project to look at how this surplus land can best be used to fund improvements to the quality of open spaces and connecting pathways. Erskine Park was used as a pilot project to gather feedback on the community's recreation priorities and gauge community support for funding improvements to open spaces by selling some Council owned land that is not meeting the community's needs. Using community feedback, we drafted an Open Space Masterplan identifying which parks should be upgraded and which open space land could be considered for sale to fund improvements. We are now in the planning stage to reclassify and rezone certain Council owned land in Erskine Park. We have allocated significant funding (\$2.65 million) to advance the initial improvements identified in the Masterplan. This model will be rolled out to other suburbs in coming years.

## PARKING

Our communities have told us that investing in car parking is a priority. There are currently about 12,000 off-street car spaces in the Penrith City Centre, including private parking. Council plans to consolidate at-grade car parks into decked car parks. Overall parking (public and private) will grow to around 23,000 spaces. This will enable the redevelopment of City Centre land for other uses, in order to provide more jobs and better amenities and services for our community.

As part of the Penrith Progression blueprint for the City Centre, an Expression of Interest for a key City Centre site at Union Road was released to the market in November 2015. Proposals for this site were required to include an additional 1,000 car parking spaces. Council received bold ideas from experienced investors to develop the site in a variety of ways which included residential, office and commercial uses, as well as the parking requirements to support the City Centre. A detailed design and feasibility process is currently being undertaken.

We have been advocating to the State Government throughout this term to build more commuter parking in the City Centre. In June 2016 Transport for NSW released plans for an additional 350 space multi-storey carpark at Penrith Station, with construction to start in December 2016 and expected to be completed in nine months.

We are also making the most of existing spaces by

increasing the turnover of short term spaces in the City Centre core, encouraging long term parking on the edge of the City Centre and looking at technology, like parking pods and digital wayfinding signs, which can improve parking usage.

## NEW DEVELOPMENT

Over the past four years our City has seen significant growth and the creation of the potential for more. We've determined almost 6,000 development applications, including approving more than 8,000 new dwellings, 57% in our established areas and 43% in new release areas. Overall, the seven active new release areas across the City have delivered 4463 dwelling approvals since July 2012. This has brought with it over 50 km of new roads, 4 new parks and close to 80km of new piped drainage which Council must now maintain, in addition to the 80km of new pathways we have constructed ourselves.

The new estate at Thornton, just north of Penrith Station, has taken shape since 2012, with over 90% of the total approved dwelling yield approved and under construction. The last four years have also seen approval granted and construction start for 53% of the total dwellings expected in Jordan Springs, the first 30% of the dwellings in Caddens Release Area and 55% of the dwelling yield in Glenmore Park Stage 2.

Development in the town centres of Penrith and St Marys has also stepped up with developments including commercial, retail and residential floor space approved in High Street' Penrith; Station Street, Penrith; and Queen Street, St Marys. Developments in King and Gidley Streets in St Marys; and in Henry Street and Union Road in Penrith are already under construction. Overall, 5,253 new dwellings have been approved in our established areas, including multi-unit development (such as flats and town houses) and dual occupancies. There are 4,000 new apartments planned for within the city centre and a new contemporary City Park was endorsed by Council in July 2016. This will revitalise the City Centre and provide a quality civic space for the community and local businesses.

There has been growth in other types of development too, with 364 approvals for commercial development and 147 approvals for industrial development issued over the past four years. This is in addition to the commercial and retail floor space included in the 26 mixed use developments approved in the same period.

Stage 2 of the City-wide Local Environmental Plan (LEP) covering the City's urban areas has been finalised, setting the blueprint for development for the next 10 years. The controls in this plan allow for another 9,500 dwellings, with 53% expected to come from new release areas and 47% in our established areas, including the town centres. Supporting retail, commercial and industrial land is also planned, to ensure that our growing population has access to jobs, facilities and services.

## THE AIRPORT

The Federal Government has announced Badgerys Creek as the site for a new Western Sydney Airport (WSA). Council is committed to working with the Federal Government to deliver a new airport that fully integrates with Western Sydney and delivers maximum benefits to the region in terms of transport and infrastructure, employment and economic development. However, there is still considerable work to be done to ensure the WSA achieves this with minimal impact on our City – including securing commitment to a curfew.

We believe there are outstanding issues around equitable distribution of aircraft noise; full and effective integration of the airspace in the Sydney Basin for the shared operations of Kingsford Smith Airport and WSA; and provision of important transport connections and supporting infrastructure, particularly rail from the airport to the Main Western line and \$3.6 billion of road infrastructure across the region, including the new M12 Motorway and the upgrade of The Northern Road. There is also a need to negotiate economic offset arrangements by the Federal Government for Western Sydney if there are planning and land use implications affecting the economic potential of the Western Sydney Priority Growth Area.

Western Sydney TAFE is taking advantage of future airport infrastructure opportunities by supporting the training and educational needs of Western Sydney residents, empowering them with the skills and knowledge needed to secure local employment opportunities arising from the construction and ongoing operations of the Western Sydney Airport. Other training considerations include: supporting transport infrastructure; warehousing; training for retail outlets and training of hospitality staff. This will help ensure the airport delivers both training and employment opportunities for our local community.

Council will continue to work to ensure all economic, social and environmental benefits and impacts are fully addressed and appropriate mitigation measures identified. The Airport can deliver great benefits for our community, but these should not come at the expense of health and wellbeing.



# PLANNING FOR OUR FUTURE

Local government operates in an ever changing environment and it is critical that we anticipate the impact of change on both our community and our organisation. If we don't, we will lose the ability to deliver the services and facilities our community needs. Council plans for our future in many different areas – planning for the release of land for development and for new services and facilities is discussed earlier in this report as part of Our Growing City. We also plan for the future of Council as an organisation, working to build long term financial sustainability and ensure that we stay in touch with the changing needs of our community.

## CAPACITY REVIEW

In 2013 Council identified a need to improve productivity and increase our capacity to deliver city shaping projects. In October 2013 we did a Financial Capacity Review to look specifically at whether our current long term financial strategies were appropriate to meet our current and long term needs. The initial results indicated that although we could continue to meet day to day operational costs, addressing the infrastructure backlog and planning for larger capital projects presented a challenge. In response, an organisation-wide Capacity Review kicked off in July 2014.

The Capacity Review was a long term project to examine all key areas of Council's operations, including asset management, service delivery, procurement, ICT systems and operations. As part of the Capacity Review Council engaged ACELG (now CLG) to work with a dedicated internal business improvement team to review Council's 44 services. We also engaged ArcBlue to review our purchasing and supply process and commissioned Jeff Roorda and Associates to assist with an Asset Review. A priority setting tool, incorporating the principles of Social Return on Investment, has been designed to assist with allocating resources to competing projects. This was developed by Social Ventures Australia in conjunction with a Manager's working group.

The purpose of the review was to build capacity – staff time and operational savings – to deliver on key projects, meet the expectations of Councillors and the community, and deliver productivity improvements to support our application for a Special Rate Variation. The Capacity Review was also a key part of Council's response to IPART's Fit for the Future local government review in June 2015 (details below).

The Capacity Review identified significant potential for increased capacity across the organisation. Opportunities include improved business practices, operational savings, improved business measurement and better informed and focused decision making, particularly around resource allocation. The diverse opportunities range from initiatives that can be implemented now at little or no cost, to substantial changes to systems and processes that will take up to 2 years and significant investment to implement.

As part of the Capacity Review we formed a Staff Communications Panel and initiated regular Staff Forums. The Panel was selected from staff across the organisation, giving them the opportunity to learn more about the process and outcomes of the Capacity Review and ask questions raised by their colleagues. Questions raised at the Panel tended to focus on the potential impact on staff of the findings of the review and the measures in place to protect staff. The questions and answers were distributed across the organisation so everyone had access to the same information.

The General Manager has introduced regular Staff Forums to provide an opportunity for all staff to hear about our future direction and high level changes to the structure to better position us for the future. Different forums were run for indoor, outdoor and child care staff, and the forums were videoed for staff unable to attend.



## FIT FOR THE FUTURE

The Office of Local Government announced its Fit for the Future initiative for local government in September 2014. Fit for the Future assessed councils against the broad criterion of scale and capacity, and set 7 additional indicators around financial and asset management performance, with standards to be achieved for each by 2019-20. Councils had to prepare submissions, assessed by the Independent Regulatory and Pricing Tribunal (IPART), to demonstrate whether they met the criteria and could therefore be considered 'Fit for the Future'.

As a high growth area with a large population, Penrith met the Scale and Capacity benchmark as determined

by the Independent Local Government Review Panel. We did not meet all the criteria at the time they were released, so we looked carefully at current and planned spending in key areas and our long term financial strategies. We prepared detailed financial modelling based on a number of assumptions, including population growth rates, anticipated growth in assets (and therefore maintenance requirements); productivity savings arising from the Capacity Review; changed financial strategies and a successful application for a Special Rate Variation. This demonstrated that we will meet all 7 benchmarks by 2019-20, as shown below:

INDICATOR	RESULT 13-14	FIT?	RESULT 19-20	FIT?
Operating Performance Ratio	-4.3%	No	2.64%	Yes
Own Source Revenue	67.54%	Yes	78.70%	Yes
Asset Renewal Ratio	44.38%	No	63.83%	Yes
Infrastructure Backlog Ratio	4.43%	No	1.17%	Yes
Asset Maintenance Ratio	114.10%	Yes	100.74%	Yes
Debt Service Ratio	7.03%	Yes	6.29%	Yes
Real operating expenditure	0.86	No	0.84	Yes

In October 2015 Penrith was one of only 9 Sydney metropolitan councils declared 'Fit for the Future'. This recognised the level of detail and accuracy in our financial modelling, and demonstrated that our ongoing commitment to productivity savings is building long term financial sustainability.

## SPECIAL RATE VARIATION

In February 2016 Council applied to IPART to continue our existing Asset Renewal and Established Areas Strategy (AREAS) rate variation (due to expire 30 June 2016). This would see the average rate increase by 2.4% (compared to the average 2015-16 rate) above the estimated rate peg for four years from 1 July 2016. This application was based on the results of the modelling undertaken for the Financial Capacity Review and Fit for the Future, which indicated that the additional funds and significant cost savings were necessary, and on extensive community engagement, which indicated that most residents are in favour of maintaining or increasing services and accept that this requires an increase in rates.

The extensive community engagement program supporting the SRV application included a range of methods to ensure the community was aware of the need for, and the extent of, the rate increase, and had a variety of options to let us know what they thought. The

program included landowner and resident notification, a city-wide survey, a dedicated SRV phone line, information online and at Council's offices and libraries, media communications, listening posts, and business and community group meetings. We also successfully piloted an exciting new approach – the Penrith Community Panel – which is discussed in more detail later in this report.

The results of the community engagement were submitted to IPART in February 2016 as part of the application for an SRV. IPART announced in May 2016 that the application had been approved in full, securing a key part of our strategy to ensure long term financial sustainability.

The 'Planning for Our Future' SRV will give Council the capacity to maintain or improve services in a number of areas, including:

- continuation of the services that have been funded by the AREAS SRV over the past 10 years, including \$2.4m for road asset renewal; \$1m for building asset renewal; almost \$1.5m towards maintenance and cleaning of our public domain (including graffiti removal)
- \$225,000 for neighbourhood renewal programs focussed in disadvantaged areas of our city; and \$265,000 for cultural development and community engagement

- \$2m to fund services no longer provided by the State Government and better align our property portfolio to generate long term income
- additional funding for building asset renewal, building to an additional \$4m per year from 2019-20
- additional funding for major infrastructure projects, including car parking, the Our River Masterplan and sporting facilities, building to \$5m a year by 2019-20
- \$4m for information and communication technology upgrades over 5 years, focussing on providing better information to the community and an improved customer experience.

Council will report on the projects and programs funded by the SRV for the next 10 years, so our community knows how the additional rates are being used to benefit our City.

## ADVOCACY

Penrith also needs many things to thrive which are beyond our capacity to deliver or outside our areas of responsibility. Upgrades to state roads, improvements to public transport and major public infrastructure are things we cannot deliver on our own. Our advocacy program aims to make sure the needs of our community are heard when funding decisions are being made by the State and Federal Governments.

Council has continued our advocacy program, monitoring and seeking to influence State and Federal Government social policies and funding decisions. Major achievements over the past four years include:

- **THE WERRINGTON ARTERIAL**  
The \$70m Werrington Arterial Road project will create a new link between the Great Western Highway and the M4 by widening Kent Road and Gipps Street into a four-lane dual carriageway and providing an additional access point to the M4. The project is being jointly funded by the Federal and NSW governments, with each contributing up to \$35m.
- **NEPEAN RIVER BRIDGE**  
A new bridge for pedestrians and cyclists over the Nepean River near Victoria Bridge was approved in 2014, followed by a process of detailed design and construction tenders. Construction started in August 2016 and is due to take approximately two years.
- **MULGOA ROAD UPGRADE**  
Roads and Maritime Services has announced accelerated funding to widen Mulgoa Road to 6 lanes with construction on the first stage (from the M4 to Blaikie Road) due to commence in 2018. The State and Federal Governments have committed a total of \$100m, with the 2016-17 State Budget including line items for planning the upgrade from Andrews Road to the Glenmore Parkway (\$1.5m allocation) and planning for the upgrade of the intersection of Jane

Street and Mulgoa Road (\$3m allocation). Works at the Northern Road are also anticipated to alleviate traffic congestion at the Glenmore Park exits.

- **THE NORTHERN ROAD UPGRADE**

Roads and Maritime Services is planning to upgrade around 35km of The Northern Road between The Old Northern Road, Narellan and Jamison Road, South Penrith from a two to four lane undivided road to a six to eight lane divided road. There has been significant progress on the section between Glenmore Parkway and Jamison Road, with a 'design and construct' contract being finalised targeting commencement of construction for mid-2017.

- **PARKING AT PENRITH STATION AND EXPRESS TRAIN SERVICES**

In March 2015 Council secured a commitment for 300 additional parking spaces at Penrith Station and 10 additional express services on the Western line between Parramatta and the City. This was followed by an announcement by Premier Mike Baird for \$1billion towards a Western Sydney Rail Upgrade Program to improve the current network and provide better services for the Western Line including Penrith and Parramatta. In June 2016 Transport for NSW released plans for an additional 350 space multi-storey carpark at Penrith Station with construction to start December 2016.

- **NORTH-SOUTH RAIL LINK**

See Transport Advocacy section under Outcome 1 for details.

- **WI-FI IN THE CITY**

Council's free Wi-Fi launched in July 2016, after we were one of only 10 councils in Australia offered a Telstra Wi-Fi Nation partnership at no cost. This service will provide almost continual coverage in Penrith High Street up to Memory Park and along Queen St, St Marys, as well as key recreational locations along the river at Tench Reserve, Emu Park and the Penrith Regional Gallery and Lewers Bequest. The cost of new fibre required for Tench Reserve and Regatta Park were met by Telstra. Anyone can connect to the service for 30 minutes, after which they can either continue to use the service for a fee or if already a Telstra customer use Telstra Air.

- **FUND OUR FUTURE**

Research commissioned by the National Growth Areas Alliance has shown that almost \$5 billion a year is needed over the next 5 years to catch up and keep up with the need for road, rail and health facilities in fast growing suburbs on the outskirts of Australia's capital cities, like Penrith. Without this funding residents in these areas who are already significantly disadvantaged in terms of access to health and transport infrastructure will endure

“entrenched spatial disadvantage”, with access to jobs and services deteriorating, increased travel times and worsening social, economic and environmental costs. Penrith is one of the councils leading the ‘Fund our Future’ campaign to secure Federal Government commitment to a national dedicated infrastructure fund. We strongly believe this is needed to address the infrastructure backlog and future-proof fast-growing outer suburbs as we continue to grow.

## STRATEGIC ALLIANCE WITH HAWKESBURY & BLUE MOUNTAINS

To strengthen our voice and deliver economies of scale, we formalised the proposed Strategic Alliance with Hawkesbury and Blue Mountains councils in July. This Strategic Alliance was bolstered by the State Government’s Greater Sydney Commission officially designating the three councils as the West District in their long term planning for future Sydney.

The Alliance will be headed by a Chief Executive Officer and comprise representatives from each Council. The Alliance will drive joint advocacy for the region, achieve economies through shared services and purchasing and capitalise on opportunities such as growing tourism, by working together in a formal way.

## COMMUNITY PANEL

The Penrith Community Panel was brought together as part of the engagement process for the Special Rate Variation. The panel was run under a deliberative democracy model and coordinated independently by not-for-profit research organisation *The newDemocracy Foundation*.

The panel was made up of 34 everyday people who were randomly selected from across our City. It was important that the panel members were representative of our residents but also were regular people with no special knowledge of Council. The panel was asked to consider the question ‘What services and facilities do we need in Penrith, and how should we fund them?’

In order to answer this question, the panel was provided with information about the demographics of Penrith; an overview of Council services, assets and financials; current and future challenges, and Council’s vision for the future. Over six full day sessions, the panel invested a combined total of more than 1500 hours to discuss the information, their thoughts and priorities. The panel was actively engaged during the process and requested additional information on more than 70 points, including economic development, planning, advocacy, growth, transport and parking.

Although the process itself had to be endorsed by Council, once it started the panel operated completely independently. Discussions were facilitated by newDemocracy and although Council staff were present at each meeting, they could only answer questions posed by the panel – they were not allowed to contribute to discussions in any other way. This preserved the independence of the process, making sure the final recommendations were truly owned by the panel as representatives of the community.

The panel had its final meeting in December 2015, with its final recommendations delivered in early 2016. The recommendations tell us what the community see as the priorities for our City and how we are going to deliver the services and infrastructure Penrith needs. They reflect the hard work and research undertaken by the panel, and provide a perspective on Council’s role in the community that draws from the panel’s variety of backgrounds, experiences and aspirations.

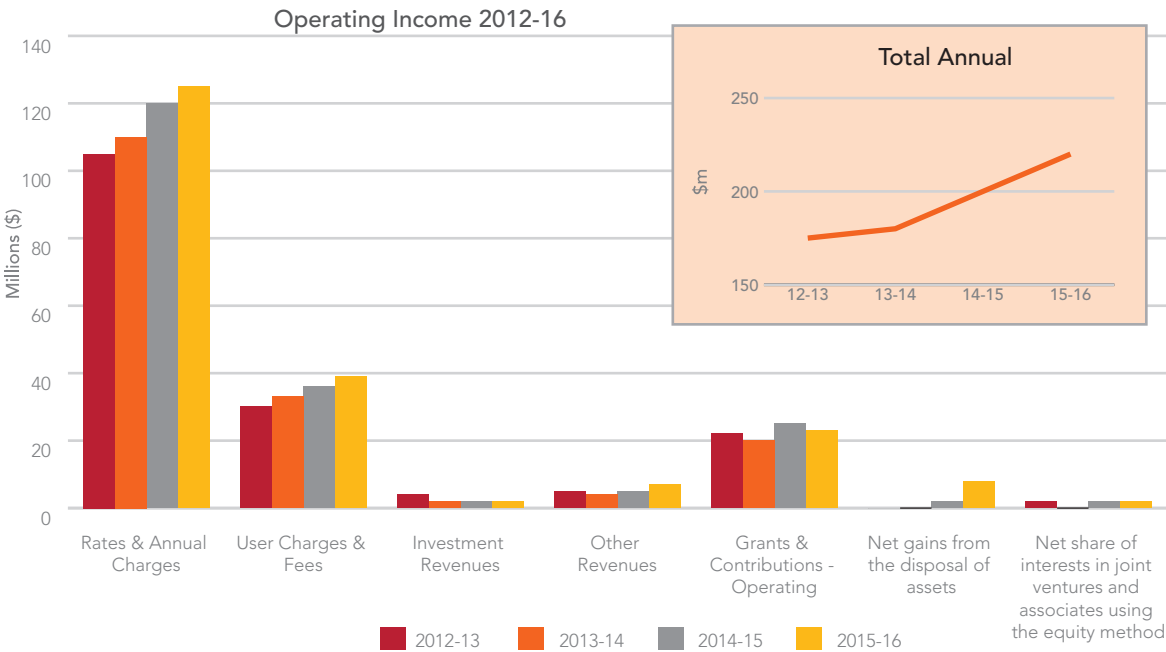
Council is now working to see how to implement each of the recommendations, and how soon. Some are already underway while others will be included in the next Operational Plan. Some of the longer term suggestions will be considered as we develop our new Community Plan and Delivery Program over the coming months.



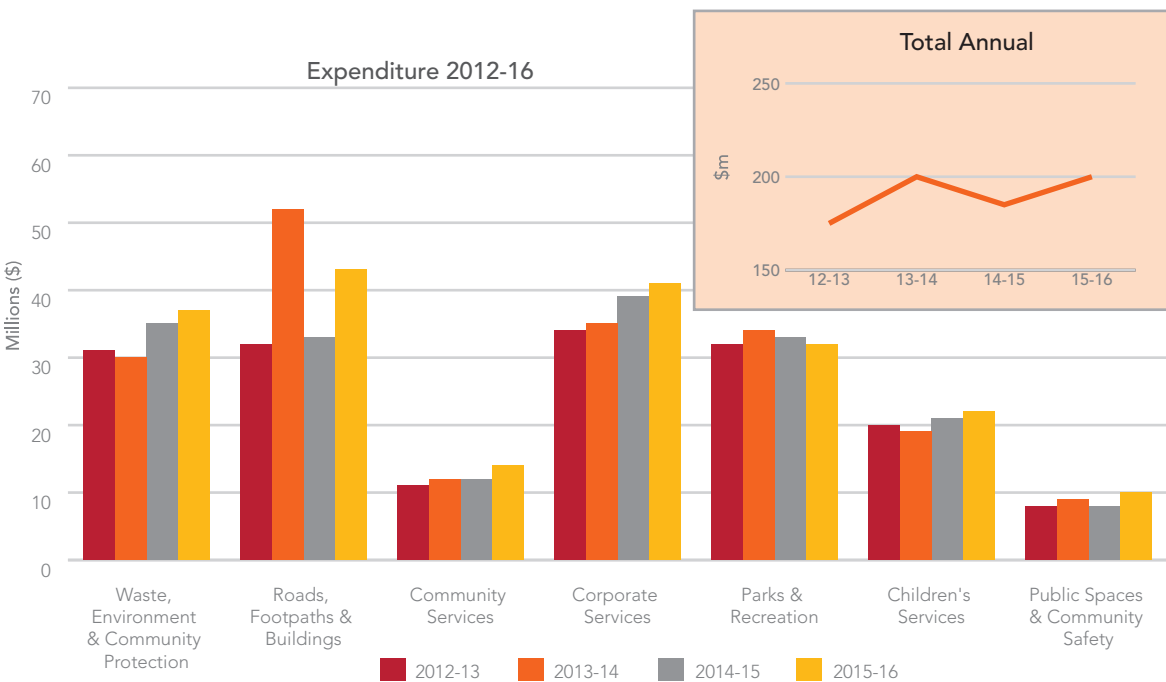
# FINANCIAL SUMMARY

Detailed Financial Statements that comply with the Local Government Act are prepared each year and adopted by Council and also included in the Annual Report. These statements are available on Council's website.

The graphs below present a summary of our income and expenditure over the past four years. Income has increased in 2014-15 and 2015-16; due to a combination of increased rates from growth, grants and contributions and sale of a significant land asset in 2015-16. The Funding our Future SRV, continued development and a focus on increasing investment property revenues should see our income continue to increase over the next four years.



Overall, expenditure has also increased over the four-year period. A significant investment in ICT infrastructure to improve system stability and provide a platform for increased productivity and customer service and a boost in income from sale of a large land parcel have both impacted results for this year.



# PROGRESS TOWARDS EACH COMMUNITY OUTCOME

## OUTCOME 1 - WE CAN WORK CLOSE TO HOME

### Strategies

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

### Penrith Progression

This outcome is supported and informed by the development of economic strategies to focus on key industries and sub-sectors, and by targeting investment opportunities.

A draft City-wide Economic Development Strategy has been prepared, with detailed research on economic and job opportunities associated with the proposed Western Sydney Airport underway.

One component of the overall Economic Development Strategy for the City involved the Penrith Progression 'A Plan for Action', which was launched in February 2015, and set out 100 actions to transform the Penrith City Centre and deliver jobs for the future. The Penrith Progression - Place Shaping Framework was commended at the Planning Institute of Australia (PIA) NSW Awards on 11 November 2015.

In August 2015 the Economic Initiatives Manager commenced a 3 year temporary appointment, with the team in place by February 2016. A strong focus on investment facilitation has resulted in new projects and proposals coming forward for consideration and guidance through development processes. Key partnerships have been developed, including Shanghai Minhang, Chiway, Cabe, Western Sydney University, Urban Growth and TAFE.

The 'Invest in New West' Invitation to Partner, launched on 3 December 2015, encouraged investors to 'Come and build Penrith with us'. Council commenced a New West marketing program with the release of the 'Invitation to Partner', which highlighted key development opportunities, and the release of the EOIs for Reserve Street and Union Road sites in the Penrith City Centre. Between August 2015 and June 2016, there was an increase in views of 194% on the New West website; the eNewsletter saw a 61% increase; meanwhile Facebook likes grew by 27% and Twitter followers increased by 39%.

Initial priority projects – Expressions of Interest for the Reserve Street and Union Road sites, which are in or adjacent to the Living Well Precinct – received strong responses, with exceptional outcomes proposed and opportunities to work collaboratively with partners realised. Another high priority has been the City Park, with a Planning Proposal for mixed use development adjacent to the Park endorsed by Council, and urban design analysis underway.

Other key achievements over this period include the completion of a Night Time Economy Strategy, and development of a Short-Term Accommodation Feasibility Study to support Council's Destination Management Plan. Reconvening the Penrith Health and Education Precinct (PHEP) Stakeholder Group has generated a review of the 2011 PHEP Vision document, which aims to deliver 13,500 jobs.

### Visit Penrith - the Adventure Capital of NSW

Penrith has 1.3 million annual visitors, injecting \$231 million into the local economy every year. We are on target to double the number of visitors by 2025 through a range of supporting infrastructure, marketing, investment and development opportunities.

Penrith, the Adventure Capital of NSW, was originally promoted through a successful marketing campaign which was praised by the state's leading tourism body, Destination NSW and the Minister for Tourism, Trade and Major Events and Minister for Sport, Stuart Ayres MP.

Major events also play an important role in Penrith, contributing more than \$61 million annually. In the first six months of 2016 Penrith's reputation as the ideal location for holding major events was boosted through hosting the inaugural Diesel Dirt and Turf Expo, the Australian National Futsal Championships, Penrith Working Truck Show, Australian Ice Hockey League and the filming of Channel 7's Cannonball TV Series.

A number of events have been secured for the next six months including the Australian Transplant Games and, as a result of Council's role as a major partner, 'Ballet Under The Stars' (the only free outdoor performance by The Australian Ballet), will be held at the Sydney International Regatta Centre in November.

### International Trade

Penrith's long standing relationships with Xicheng, Beijing District and Kunshan, China and Gangeso-gu, Korea, nurtured over two decades, are now providing our City with the benefits of strong economic and trade relations. Good working relationships have been established with the Trade and Investment Commissioners in both North China and Korea, helping to generate more new investment opportunities for our City now and into the future.

These contacts have encouraged increased investor interest in Penrith City and we have recently seen the purchase of an 11 hectare site in Caddens, Penrith for \$40 million which will deliver 400 apartments and 364 townhouses. This follows the purchase by another Chinese developer, Poly (Australia) Real Estate of a three hectare site at Werrington that will accommodate 68 generously sized housing lots.

Our Penrith New West initiatives are focused on creating more local employment and increasing exports to China is one way of boosting the local economy and jobs. In August 2016 Council joined with the NSW Business Chamber to host the *Export Ready China Penrith Breakfast* to help local small to medium businesses capitalise on China's demand for Australian products and services. This followed a delegation to China that identified exporting opportunities for Penrith City businesses.

### Property Development Advisory Panel

In July 2015, Council formed a Property Development Advisory Panel (PDAP) to give direction and advice on Council's property portfolio to capitalise on future opportunities across the city. The Panel was part of a new Property Strategy, calling on high-level external property expertise to advise Council's future direction.

The panel's initial focus was the Penrith City Centre, assisting Council with the implementation of the Penrith Progression, and specifically the development of Council property, including joint ventures in the Penrith City Centre.

### Digital Economy Strategy

Council took advantage of the opportunities created by being in the early rollout of the National Broadband Network (NBN) to develop a Digital Economy Strategy, which supported the establishment of a 'Smart Work Hub' that was officially launched in February 2015. The hub is one of five throughout Western Sydney and the Central Coast that offer workers an alternative to working in their normal place of work or from home.

### Children's Services

Children's Services contribute to this outcome by providing an environment where children get a head start on a lifetime of learning, and are nurtured while parents and carers participate in work and study.

Council has more than 25 childcare facilities catering for 3,000 children each year. Our services include long day care, preschool and programs for school age children up to 12. Our centres provide a safe, secure and inclusive environment for all children, including children with additional needs.

As at July 2016, all of Council's children's services have been assessed and rated as meeting or exceeding the National Quality Standards. This is well above the national average of 69%.

During this term we have focussed on staff development as well as enhancing our curriculum and offering a wide range of positive programs and activities to benefit children and families, such as Paint the Town REaD, the Imagination Library, music and art programs and Munch and Move.

The Children's Services Cooperative Board that manages Children's Services on Council's behalf has been active in lobbying and advocacy during this term, making 11 submissions to state and federal governments and relevant commissions about the need for high quality services for children that are affordable and accessible.

In 2015, Children's Services was granted federal funding for the Children and Parenting Program Support (CAPPS). This has enabled us to employ a Family Support Worker for families experiencing vulnerability; to facilitate evidence based parenting programs, and build the capacity of centre staff to support families experiencing vulnerability.

### Libraries

Libraries contribute to this outcome by providing opportunities to research, read, learn and foster knowledge.

Our library service provides a range of education services for people of all ages, with a strong focus on supporting early literacy through interactive workshops and resources for parents and children. Our initiatives include Baby Time, Story Time for Pre-schoolers, a mobile Playvan, Toy Library and Toy Library Outreach Service (providing sensory and educational toys for children with disabilities and high support needs to help them build problem-solving, coordination, reasoning, numeracy, literacy and fine motor skills.)

We offer an online service providing live homework and study help for years 3-12 and host annual HSC workshops. We offer a range of educational after school and school holiday activities.

Our digital helpdesk, set up thanks to State Library funding, offers a daily drop-in service for help with minor



technology issues and questions such as connecting to Wi-Fi, searching the internet and using technology like iPads, smart phones and e-readers. This followed on from a series of free workshops for seniors, offered in partnership with the Nepean Community College, to help more people access and benefit from online technologies.

### Traineeships

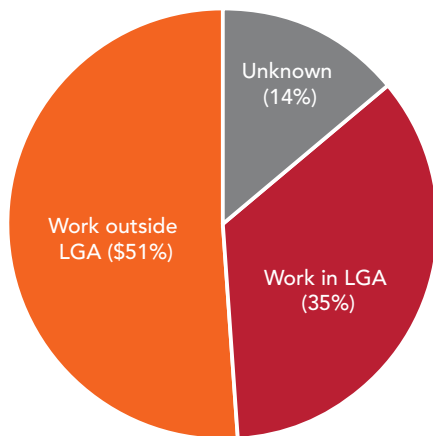
Council has continued its successful traineeship program, offering traineeships in a wide range of areas including business administration; childcare; information

technology; horticulture and civil construction. Graduate traineeships are also available in engineering and planning. Over the past four years we have employed 272 local residents through this program. Many continue to work with Council and build their career in local government.

### Community Indicators

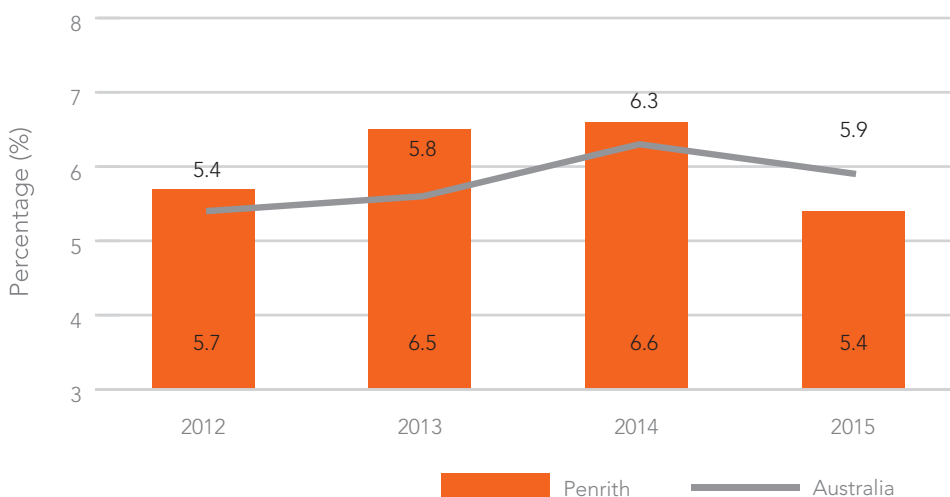
Key indicators for this Outcome focus on supporting the growth of local businesses and increasing the number of local jobs. The results for these indicators are provided through ABS statistics.

#### % OF UNEMPLOYED PEOPLE WORKING CLOSE TO HOME



According to ABS statistics, just over half our workforce travels out of the LGA to work meaning there are large numbers of Penrith City residents spending a significant amount of time travelling to and from work. Council is working to increase local jobs, and the 2015 Community Survey showed an increase in the number of residents satisfied that we are supporting and encouraging local industry.

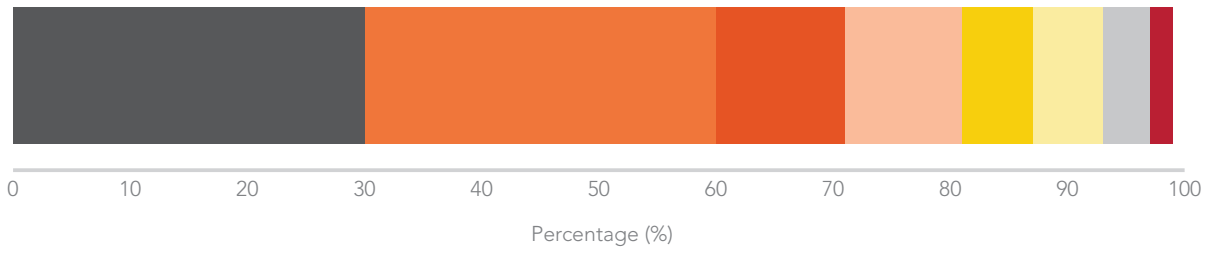
#### UNEMPLOYMENT RATE



Although well beyond the control of Council, the unemployment rate in Penrith is of great importance to our community. Unemployment figures for 2015 show

a drop in the unemployment rate in Penrith, as across Australia, with our rate of 5.4% below the national average of 5.9% for the first time in several years.

**% OF BUSINESSES ACROSS DIFFERENT SECTORS OPERATING WITHIN THE LGA**



Industry	%
■ Manufacturing/ Construction	30
■ Professional/ Administrative	30
■ Wholesale/ Retail/ Services	11
■ Transport/ Warehousing	10
■ Other Services	6
■ Health and Education	6
■ Arts/ Recreation/ Tourism	4
■ Agriculture, Forestry and Fishing	2

Having businesses operating in a variety of sectors within Penrith provides our residents with varied options for finding work, and protects us against 'shocks' in any one particular industry. Council is supporting projects that will increase jobs in the health and education sector, the wholesale / retail services sector; and transport and warehousing. The Western Sydney Airport will also generate jobs across a range of sectors.



## OUTCOME 2 - WE PLAN FOR OUR FUTURE GROWTH

### STRATEGIES

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

### NEW LOCAL ENVIRONMENTAL PLAN (LEP)

During this term we tackled the large task of revising, amending and combining the various LEPs applying across our City, to modernise planning zones and allow us to plan better for our future growth.

In 2015 we welcomed the approval of our newly revised City-wide Penrith LEP 2010, making planning information more accessible to residents, developers, business owners and community groups by repealing 35 outdated environmental planning instruments and consolidating these into a single LEP. A single LEP has considerable benefits, providing greater clarity and certainty over development opportunities and managing our City's growth. It enables the development of thousands of new jobs and a diverse range of homes while balancing the environmental, rural and lifestyle values that make Penrith special.

The Penrith Development Control Plan 2014 (Penrith DCP 2014) was adopted by Council in March 2015 and came into effect on 17 April 2015. This supplements the LEP with more detailed planning and design guidelines and consolidates all previous DCPs which applied into a single, City-wide DCP. In addition, the DCP includes two new sections to guide development in the Penrith Health and Education Precinct and the Riverlink Precinct.

The Penrith Health and Education Precinct will provide more than 13,000 new specialist jobs and 4,500 new homes for Penrith by 2036. The LEP and DCP also help deliver new dwellings in and around the Penrith and St Marys centres, and open up a precinct close to the Nepean River for tourism and hospitality opportunities, including cafes and restaurants.

The 287 hectare Sydney Science Park is another key development supported by the revised planning controls. This leading centre for research and development is expected to create positions for more than 12,000 professionals, 10,000 students and 6,900 residents.

The new LEP has also planned for 4000 new apartments within the city centre and a new contemporary City Park. This park, endorsed by Council in July 2016, will revitalise the City Centre and provide a quality civic space for the community and local businesses. The Penrith LEP 2010 was also amended in February 2016 for land in Glenmore Park Stage 2 release area, which will see an additional 94 dwellings developed in the suburb (to total 1,722 dwellings).

In June 2016 we exhibited the Central Precinct Plan, part of the St Marys ADI Release Area, which will deliver approximately 1,400 dwellings across 95 hectares for a residential population of up to 4,300 residents, and about 760 jobs across 38 hectares of employment land.

We have seen a significant rise in development applications in this term, with an annual increase in cost of development determined from \$535 million in 2012-13, \$647 million in 2013-14, \$589 million in 2014-15 and \$1.26 billion in 2015-16.

During this increase in development activity, we have continued to support and encourage quality development through proactively seeking pre-lodgement meetings with developers and community members to identify potential issues as early as possible. We have continued to host annual development forums to engage with the industry and identify opportunities and ways to improve our services.

### PLANNING AND INFRASTRUCTURE

We work closely with developers to try and ensure delivery of the appropriate services and infrastructure to support growth. New development must contribute to providing necessary services and infrastructure. The most common way for this to occur for major development is through a Voluntary Planning Agreement (VPA) which outlines what infrastructure (such as roads, drains, parks and community facilities) is required to be developed or funded at specific milestones during the various development phases. During this term VPAs were in place for:

- Caddens
- St Marys
- Glenmore Park Stage 2
- Panthers Penrith – Roadworks
- Panthers Penrith – Outlet Centre
- Caddens Knoll

Council has focussed on advocacy and building strong partnerships with other local, regional and national partners to ensure the infrastructure and services needed for our growing community are provided.

### MAINTAINING OUR HERITAGE

Council continues to help protect and boost the valuable cultural heritage in Penrith. We offer expert advice as well as benefits and incentives to heritage property owners to help them effectively maintain and preserve heritage



items. We provide a free heritage advisory service through a qualified heritage architect, available fortnightly for site meetings and pre-lodgement advice on a broad range of matters including design and appropriate materials for alterations, repairs and additions.

Our Heritage Advisory Committee, made up of Councillors, staff, community members and heritage experts, provides advice on development of heritage items and oversees the Heritage Assistance Fund which provides financial assistance to owners and lessees of heritage property for maintenance and restoration works.

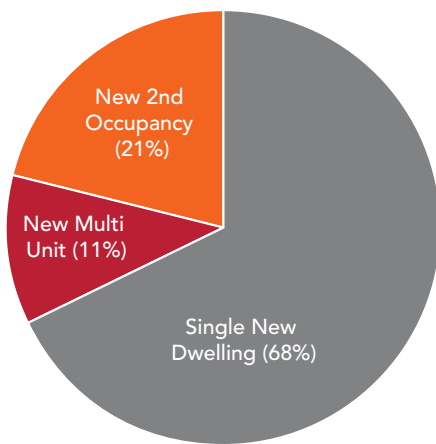
The committee has recently joined the Heritage of Western Sydney Project, to work with other Western Sydney Councils on joint initiatives to promote heritage sites and encourage tourism through the development of Heritage Trails, online information and mapping.

### COMMUNITY INDICATORS

Key indicators for this Outcome focus on Council planning for the future growth of the City while ensuring there is diversity in housing, supporting infrastructure and natural heritage maintained.

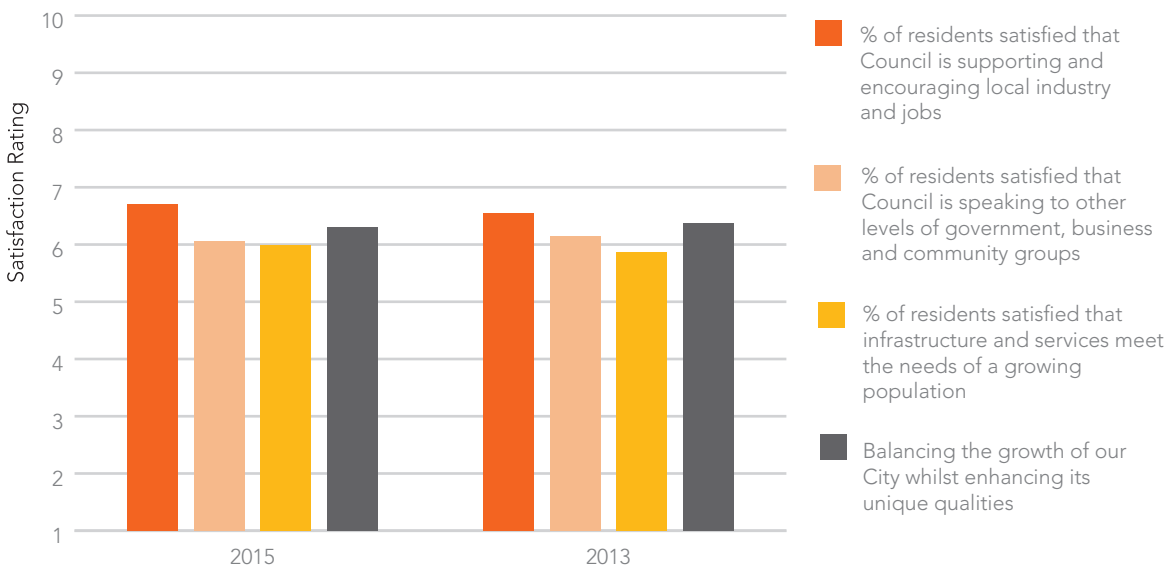
The results for these indicators are provided through the number of Development Applications received and responses from previous Community Surveys.

### SPLIT OF HOUSING BY SIZE/TYPE IN THE LGA



Across the past four years the majority of our residential development applications have been for single dwellings. This includes major new release areas in Jordan Springs, Caddens and Glenmore Park. Although only 11% of total applications since July 2012, new multi-unit development applications increased by 6% in 2014 and 15% in 2015. This shows the nature of our housing stock is beginning to change, offering greater housing choice for those who are looking for something other than a single dwelling.

### RESIDENTS WHO FEEL THAT COUNCIL PLANS WELL FOR THE FUTURE



Planning for the future is about ensuring that our community can access the infrastructure and services they need and that the unique qualities of Penrith are not lost as we grow. Overall, our performance across this indicator

is stable. We will continue to work with stakeholders, state and federal government, local businesses and our community to stay on top of the issues that impact people day to day.

## OUTCOME 3 - WE CAN GET AROUND THE CITY

### STRATEGIES

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

### MAINTAINING LOCAL AND REGIONAL ROADS

Since the beginning of the Delivery Program in June 2013, our sealed road network has increased by 4.6%, mostly through roads dedicated as part of new developments. Of the 1,084km of regional and local sealed road pavement, Council has rejuvenated 278,000m<sup>2</sup> and resurfaced or reconstructed more than 626,000m<sup>2</sup> as part of our ongoing roads maintenance program. In August 2015, 85% of the road pavement in the LGA was considered to be of good or very good condition, compared to 81% in 2012. This clearly shows our ongoing investment in road maintenance is paying off.

### BETTER ARTERIAL ROADS

While state roads are the responsibility of the NSW Government's Roads and Maritime Services (RMS), Council actively engages with the RMS and other governing bodies to ensure the needs of our growing community are met. Following a change in the RMS appointed contractor Council is no longer able to work on state roads to improve their appearance, however we are continually working with RMS and their contractors to address resident concerns on the appearance of the main roads through our City.

Council is also part of the Broader Western Sydney Employment Area (BWSEA) Structure Plan working group led by the NSW Department of Planning, so we have a seat at the table when planning for larger infrastructure requirements.

The Erskine Park Link Road has been completed connecting the Western Sydney Employment Area with the M4 and M7. Major upgrades are also taking place on The Northern Road, improving traffic flow. These improvements have followed our active advocacy on behalf of the community.

The Werrington Arterial is nearing completion. This new road will improve access to the M4 and increase road capacity. It will also take the pressure off other main roads in the area, particularly Mamre Road.

The Federal and State Governments have committed \$100 million in joint funding to fast track the first stage of a major upgrade of Mulgoa Road between Blaikie Road and the M4 at Penrith, with construction due to commence next year. Council continues to work with

RMS and Transport for NSW on projects under the \$3.6 billion Western Sydney Infrastructure Plan including the new M12 Motorway, upgrades to The Northern Road and projects under the Local Roads Package.

### PARKING

Our communities have told us that investing in car parking is a priority. Council's efforts to address this issue are detailed in the Our Growing City section of this report.

### ROAD SAFETY

Council understands the importance of a safe road system. Through thorough ongoing reviews and analysis of the road network and accident statistics, Council secured more than \$1.1m federal funding for black spot improvement works including Griffiths Street and Viney Street, North St Marys; Glossop Street (including intersections with Adelaide Street, Brisbane Street and Hobart Street); Canberra Street and Christie Street, Oxley Park; Doonmore Street and Stafford Street, Penrith; Greenbank Drive, Werrington Downs and two raised pedestrian crossings on Queen Street, St Marys.

Council's Road Safety Project delivers regular road safety awareness campaigns including free Child Safety Restraint Checks, Helping Learner Drivers become Safer Drivers workshops and school education programs.

### FOOTPATHS AND CYCLEWAYS

Footpaths and cycleways are an important part of connecting our City, and provide opportunities for residents to be active and leave their cars at home. Council and developers have laid 47km of footpaths, cycleways and shared pathways over the past four years.

The River Cities Shared Pedestrian/ Bicycle Path program is progressing well with the 4.7km shared pathway joining St Marys and Kingswood complete. Residents can now walk or ride from Victoria Park, St Marys to Kingswood Station. Once finished, this will provide a great link for commuters, recreational walkers and cyclists between Penrith and St Marys, and help students access the Kingswood campus of Western Sydney University.

The Great River Walk, which offers stunning scenery along the Hawkesbury-Nepean River, is now complemented by adjoining pathways, with connections from Tench Reserve to Panthers, and River Road to Russell Street.

## TRANSPORT ADVOCACY

Council continues to advocate for improved public transport infrastructure and services. We provided advice to Transport for NSW on the proposed upgrades to public transport passenger infrastructure around our City. Upgrades proposed include new lifts and ramps to improve access, new bus interchanges and pedestrian links, modernised concourses, better lighting and improved CCTV coverage. Plans are now complete and construction has started for the upgrade of Penrith Station and improvements to commuter parking.

Council continues to work with operators for improved bus services. During this delivery program, new routes were endorsed to serve Glenmore Park Stage 2; Jordan Springs and Caddens. A new bus route now also links Prairiewood, St Marys and the Kingswood educational precinct which includes Western Sydney University and TAFE Western Sydney Institute.

Within the Environmental Impact Statement (EIS) for the proposed Western Sydney Airport (WSA), transport was focused on providing a passenger rail line from the Airport to the Main Western line. In June 2014, Council made a submission to the State Government's proposal to protect a public transport corridor for the South West Rail Link extension. In November 2015, following strong representations by Penrith Council and others, the Federal and State Governments announced a joint study on the future rail transport needs for Western Sydney and WSA. The study is considering options for future rail investment, including timing and rail service options.

To respond to the joint study, the Western Sydney Rail Alliance was established between Campbelltown, Liverpool and Penrith Councils, Sydney University, south-west and north-west landowners, the Committee for Sydney and Western Sydney Leadership Dialogue. A series of meetings have been held between Alliance representatives and key Government Ministers and officers. A political brief focussing on the North-South rail link was provided to both the Coalition and ALP in the lead-up to the Federal election resulting in commitments from both parties.

In June 2016, it was announced that the Federal and State Governments will partner in the Western Sydney 'City Deal', which aims to stimulate job growth and better transport links between the region and the rest of Sydney. The Deal will be centred around the Airport and passenger rail that will link people to the jobs in and around the Airport. In launching the Western Sydney City Deal, Assistant Minister for Cities and Digital Transformation, the Hon. Angus Taylor, acknowledged the need for the North-South rail link.

Council provided a detailed submission on the Smart Cities Plan, reiterating Council's endorsed advocacy priorities for cross regional infrastructure and maximum employment growth from the Airport and surrounding area. We highlighted opportunities for high returns on investment in growth areas as evidenced by National Growth Areas Alliance (NGAA) research.

## COMMUNITY INDICATORS

Key indicators for this Outcome focus on the maintenance and accessibility of local roads, paths and access to public transport.

The results for these indicators are provided through the current assessment data of bus routes and responses from previous Community Surveys.

### % OF THE POPULATED AREAS OF PENRITH SERVICED BY BUSES OR TRAINS

Public transport is a key issue for our community. This map shows a 400m radius around all the bus stops across the LGA, and indicates that approximately 90% of our populated areas are serviced by buses or trains. Additional areas will be serviced in the next few years as population builds in new release areas.

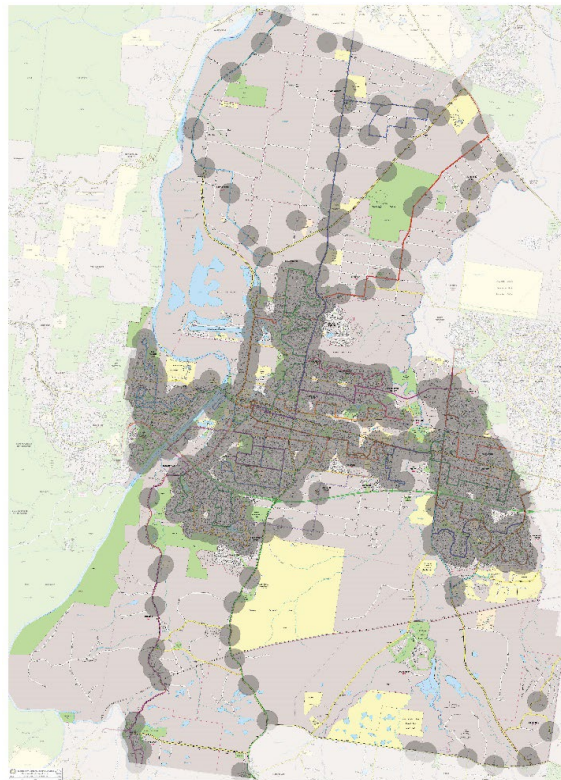
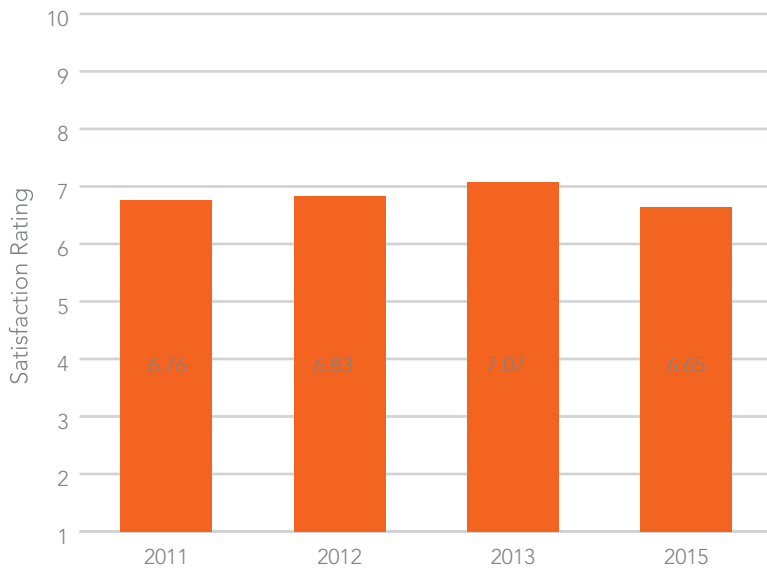


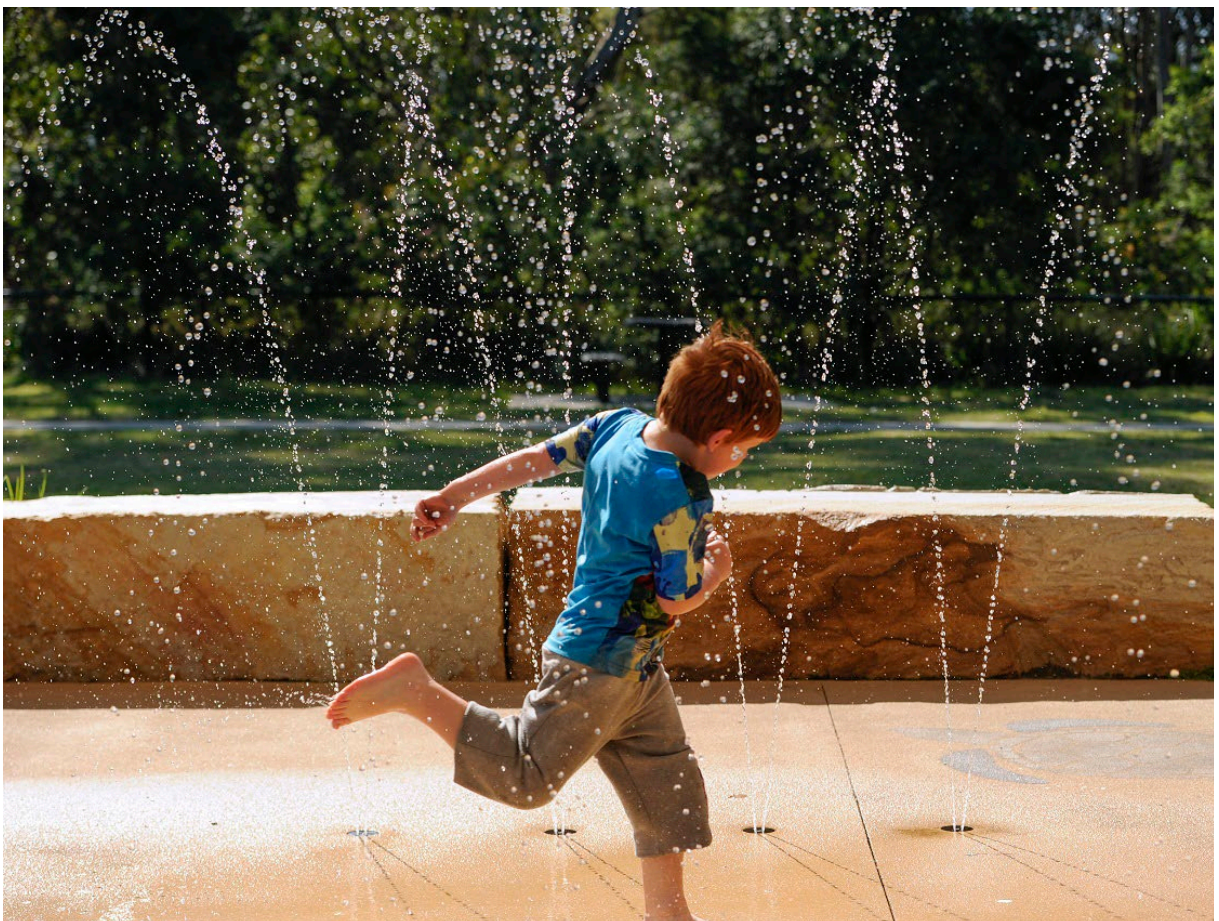
Figure 1 - Bus stops within the LGA



**YOUR ABILITY TO MOVE IN AND AROUND PENRITH CITY INCLUDING ALL MODES OF TRANSPORT SUCH AS WALKING, CYCLING, DRIVING AND PUBLIC TRANSPORT**



Getting around our City whether it is for school, work or other activities is important to our residents and local businesses. This indicator dropped in the last community survey after a steady increase over the previous 3 years. There are a number of programs that actively look to improve transport connections within the City, including increasing our footpath network, traffic management and road surface improvements.





## OUTCOME 4 - WE HAVE SAFE, VIBRANT PLACES

### STRATEGIES

- 4.1 Improve our public spaces and places
- 4.2 Grow and revitalise our centres and neighbourhoods

### PLACES AND SPACES

#### PARKS AND PLAYGROUNDS

During the last four years we have delivered a broad range of sporting facilities and parks across the City, ensuring that our recreational spaces are contemporary and fit for purpose. Highlights include:

- 37 new playgrounds with 16 artificial shade structures
- A new playground and the City's first splash pad at Werrington Lake
- new facilities at Ched Towns Reserve, Glenmore Park and Jamison Park, Penrith
- new playgrounds at Bass and Barr Reserve, Colyton and Callisto Drive Reserve, Cranebrook, designed through the Mayoral Challenge
- reconstruction of sporting fields using recycled organic material to support higher rates of use and a quicker recovery after the winter sporting season.

#### JAMISON PARK

Major updates to this sports hub during this term included reconstructing 4 playing fields, building 5 new netball courts, upgrading floodlighting and creating new pathway links, as well as 30 additional parking spaces, improved drainage, a large new outdoor fitness area, and new shade and playground facilities. These works complement the existing facilities on site, creating a central, high quality sporting precinct and community use of Jamison Park has increased significantly.

#### THE MONDO

The popular Mondo space, is strategically located between Westfield Penrith, the Joan Sutherland Performing Arts Centre and the Civic Centre. This space has been redesigned and its transformation is almost complete - making it a more inviting and attractive space that can be enjoyed by everyone.

#### POP UP PARK

The Triangle Park (Pop up park) on High Street was created as a temporary park by closing the end of High street and installing grass, trees and seating over the top of the existing road surface. Over the past 2 years it has hosted various events and won the Great Place Award through the Planning Institute Australia's 2014 Awards for Planning Excellence. This park is now set to be made a permanent feature of Penrith City Centre.

#### OUR RIVER

In November 2013 Council adopted the Our River Masterplan to develop a coordinated, long term plan that will both protect the River and maximise the community benefits it delivers. The Masterplan looks at appropriate styles and locations for development,

public open space on both sides of the River, and the connections both within the precinct and to the Penrith City Centre. Implementing the Our River Masterplan will be a focus in the future.

#### BUILDINGS

Council has a community building portfolio of more than 293 buildings, ranging from public amenities and sporting facilities to the Joan Sutherland Performing Arts Centre and Ripples. Over the past four years we have invested \$6.3 million in 82 separate projects to improve and maintain our building assets. The Building Asset Renewal Program will see a substantial increase in funding through the Special Rate Variation, allowing us to further improve our building assets to ensure they meet the needs of a growing community.

#### COMMUNITY SAFETY

The Penrith Community Safety Plan 2013-2016 was developed and adopted, providing strategies to address the three priority safety issues that were identified through analysis of crime data and community and stakeholder consultations.

#### PUBLIC SPACE SAFETY

It is important that our community feels safe in our public spaces. To minimise crime and improve feelings of safety we undertook 11 projects including Community Safety Audits, youth engagement, implementing the Public Domain Lighting Policy and developing and implementing the Litter Management Strategy. We also developed the Walk Wise App in partnership with Western Sydney University to give residents an easy way to find safer walking routes and report issues.

#### DOMESTIC AND FAMILY VIOLENCE

Although not an issue that Council is responsible for, domestic and family violence remains a major concern for our community. To support increased community awareness and encourage reporting of domestic and family violence, Council holds an annual White Ribbon Day walk along the River. We also provide ongoing support to the Nepean Domestic Violence Network as a frontline agency working against domestic violence.

#### ASSET DAMAGE AND VANDALISM

Vandalism is an ongoing concern for Council and our community, costing thousands of dollars each year and reducing the amenity of our buildings and public spaces. We're working to reduce vandalism through 'Crime Prevention through Environmental Design' (CPTED) initiatives, community education and awareness programs. We're also protecting our community through installing CCTV and sensor lighting, and implementing the Park Watch program and the Citywide Graffiti

Minimisation Strategy. In the last three years Council has removed 164,941m<sup>2</sup> of graffiti from public spaces.

## NEIGHBOURHOOD RENEWAL

### CITY CENTRES

Council works closely with the St Marys Town Centre Corporation, the Penrith CBD Corporation and the Penrith Chamber of Commerce to help deliver the strategic vision for our two key centres. Together we are actively pursuing opportunities to enhance and revitalise these centres; and to support employment growth and reduce vacant premises.

### NEIGHBOURHOOD RENEWAL

The Neighbourhood Renewal Program engaged residents in initiatives to address the well-being of residents including projects designed to improve the built environment, provide greater recreational opportunities, increase social capital and connection, and increase opportunities for participation in education and employment.

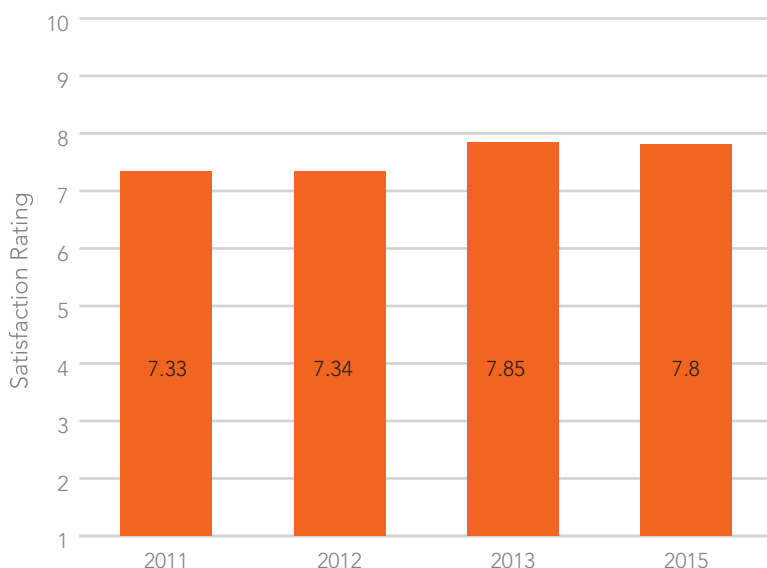
We have undertaken significant and creative community engagement including events, cultural programs and community development projects across priority neighbourhoods such as Colyton, Werrington, North St Marys, Cranebrook and Cambridge Park.

### MAGNETIC PLACES

The Magnetic Places program has worked to build community capacity and celebrate community places across the City. Through this program we have initiated over 65 innovative and highly successful place making and activation projects, celebrating creativity, diversity and culture in established neighbourhoods across the City.

## COMMUNITY INDICATORS

### RESIDENTS WHO FEEL SAFE IN THEIR NEIGHBOURHOOD



There are many factors that contribute to residents feeling safe in their neighbourhood, only some of which can be influenced by Council. During the last four years Council has implemented various projects including under our Neighbourhood Renewal program and the Community Safety Plan which have contributed to the slight improvement in this indicator since 2012.

### PENRITH MAYORAL CHALLENGE

The Penrith Mayoral Challenge is a pilot project that gives young people the chance to design improvements to public spaces in their local areas. It offers a unique opportunity to contribute to their local community and build skills in leadership and decision making. During this term the project has seen quality public spaces designed for Cranebrook, Colyton and Kingswood.

### TEAM COLYTON

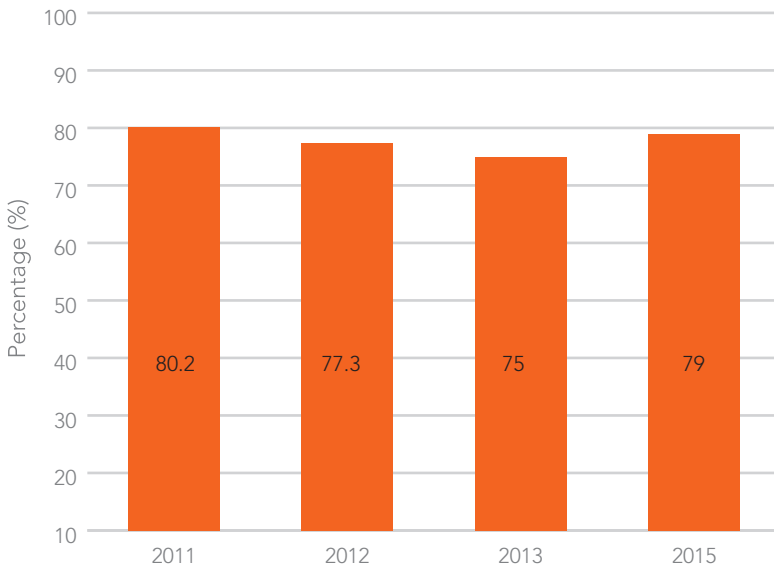
Council endorsed 'Team Colyton' in 2015, a new model of Neighbourhood Renewal that aims to increase the opportunities for residents to participate in decision making about their neighbourhood. The inaugural project in Colyton had nearly 100 residents sign up as members and they have worked together to prepare a Colyton Community Action Plan.

Residents have been empowered to take local action themselves, supported by Council and other services. This has resulted in exciting new resident led projects and social connection events such as the inaugural Colyton Christmas Carols which attracted some 500 residents.

### DUNHEVED BUSINESS PARK REVITALISATION STRATEGY

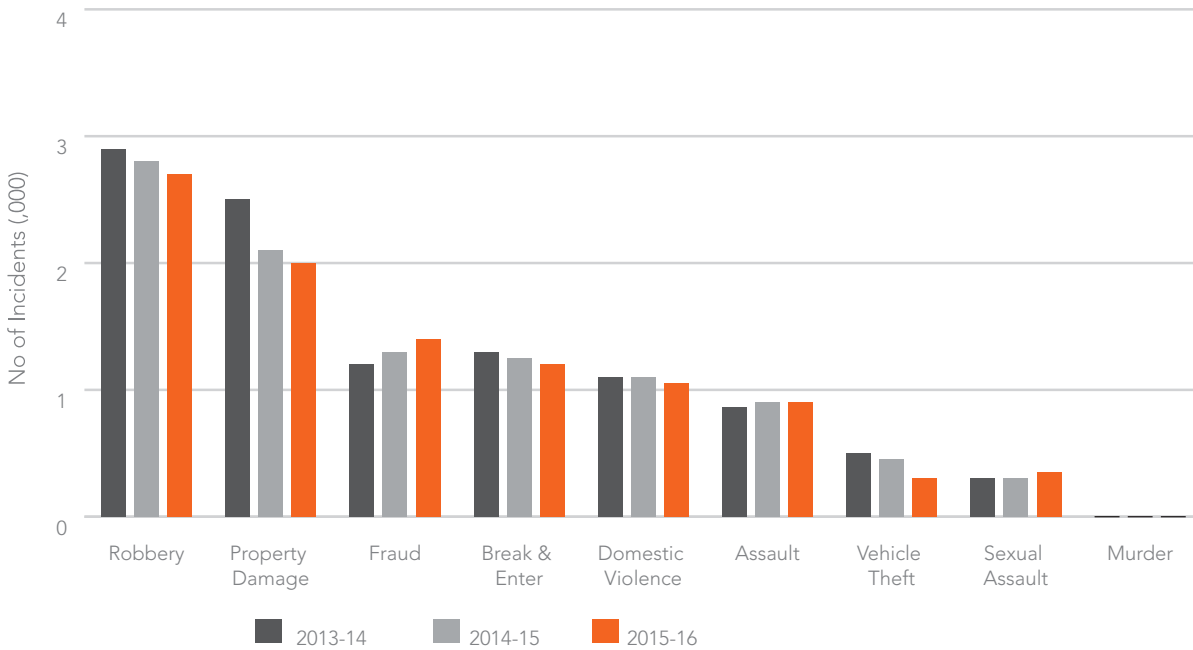
Dunheved Business Park is a significant area of employment land, but as an older estate, isolated from major roads, it has faced ongoing challenges in attracting development. During this period Council endorsed the Dunheved Business Park Revitalisation Strategy to improve the amenity of the area, reduce dumping and neglect, and build confidence of owners and potential investors in the longevity of the area as an employment centre.

## % OF RESIDENTS THAT PARTICIPATE IN OR ATTEND CULTURAL ACTIVITIES OR EVENTS



This indicator has remained fairly stable over the term. Council runs a diverse program of events including festivals, ceremonies and civic celebrations. The new Visit Penrith website has been launched during the term providing better access to information on upcoming events.

## LEVELS OF CRIME REPORTED TO POLICE



Council has minimal control over this indicator, however it is an important issue for our community. Overall reported property and personal crime has decreased over the term, with a slight increase in fraud. Council will continue to work with the Police to make our public places safer and support crime investigation through CCTV footage.



# OUTCOME 5 - WE CARE FOR OUR ENVIRONMENT

## STRATEGIES

- 5.1 Protect and improve our natural areas, the Nepean River and other waterways
- 5.2 Support our communities to live more sustainably and use resources wisely
- 5.3 Minimise risks to our community from natural disasters

## WASTE & LITTER

There has been a 2% increase in waste diversion from landfill since 2013 with 65% diversion recorded in 2015-16. Penrith is one of the highest performing councils in metropolitan Sydney in terms of landfill diversion, thanks to various proactive programs such as our 3 bin service, E-Waste and Chemical Clean-out days, and our Litter Strategy with identified precincts and dedicated crews. A new App was also launched enabling residents to better access information about managing their waste.

Grant funding from the NSW Environmental Trust has been approved to establish a Community Recycling Centre (CRC) so residents can safely dispose of problem wastes like car and household batteries, oils, paints, gas cylinders and smoke detectors. Council is working with Toxfree on this project to build the CRC on their site in North St Marys. Toxfree is currently seeking DA approval to build the structure and operate a CRC on the site.

Council participated in the **Western Sydney Residential Asbestos Disposal Scheme**. This program also included two free collection events where small amounts of legacy asbestos sheeting were collected from residents' properties.

## EDUCATION & AWARENESS

Caring for Penrith's environment and our precious water and biodiversity resources is everyone's responsibility. Council is committed to improving and maintaining the health of our waterways, and raising community awareness about sustainable practices, water use, conservation and biodiversity. Across Council's services there are diverse opportunities each year for engaging with the community about our environment.

More than 4000 local students have attended the stormwater education program and Catchment Tours, learning about water quality issues and the impact of stormwater pollution on waterways. Presentations on litter were also delivered as part of the program and students were encouraged to take Council's Litter-Free Promise.

In partnership with Western Sydney University, Penrith Lakes Environmental Education Centre and Kingswood High School, the innovative Schools for Sustainability project brings students together to learn about global issues and explore them in our local context.

The annual environmental photography competition has grown in popularity, encouraging local amateur photographers to focus on the unique beauty and value of our waterways.

The Urban Heat Islands project engaged 12 emerging local and regional artists to create digital works focused on how our community experiences heat. The artworks were screened in 2014 in Penrith and Terrey Hills.

Council's Sharing the Seeds project included a series of free community workshops on growing food, a tour of local farms and gardens, and local artists exploring the inter-relationships between food, community, identity and sustainability. Our Clean Energy Workshops in June 2015 were also well attended.

Council developed a program called Business Connections, including a quick guide and seminar to help local small to medium businesses identify opportunities to cut costs and improve profits by 'going green'.

## SUSTAINABILITY POLICIES, PROGRAMS AND TARGETS

In 2015 Council adopted a Sustainability Policy, which includes a [Sustainability Strategy \(accessible pdf 140KB\)](#), to provide clear direction to the organisation to ensure sustainability is effectively built into all our operations, activities and decision making processes.

In 2015 we also adopted a suite of new sustainability targets to encourage resource efficiency within the organisation and the transition to more sustainable sources of energy and water into the future. Read more in our [Council report on Sustainability Initiatives - draft policy, strategy and targets \(pdf 8.1MB\)](#). Council's new targets include 10% of Council's electricity to come from low carbon sources by 2030, and a 40% reduction in greenhouse gas emissions by 2030 based on 2010-11 levels.

As part of our ongoing commitment to creating a sustainable City we are undertaking research in a range of areas, building on our past projects.

In May 2016 Council became a signatory to the global Compact of Mayors, formalising our commitment to reduce greenhouse gas emissions and to address climate change risks. We are now sourcing data to achieve the first milestones – a community greenhouse gas emission inventory and a report on hazards, expected to be completed in early 2017.

## BUSHLAND MANAGEMENT

Penrith has almost 8,000 hectares (19.5%) of land zoned as National Parks and Nature Reserves, Environmental Conservation, or identified as Natural Resources Sensitivity Lands. Natural areas in the City are maintained using bushland conservation principles; promoting

community awareness and ownership of bushland; promoting and facilitating Bushcare and Landcare groups; and working with community groups to pursue grant funding opportunities and manage funded projects.

Bush regeneration staff, contractors and volunteers assist with managing and maintaining Council owned natural areas through weed control, erosion control, revegetation and encouraging natural regeneration. With the assistance of school groups, bush regeneration staff have planted approximately 4000 local provenance trees, shrubs and ground covers.

Planting has been focussed in this term particularly along Werrington Creek, Werrington; Peppermint Reserve, Kingswood; School House Creek, Regentville; and at Gow Park, Mulgoa. A section of the Nepean River at Leonay has had intensive weed control by Commonwealth funded Green Army teams.

## BIODIVERSITY & CATCHMENT MANAGEMENT

Council continues to protect and improve the biodiversity of the City through projects; the assessment of development that has the potential to impact on biodiversity values; communication with both internal and external stakeholders on relevant issues; and the development of educational resources and engagement with staff and the community.

The Peach Tree Creek bank stabilisation project has created a much safer and more environmentally diverse environment, and addressed serious ongoing erosion.

In 2013, Council secured \$1.8 million federal funding through the Caring for Our Country program for the Cumberland Plain Woodland - Wetland 156 restoration project. We have made progress in restoring this regionally significant wetland to improve the quality of water entering the Penrith Lakes and Hawkesbury-Nepean system, and to increase quality of the habitat and benefit threatened species including the Cumberland Plain Land Snail and the Spiked Rice Flower. The stormwater treatment wetland has been constructed, approximately 15 000 plants have been planted and noxious weeds have been removed.

Another project, the Andrews Road Wetland Project has seen Council design and construct a bio-retention system to improve quality of stormwater from surrounding suburbs before it enters the Waterside development and ultimately Penrith Lakes.

The Waterways Health Monitoring program continues to monitor catchment areas through audits of 85 Gross Pollutant Traps and water quality testing at key locations.

Development applications continue to be assessed with consideration of Council's Water Sensitive Urban Design (WSUD) Policy. The policy provides measures for developments to improve stormwater quality and reduce potable water consumption.

## FLOOD STUDIES

There has been extensive work conducted in the space of flood risk management with three major flood studies being completed for Penrith CBD, Byrnes Creek (St Marys) and Mainstream South Creek flood model. Council's flood policies have been strengthened and property codes contemporised.

Council is developing Floodplain Risk Management Strategies and plans for the City's flood affected areas, in consultation with the community. The Committee meets every 3 months and includes Councillors, community representatives, Council staff, representatives from state agencies such as Office of Environment & Heritage and the State Emergency Services and representatives from relevant neighbouring Councils.

## COOLING THE CITY STRATEGY

We adopted the Cooling the City Strategy in 2015 to help improve the liveability of Penrith by mitigating the impacts of urban heat. Measures identified include planting trees; the use of water sensitive urban design; street and urban design; and policy and planning controls, particularly for new developments. Community engagement and education is also essential to build awareness of and support for heat mitigation on public and private land. A number of projects are already underway including:

- A Street Tree Inventory of a sample of street trees in 5 identified heat vulnerable locations across the City.
- Council received \$80,000 in grant funding from the NSW Government in a partnership project with the Institute for Sustainable Futures (UTS) and other Western Sydney councils for a climate adapted bus shelter design competition to be implemented at a pilot site.
- One Tree per Child saw 1,500 plants given to local families at childcare centres.
- Council promoted the Cooling the City Strategy through giveaways of more than 1,000 plants at recent NAIDOC Day celebrations and the Waste Not Festival on World Environment Day.

Work continues on the design of the permanent triangle park in the Penrith CBD which will incorporate water sensitive urban design, as well as shade and cooling.

## RESILIENT CITIES

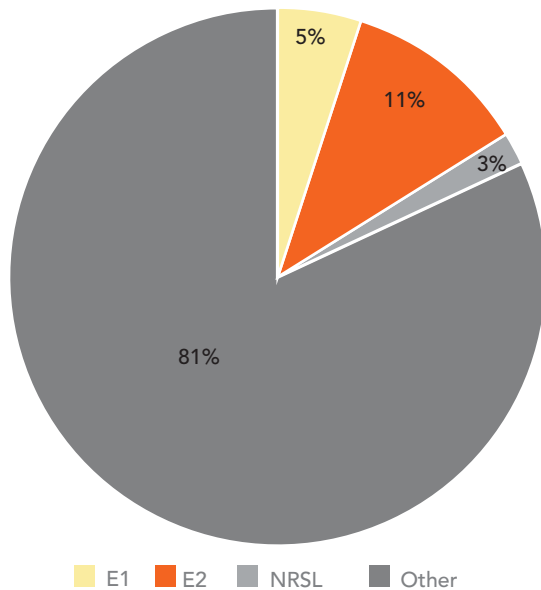
The Resilient Sydney program is being led by the City of Sydney on behalf of metropolitan Sydney. It is part of the Rockefeller Foundation's 100 Resilient Cities initiative which aims to build on national and international experience to develop a resilience strategy for Sydney which will help both mitigate and respond to unexpected shocks and long term chronic stresses. The General Manager is part of the Steering Group, representing the region and ensuring issues and concerns that are key to Penrith, and Western Sydney more broadly are considered and included in the process.

Participation in the Resilient Sydney program provides significant opportunities to both gain ideas on how to tackle issues in Penrith from other cities across the world experiencing the same problems, and to ensure that the Resilience Strategy being prepared for Sydney reflects issues relevant to Western Sydney.

A Preliminary Resilience Assessment is expected to be released shortly. This document will pull together a range of information to identify the shocks and stresses most likely to be of concern for Sydney into the future, and what infrastructure is most vulnerable. This information will be used to develop a Resilience Plan for Sydney.

## COMMUNITY INDICATORS

### AREA OF PROTECTED NATIVE VEGETATION



This indicator tracks the land area containing native vegetation that is protected through zoning or other methods. This indicator has remained steady over the term.

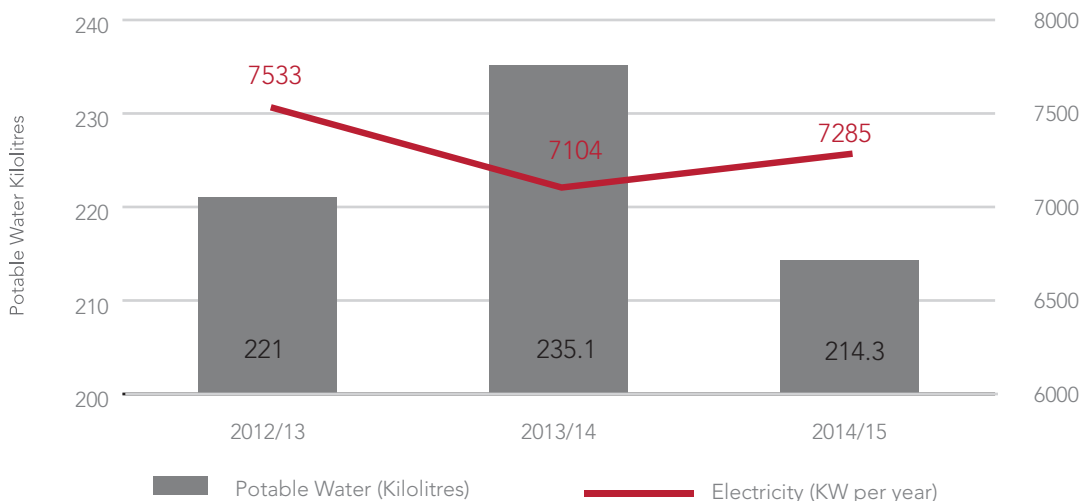
#### Zone E1 & Zone 8

**National Parks and Nature Reserves – 2,075 ha**  
(5% of LGA)

**Zone E2**  
**Environmental Conservation**  
**4,575 ha**  
(11% of LGA)

**Identified NRSL**  
**natural resources sensitivity lands – 1,251ha**  
(3% of LGA)

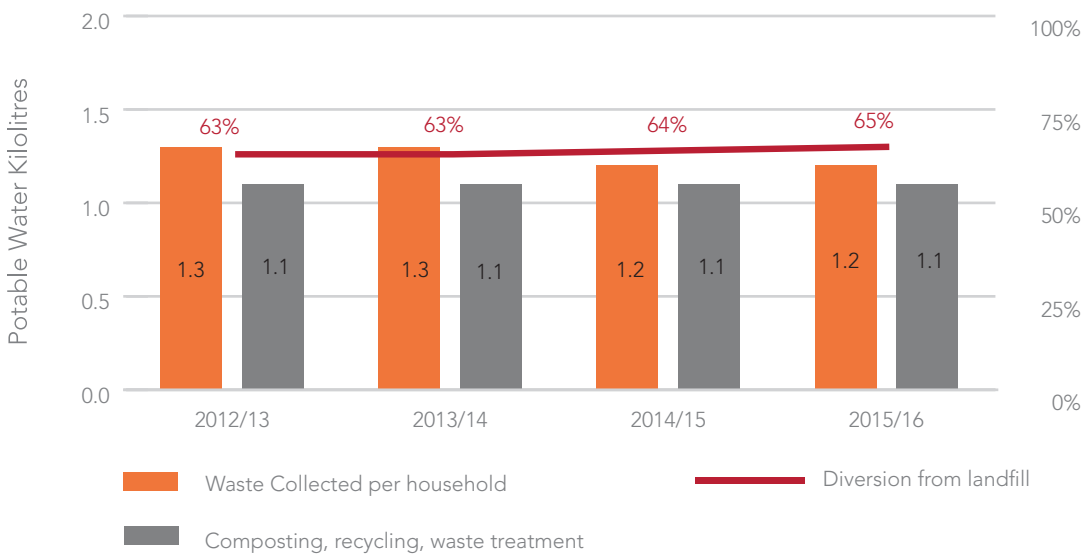
### HOUSEHOLD ELECTRICITY & POTABLE WATER CONSUMPTION



During 2012-15 Penrith households consumed an average of 223 kilolitres of potable water, with a slight reduction of 9.7% in 2014/15. Penrith households consumed an average of 7,307 kilowatt hours per year, with a 2.5% increase in consumption in 2014/15.

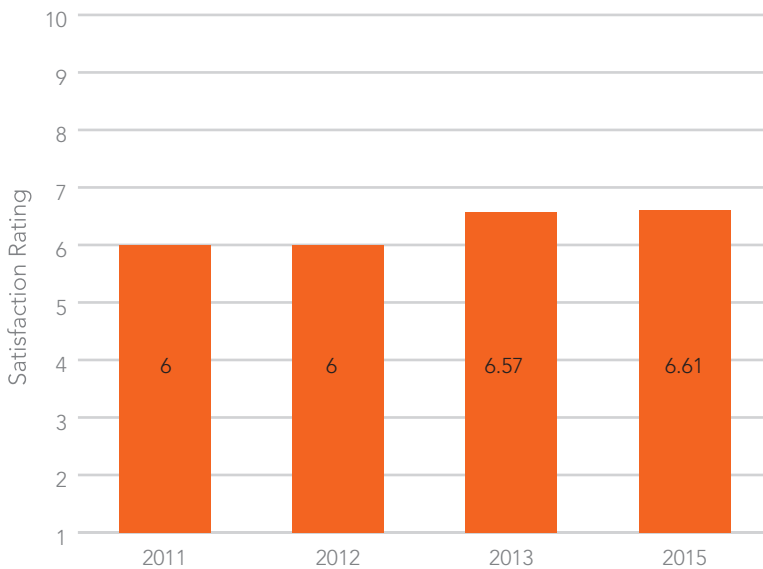
This indicator is heavily impacted by climate, particularly rainfall and temperature as these influence the use of potable water for watering gardens and use of electricity for heating and cooling. Overall, the trend in water and electricity use is decreasing, saving money and reducing our ecological footprint.

## TONNES OF DOMESTIC AND PUBLIC WASTE BY RECYCLING AND LANDFILL PER HOUSEHOLD



Penrith consistently performs well in terms of diversion of waste from landfill. This indicator is consistently high due to our green bin system and ongoing programs to encourage residents to reduce, reuse and recycle. This year has seen a slight decrease in the amount of waste collected and a slight increase in total waste diverted from landfill.

## RESIDENTS WHO ARE SATISFIED THAT THE NEPEAN RIVER AND CREEKS ARE HEALTHY



There has been a steady and pleasing increase in this indicator over the term. The Nepean River is one of our best assets and we know how important it is to our community. Council continues to implement various programs to maintain the health of the River and creeks through education, water quality testing, gross pollutant traps and improving biodiversity.



## OUTCOME 6 - WE ARE HEALTHY AND SHARE STRONG COMMUNITY SPIRIT

### STRATEGIES

- 6.1 Provide opportunities for our community to be healthy and active
- 6.2 Encourage social connections and promote inclusion in our community
- 6.3 Support cultural development, activating places and creativity

### SPORTS AND RECREATION

Over the past four years Council has continued to build on the services and facilities we offer to provide our community with a range of options to participate in sport and recreation. Since 2012 around 10 million people have visited our sportsgrounds, leisure centres and aquatic facilities, providing significant health and social benefits. Upgrades to facilities at St Clair Leisure Centre and changes to the programs it offers have seen visitation levels grow by approximately 10,000 pa over 4 years.

Over the same period, we've received more than \$2.5m in funding from State and Federal Government programs such as ClubGRANTS Category 3, Community Building Partnerships, Community Development Grants, and the Stronger Communities Grant. This funding has enabled us to undertake a broad range of capital projects to improve facilities at sportsgrounds, recreation areas and Council's aquatic centres.

A major tennis court upgrade at Woodriff Gardens Tennis Complex enables the facility to host regional tennis events such as the recent NSW State Series Tournament. The project involved the reconstruction of 10 courts and installing a blue, cushioned hardcourt surface that has playing characteristics similar to the courts used for the Australian Open. In addition to the court surfaces, a number of floodlight poles were replaced and new shelter sheds and seating were installed.

A joint governance model for Council's aquatic centres has been implemented with Penrith Aquatic and Leisure Ltd now managing both Ripples St Marys and Ripples Penrith. This management arrangement should provide greater consistency and efficiencies in running these two centres into the future. Masterplans have also been completed which will guide any future development of these facilities. The first stage of implementing the master plans, the installation of a water play park at Ripples Penrith, is due for completion in November 2016.

A study into the feasibility of providing an all-weather athletics track and associated field event areas identified Blair Oval, St Marys as the preferred site. Detailed designs have been completed and the project can go to tender once a full funding solution is available. Pursuing grant funding to support the project continues to be a priority. A study has also identified a number of sites that could accommodate a synthetic turf playing field, providing an all-weather option for winter sports.

We have provided financial assistance to nearly 400 local residents who have been selected to represent Australia or NSW in sport, art or culture. We've also supported the Western Sydney Academy of Sport to help 190 athletes develop their skills as potential future state or national representatives.

Penrith has hosted a range of sporting events over the past four years, including the first Women's Big Bash League cricket match at Howell Oval between the Sydney Thunder and the Sydney Sixers. We have also hosted various state and national events in a range of sports, including netball, futsal, BMX and archery.

### LIBRARIES

Our libraries have continued to provide a service that extends significantly beyond traditional book borrowing. School holiday activities, study skills sessions, technical assistance, community support groups, author talks and story times are all regular activities that help build the social and educational fabric of our community. Recent studies have shown our libraries also provide a refuge for residents during hot, cold or wet weather, a trend we will plan for, along with the increasing demand to access electronic sources of all kinds.

In 2013 we launched our E-Connect Home Library Outreach Service (ECHO), which provides a mobile service to approximately 130 residents who are unable to visit the library due to disability or illness. This new, first of its kind service was commended by the NSW Public Library Association. Our Toy Library has also grown to play a vital role in supporting people with a disability, by providing developmental and sensory toys to support gross motor skills and cognitive development.

### COMMUNITY HEALTH AND WELLBEING

We have been active in delivering a range of initiatives to enhance community health and wellbeing. These include the two-year Mondo Community Safety and Youth Engagement Project, the two-year Active Living and Community Participation Re-Imagine Ageing Project, the establishment of the St Marys Seniors Centre Computer Hub and provision of extensive support to the National Disability Insurance Agency to introduce the National Disability Insurance Scheme (NDIS) in Penrith City. The Mondo Community Safety Project received a commendation award at the National Local Government Awards in 2013.

Council also provided over 100 community assistance grants to organisations across the City to support projects

that enhance community wellbeing. We coordinated the delivery of almost \$2 million in ClubGRANTS funding to help community organisations provide social and related services to our community.

## HOUSING & HOMELESSNESS

Homelessness is an ongoing issue across Sydney and is growing in Penrith. Homeless people are among the most vulnerable in our community. To help promote a coordinated approach to this issue Council organised the Penrith Homeless Summit in September 2014 and developed an action plan to provide a clear direction for Council and its community partners to work together to end homelessness in our City.

Council also worked with the NSW Department of Family and Community Services – Housing to deliver the Penrith Affordable Housing Project in St Marys. Through this project, initiated by Council, Wentworth Community Housing will deliver 49 affordable and social housing apartments for long-term rental to low income tenants. Council also negotiated contributions to this project from major developers, allowing us to provide \$1.13m in critical support funding to the project.

## INCLUSION

Council coordinated and delivered regular community events to build social connections and promote inclusion in our community. Many involved community partners, including events for International Women's Day, Harmony Day, Youth Week, Seniors Festival, Refugee Week, NAIDOC Week, Spicy Penrith and International Day for People with Disability. We continued to support and coordinate various community organisation networks to enhance service coordination, planning, advocacy and action to address a range of social issues impacting on our communities.

The Mobile Playvan continues to be a popular service with over 40 children attending one of six available sessions each week. Parents with children under six can come together in a park or reserve and enjoy a two-hour play session facilitated by trained teachers. The aim is to support parents and carers, break down social isolation and provide links to other services.

Under the Indigenous Advancement Strategy, Council's Children's Services are funded to support families to access early childhood services. A focus is building the capacity of staff to be culturally responsive and inclusive. Overall this strategy, combined with the Supporting Aboriginal Access to Children's Services project, has resulted in an increase in the enrolment of children from an Indigenous background in Council's children's services.

Council's Access Committee continues to be a major contributor to Council's role as a City leader in working towards greater inclusion and participation by people with disability in the broader community. We are currently consulting with people with a disability, carers and families, service providers and other stakeholders to

develop Council's Disability Inclusion Action Plan 2017–21. Council's Children's Services continue to ensure that children with disabilities or high ongoing support needs can access quality care, with around 100 children with these needs enrolled across our long day care, preschool, occasional care and out of school hours services.

## COMMUNITY EVENTS

Council's events program has evolved considerably in the last four years, bringing together many locals and visitors, enhancing community spirit and pride and raising Council's profile and reputation. The period has been dominated by a series of significant historical milestones for our City, each commemorated with a series of community events enjoyed by a large cross-section of the community.

- 2013: Bicentenary of the crossing of the Blue Mountains
- 2014: Bicentenary of the building of the Great Western Road
- 2015: Centenary of Australians at War and Penrith Bicentenary

Our comprehensive program of civic events included 312 events that honoured, rewarded, recognised or launched an individual/organisation, Council facility or project. This included conferring citizenship on 2,446 new Australian citizens.

We've worked to activate Our River precinct, with a series of successful boutique events such as Sunday Siestas, Music by the River and Cinema in the Park held in this beautiful part of our City. This will culminate in November 2016 with our inaugural major Real Festival on the banks of the river.

## CULTURAL

Council has delivered numerous projects and activities to enhance the cultural vitality of the City. Highlights include the No Boundaries Multi-media digital projection project, the Mondo Community Safety and Youth Engagement initiative, Spicy Penrith, Queen Street Riches and Textures, the Seniors Festival and the Active Living Re-Imagine Ageing Project.

Council officers worked with Illuminart's Cindi Drennan on the No Boundaries Project, which engaged more than 80 people with disability, Nepean TAFE design students, artists and local residents in nine months of workshops to develop a multi-media visual and sound story. This was projected on the external walls of the Joan Sutherland Performing Arts Centre in September 2013. Further mini-events were held later in 2013 and 2014. The project, funded by the Australia Council for the Arts and ArtsNSW, won a National Disability Award in the category of excellence in engaging people with disability in the broader community.

Spicy Penrith - coordinated by a committee of Council officers from Nepal, Sri Lanka and India - was held three times in the period, attracting over 400 residents and

approximately 150 performers on each occasion. It was one of the events celebrating the rich diversity of our City, building connections and local community pride.

Queen Street Riches and Textures is a creative initiative coordinated from St Marys Corner which contributes to the vibrancy of the St Marys centre and strengthens the sense of local identity and pride. The initiative engages with local residents and community partners and explores the past, present and future of Queen Street and greater St Marys. The key principles of the initiative are art, mentorship and engagement. Individual projects delivered in the period were the Faces of St Marys, Soundlapse and Sharing the Seeds. Each was unique in its engagement, audience and the creative media used.

## COMMUNITY INDICATORS

The health of our community is critically important. Council is one of many agencies working to help ensure our residents know how to live a healthy lifestyle and have the opportunity to do so. The impact our activities have

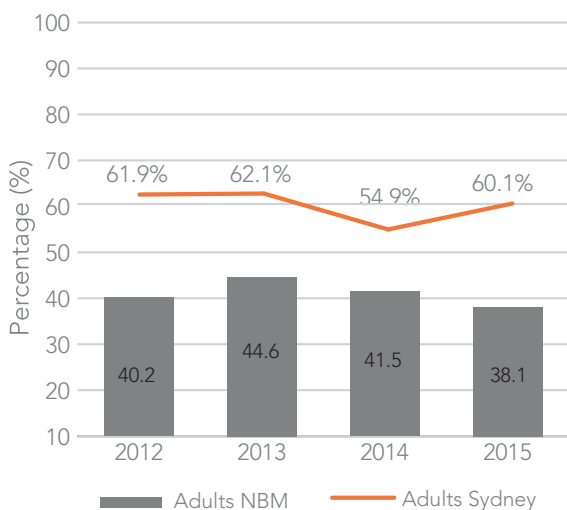
on overall community health is not really measurable, however it is still important that we report on these indicators.

Information on the indicators below have been sourced from the Health Stats NSW website (healthstats.nsw.gov.au). Statistics on weight and smoking are provided for the Nepean Blue Mountains Local Health District, which covers the Local Government Areas of Penrith, Blue Mountains, Hawkesbury and Lithgow; and for the Sydney Region as a whole.

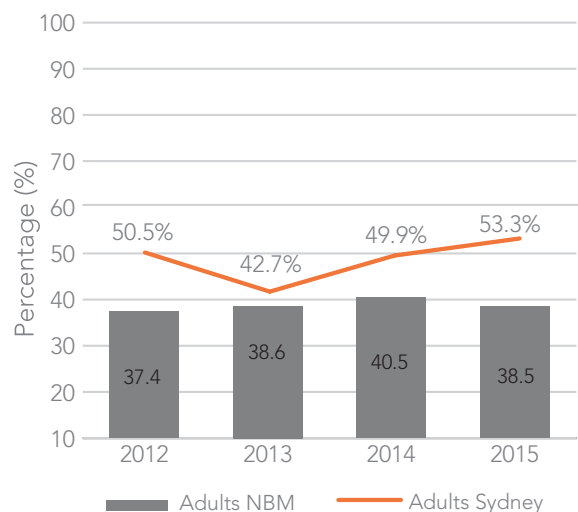
### % OF RESIDENTS WHO ARE A HEALTHY WEIGHT

Healthy weight is defined as not overweight or obese. These graphs show the trends for healthy weight and physical activity in adults over the past four years. Both rates of physical activity and % of adults at a healthy weight are declining. This will continue to present a challenge for Council in coming years. (NMB refers to Nepean Blue Mountains Local Health District, which includes Penrith.)

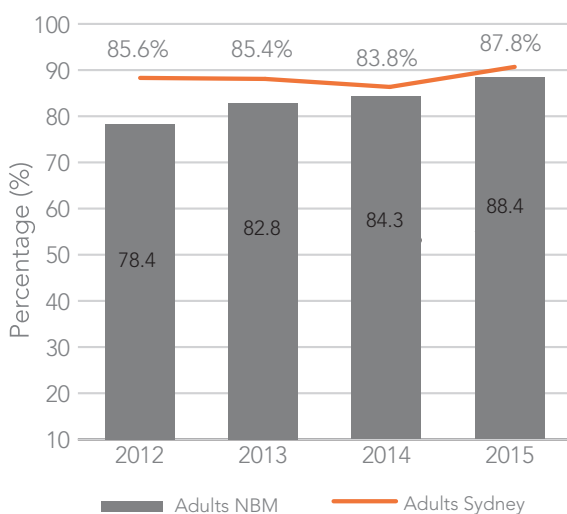
### HEALTHY WEIGHT %



### % OF PHYSICAL ACTIVITY

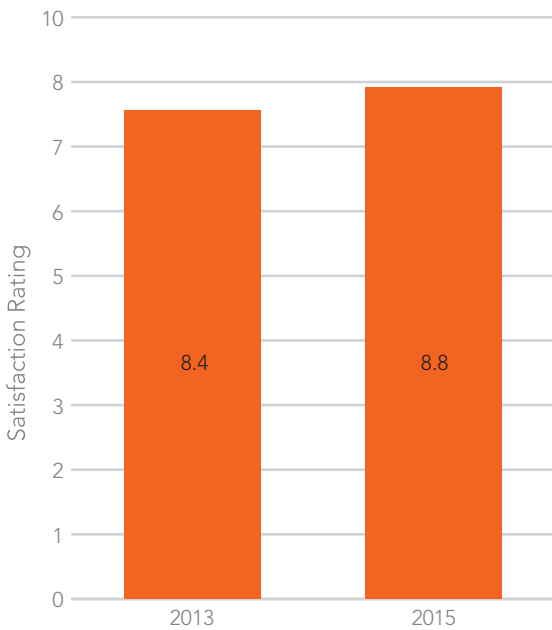


### % OF RESIDENTS WHO ARE NOT SMOKERS



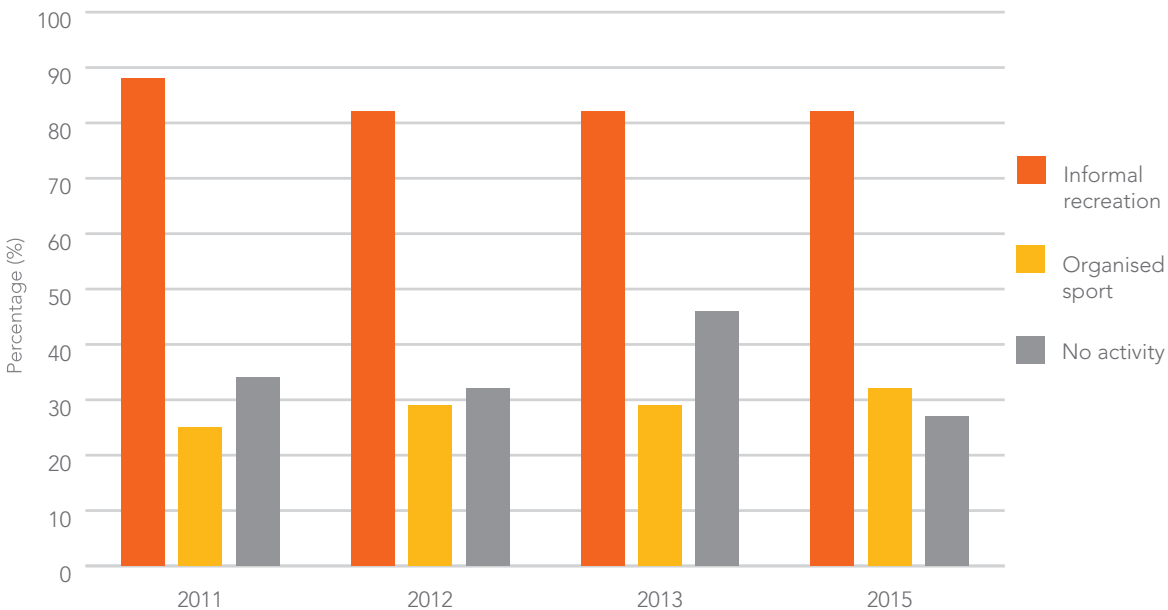
Smoking is a major risk factor for many chronic conditions including coronary heart disease, stroke and many cancers. In 2008, the Council of Australian Governments established a target national smoking rate of 10% by 2018. Residents who are not smokers are increasing, and approaching the 90% target set by COAG.

## RESIDENTS WHO SAY THEY CAN GET HELP FROM FRIENDS, FAMILY OR NEIGHBOURS WHEN NEEDED



The number of people who feel they can get help from friends, family or neighbours when they need it is an indicator of social cohesion and the strength of our community. Overall, residents have consistently strongly agreed with this statement, showing that Penrith is retaining a clear feeling of community despite the rapid pace of growth.

## % OF RESIDENTS INVOLVED IN INFORMAL PHYSICAL ACTIVITY



Participation rates in both organised sport and informal recreation are collected as part of our community survey. The information gathered is different to that collected by the Department of Health, as it asks whether residents participate in organised sport, informal active recreation or informal passive recreation at least once a month, and also asks if people have not undertaken any physical activity in the past month. This shows a slight increase in organised sport, but most importantly shows that more than  $\frac{3}{4}$  of our residents are active in our parks, playgrounds and other areas at least once a month.



# OUTCOME 7 - WE HAVE CONFIDENCE IN OUR COUNCIL

## STRATEGIES

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

Much of the information around the strategies above is included in the section on 'Planning for our Future' earlier in this report. The Capacity Review and Special Rate Variation are the key activities undertaken over the past four years to ensure that our community can have confidence we are operating well. Being declared 'Fit for the Future' and committing to implementing the improvements included in our submission to IPART reflect the success of the Capacity Review in delivering a blueprint for long term financial sustainability and improved service delivery. The Community Panel represented a significant investment and an innovative and comprehensive way to allow our community to help decide the services we provide and the areas of focus going forward.

## NEW STRUCTURE

During this term the structure of the organisation has undergone several minor revisions to account for retirements and changes in our operating environment. In early 2016 a complete review of the structure was undertaken with a new structure implemented from 4 July. The new structure will ensure we remain fit for the future, improve productivity and continue to build into a strong council in a time of change and uncertainty for local government. Reviewing the effectiveness of our structure is one part of a bigger picture to change the way we work and prepare to meet the needs of a growing city.

The new structure has two distinct streams, organisational outcomes and regional and city outcomes. Organisational outcomes will be led by the General Manger, who will have more direct oversight of finances, workforce and assets; ensuring systems and processes provide a productive, efficient organisation with a strong focus on customer experience. A new role of Chief Operating Officer has been created to support the GM.

Regional and City Outcomes will be led by the Assistant General Manager, who will focus on matters relating to economic development and building relationships within the region. This includes implementing the Penrith Progression (New West) and focusing on delivering a prosperous, thriving Regional City with all the required services and infrastructure.

## VALUES AND BEHAVIOURS

Council commenced a review of its values and behaviours in 2015, pulling together staff focus groups to consider how the current values and behaviours reflect how we approach our work every day. The review took several months, with new values formally launched at the Staff Forum in August 2016. Our new values are:

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

Living our values will make council a better and more productive place to work, and will improve our customer service.

## COMMUNICATION

Communication is a key part of what we do. It is vital that our community can access information about the services that are most important to them, and that we are able to gain feedback and community input when making decisions around our services.

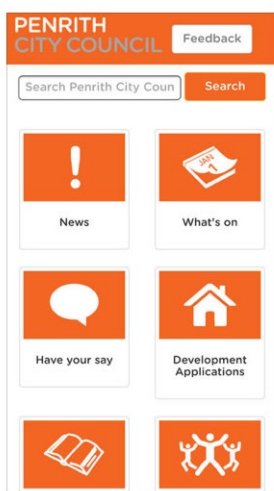
The past four years have seen a shift in the way we communicate with our community to include new channels so that information is accessible 24/7. Our Customer Experience Study, completed in 2014, showed that our customers still want to be able to write, email and phone us, but also showed a growing demand for 'self-service' information through the website and more immediate responses through social media.

We have made a commitment to ensure our website is fully accessible, and that all major documents on it comply with accessibility standards for electronic documents. Growth in email newsletters has been substantial, particularly associated with the Penrith Progression and New West marketing initiatives. Traditional media channels such as newspapers, radio and television and community newsletters continued to be used and remain an important part of informing our community.

Followers of our corporate social media sites Facebook and Twitter have increased significantly. Followers on Facebook have increased by 1452% and Twitter followers by 240% in the past four years. Council has also developed three apps – the 'walk wise' app, 'waste champion' app and an overall 'Penrith Council' app.



Walk Wise lets the user track walks around Penrith and discover new walks. It also offers a quick and easy way to report graffiti or vandalism, and access to public transport information.



Our main council app provides a quick and easy way to report problems, pay rates, search the library catalogue or comment on plans, policies and activities. It also gives current information about many of our most frequently used services.



Waste Champion allows the user to create a personalised bin collection calendar with optional reminders, and also provides information around what material goes in which bin, how to book kerbside cleanup and special waste collection days.

Penrith also provides a contemporary approach to visitor information and offers a number of new online services and promotions, in line with industry trends. Six digital visitor information kiosks have been installed at high-traffic locations around the city, and a new mobile-friendly, fully accessible destination website was launched in 2015.

## REPORTING

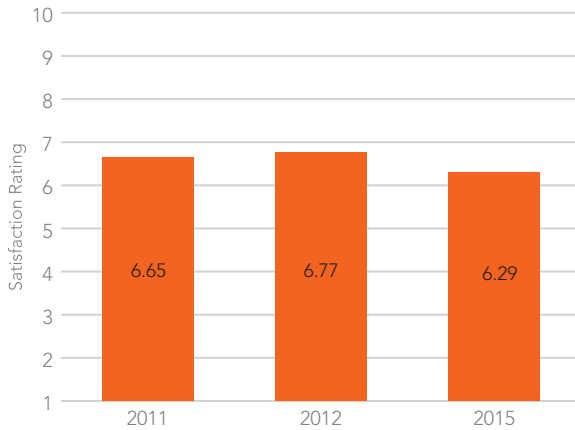
Council produces a variety of reports each year to keep

our community informed of what we're doing and how we're delivering on our commitments to you. Our quarterly reports were all completed on time, as were our 6 monthly report on our progress on the Delivery Program. Our Annual Reports for 2012-13, 2013-14 both won Silver in the Australasian Reporting Award, while our 2014-15 Annual Report won a gold award. This recognises our commitment to providing our community with clear, reliable information on our activities and services.

## COMMUNITY INDICATORS

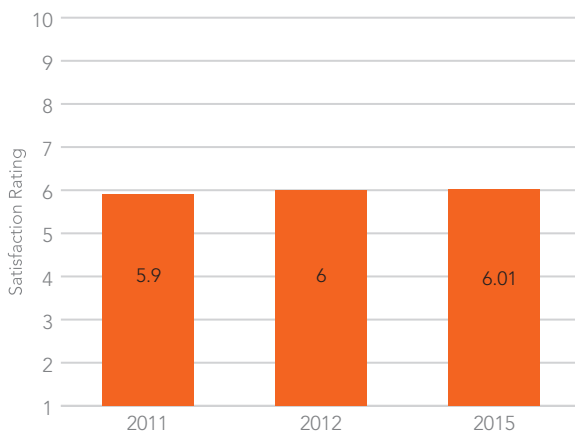
Key indicators for this Outcome focus on Council being responsible, communicating well with our residents and delivering value for the rate dollar. The results of the past four surveys on these three indicators are shown below.

### RESIDENTS WHO FEEL COUNCIL IS RESPONSIBLE



The slight decline in this indicator over the current term shows we have some work to do to give our community confidence that we are responsible. Open communication around our activities and programs to improve productivity and decision making must form a part of responding to this in the next four years.

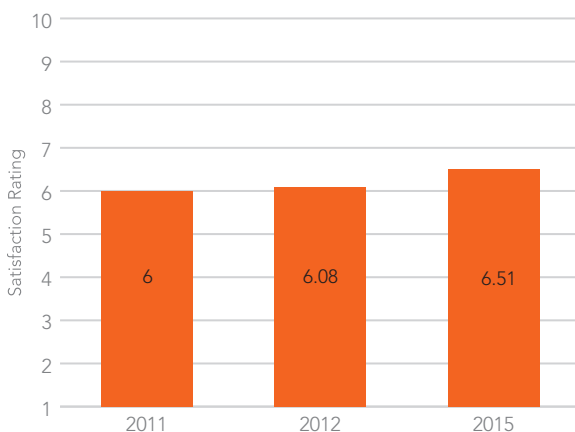
### RESIDENTS WHO FEEL THAT COUNCIL COMMUNICATES WELL



This indicator has remained stable during this term.

Our new website has improved access to information for residents and better communication will come out of our Customer Experience review and ICT strategy. We will continue to look for new ways to meet the varied expectations of our community, and present information in a way that is easy to access and understand.

### RESIDENTS WHO FEEL COUNCIL DELIVERS VALUE FOR THE RATE DOLLAR



Resident satisfaction that Council is delivering value for the rate dollar has remained generally consistent over the past 4 years, though it is slightly higher at the end of this term than at the beginning.

Community support for the Special Rate Variation gives us a clear responsibility to ensure that this indicator continues its upward trend.

## % OF COUNCIL INFRASTRUCTURE IN GOOD CONDITION

The Assets Review undertaken as part of the Capacity Review highlighted the need for a change in asset management processes and a consistent approach to looking at infrastructure backlog and condition assessment. Following this review, it became clear that the increased funding for road pavement works has resulted in an increase in overall condition that reflects the importance of this asset to the community. An assessment has been done of our pathways and bridges and key works identified to raise the condition of these assets over the next four years.

A similar approach is required for the building asset renewal program, coupled with a critical assessment of what our community needs these assets to deliver. These funds have been included in the SRV and, combined with a number of other key actions with regard to asset management, should result in an overall improvement in this indicator.

ASSET CLASS	GOOD	VERY GOOD	TOTAL (GOOD CONDITION OR BETTER)
Transport assets			
Road pavement	32%	53%	85%
Bridges	26%	17%	43%
Pathways	35%	12%	47%
Kerb and gutter	33%	12%	45%
Buildings	70%	7%	77%
Parks and playgrounds			
Sports fields	31%	33%	64%
Playgrounds	42%	22%	64%
Drainage	13%	12%	25%



# THANKS

## OUR STAFF

We would like to thank Council staff for their professionalism and commitment to this community, which we've observed constantly during our Council term. As Councillors, we rely on their knowledge and expertise to guide our decisions, and their assistance over the last 4 years has been outstanding. Council's services to our communities depend on the hard work and skills of our diverse workforce and the achievements outlined in this report reflect their efforts and dedication.

## OUR PARTNERS

Our Community Strategic Plan is exactly that - a document setting the direction for our City according to what is important to our communities. We acknowledge the many groups and organisations that have been instrumental in our City's achievements and progress over the last 4 years. From ideas and leadership to physical and financial assistance, our partners provide invaluable assistance to Council in all sorts of ways.

We thank all our partners large and small but would like to particularly mention Western Sydney University, the National Growth Areas Alliance, Western Sydney Regional Organisation of Councils, Westpool, the Penrith CBD Corporation, the St Marys Town Centre Association, the Penrith Chamber of Commerce, Penrith Performing and Visual Arts, Western Sydney Institute of TAFE, Westfield Penrith and Penrith Panthers. We look forward to continuing these great relationships to build on Penrith's strengths and realise our plans for a strong and sustainable future.

## OUR VOLUNTEERS

Volunteers are the backbone of a community. They are the unsung heroes willing to share their skills, life experience, energy and time to enhance community life. Volunteers make a difference by doing a wide range of jobs to help others and make our City better. We recognise the volunteers in our City as a valuable asset making a huge contribution every day.



# GLOSSARY

ACRONYM/TERM	DEFINITION
ABS	Australian Bureau of Statistics.
Advocacy	Proactively trying to influence a decision to be made through support and recommendation, for such things as causes, programs and policies.
Asset management	Proactively manage the ongoing maintenance and development of Council's assets and facilities to meet the community's current and future needs.
Assets	Resources owned which have economic value that can be measured and can be expressed in dollars.
Aboriginal and Torres Strait Islander	Aboriginal People and Torres Strait Islanders.
CALD	Culturally and linguistically diverse.
Capital works	The expansion, renewal, upgrade and establishment of Council's assets.
Cash flow statement	Shows the expected net cash inflows and outflows in the form of reconciliation between opening and closing balances of total cash and investments for a year.
CBD	Central business district.
Community engagement	Refers to Council's consultative practices that enable communities and individuals to participate in the development of Penrith and build community capacity. It supports and informs all Council's decision-making processes.
Community Plan	Identifies our community's long term aspirations for the City. It looks beyond the next 10 years, setting out long term community outcomes and the strategies to get us there.
Deficit	The amount by which a resource falls short of a mark, most often used to describe a difference between cash inflows and outflows.
Delivery Program	Council's four year work program that helps implement the Community Plan. The Delivery Program (which includes the 1 year Operation Plan) sets out the services, service activities and specific actions Council will deliver each year, and the annual budget.
Depreciation and amortisation	An expense which recognises the value of a fixed asset as it is used up over time.
DCP	Development Control Plan.
EEO	Equal Employment Opportunity.
EPA	NSW Environment Protection Authority.
Expense	An outgoing payment made by Council.
Financial year	The financial year we are reporting on in this annual report is the period from 1 July 2015 to 30 June 2016.
FTE	Full-time equivalent – In relation to staff numbers this refers to a figure that is based on the wages for full-time staff.
GIPA	The Government Information (Public Access) Act 2009, which has replaced Freedom of Information legislation.

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



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

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## ACKNOWLEDGEMENTS

Professional photographs supplied by Adam Hollingworth, Hired Gun Photography; Chris Frape Photography; and Jay La Photography.

Photograph on page 20 "Barricade" by Callum Meney (Winner, 2015 Enviro Photo Competition Youth category).

Thanks also to our talented Communications Officer Andrew Farrell for many of the other photos used.



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





## CONTACT US

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