



PENRITH

ANNUAL REPORT 2012-2013

OUR PEOPLE - OUR COMMUNITIES



PENRITH
CITY COUNCIL



OUR COMMUNITIES PROJECT

The **Our Communities Project** was a joint initiative of the Community and Cultural Development Department and Place Management Department of Council. Council engaged photographer Michael Chin to photograph a number of residents from the diverse neighbourhoods and cultural groups across Penrith City. We sought to celebrate the diversity of ages, cultures, interests and abilities of our residents. Our people are our best asset.

The residents featured on our front cover are:

Simone Foster – Simone grew up in South Penrith and is interested in studying photography at TAFE.

Jasmine and Deon Johnson – sister and brother who attend Llandilo Public School.

Captain Jody Preston – Jody is the Captain of the Wallacia Rural Fire Brigade and enjoys actively serving his local community alongside his partner and children.

Kylie Cockburn – Kylie is a new resident in Penrith City. She teaches at Llandilo Public School and is the mum of Deon and Jasmine.

Albert Galli – Albert loves fishing with his two sons in local creeks and waterways.

Ron Cattell – Ron lived most of his early life on a farm in Emu Plains. He is a retired Police Officer and loves attending local sporting events.

Gillian Gardhouse – Gillian is a long time Penrith resident and has worked at Reception at Panthers for many years. She loves walking and keeping fit at the gym.

Leonie Haines – Leonie is the youngest child of 6 and loves touch football and netball.



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A YEAR IN NUMBERS:



3,275

children enrolled in Council child care centres



500

new Australian citizens (through Council run citizenship ceremonies)



438,000

sqm of road pavement resealed, resurfaced or resheeted



3,500

people attended workshops or educational programs (run by Council)



923 new lots released (through subdivision approvals)



35,000 local club members in winter sports / 27000 local club members in summer sports



175 work experience placements



288 days lost to workplace injuries – the lowest in 25 years

over **1,000** food premises inspected (as part of Council's food safety program)



65 trainees appointed



WELCOME

Penrith City Council is proud to present our Annual Report for 2012-13.

This report is a summary of what we achieved from July 2012 to June 2013. It will be submitted to the Minister for Local Government in accordance with the statutory requirements of the Local Government Act 1993 (NSW).

This is the last report on our progress against the outcomes we set through the 2009-13 Delivery Program. As it is the final report in a series of four on the 2009-13 Delivery Program a summary of our progress on the priorities is provided in "Our Performance".

During 2012-13 we continued to maintain and renew our community infrastructure, including roads, footpaths, parks and sporting fields. We ran cultural programs, citizenship ceremonies and local festivals. We collected rubbish and recycling, approved development applications and inspected food premises. We also introduced various improvements to our processes, to ensure that we deliver our services as effectively as possible and that we are focussing on the areas most important to our community.

Please see our website for more detailed information on our services and activities.

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 Vision

A sustainable and prosperous Regional City with a harmony of urban and rural qualities.

Our Mission

As an organisation, our mission is to implement Council's strategy and program. We will do this through skilled and responsive management, by valuing our staff, partnerships and community involvement, by providing quality customer service and upholding ethical standards and behaviour.

PENRITH AT A GLANCE

Our communities are at the heart of what we do. We need to understand who we're serving so we can better plan what we do to meet their needs. Our communities and their needs and expectations are constantly changing. The 2011 Census has given us an insight into how Penrith has changed over the last five years. Using this information, plus forecasts developed in the coming years, will help us respond to growth and change in our City.

Penrith has a population of 186,938 living in 61,506 separate households. Of these, 52% are households with children and 19% have young children. Penrith continues to be home to more families than average in Greater Sydney, meaning we need to keep providing services that meet the needs of children and parents, and support growth in education and employment opportunities for our young people. Our population, however, is changing. The proportion of our population over 60 has increased since 2006, with a significant increase in people over 85. This makes services and support for aged persons just as important as services for young people.

Over half of our working residents travel outside Penrith to work. Our labour force is 92,284, of which 94.5% are employed, and 63.9% are employed full time, making local and regional transport connections particularly important. Manufacturing, retail, and health care and social assistance are our three biggest employers, even with a fall in manufacturing employment since 2006. Health care has shown the biggest growth in employment since 2006, with strong growth also in the education and training, and public administration and safety sectors. 55% of households have access to two or more motor vehicles, significantly higher than the 44% of households in Greater Sydney. This suggests a higher than normal dependence on cars to get to work, and demonstrates why transport, including public transport and road congestion, were identified by our community as key issues in our recent engagement process.

Almost 20% of our population was born overseas, with 11% of our residents arriving in Australia within the last five years. Although 13.3% of the people born overseas come from a non-English speaking background and 15% of our population speak a language other than English at home, most report that they speak English





well or very well, with only 1.7% saying they speak English not well or not at all. Although this is a small part of our population, we are committed to helping members of our community to feel welcome and access the information they need, so we continue to offer interpreter services to all our customers.

As part of the 2011 census 4.3% of people in our City reported that they need help in their everyday lives because of a disability. They are supported by 13,391 carers providing unpaid assistance to a person due to a disability, long term illness or old age. Council is a strong supporter of universal design and works hard to ensure that our services and facilities consider the needs of people with a disability.

Our education levels are rising, with 38% of our population having completed year 12 or the equivalent, up from 34.2% in 2006. Not quite one third of our households are in the medium highest quartile for equivalised household income – a measure which takes the size and composition of each household into account as well as overall income levels to give a better idea of household worth. Just over 20% of our households fall within the lowest quartile for

equivalised income, so we must still work to ensure the more vulnerable members of our community can access the services and facilities they need.

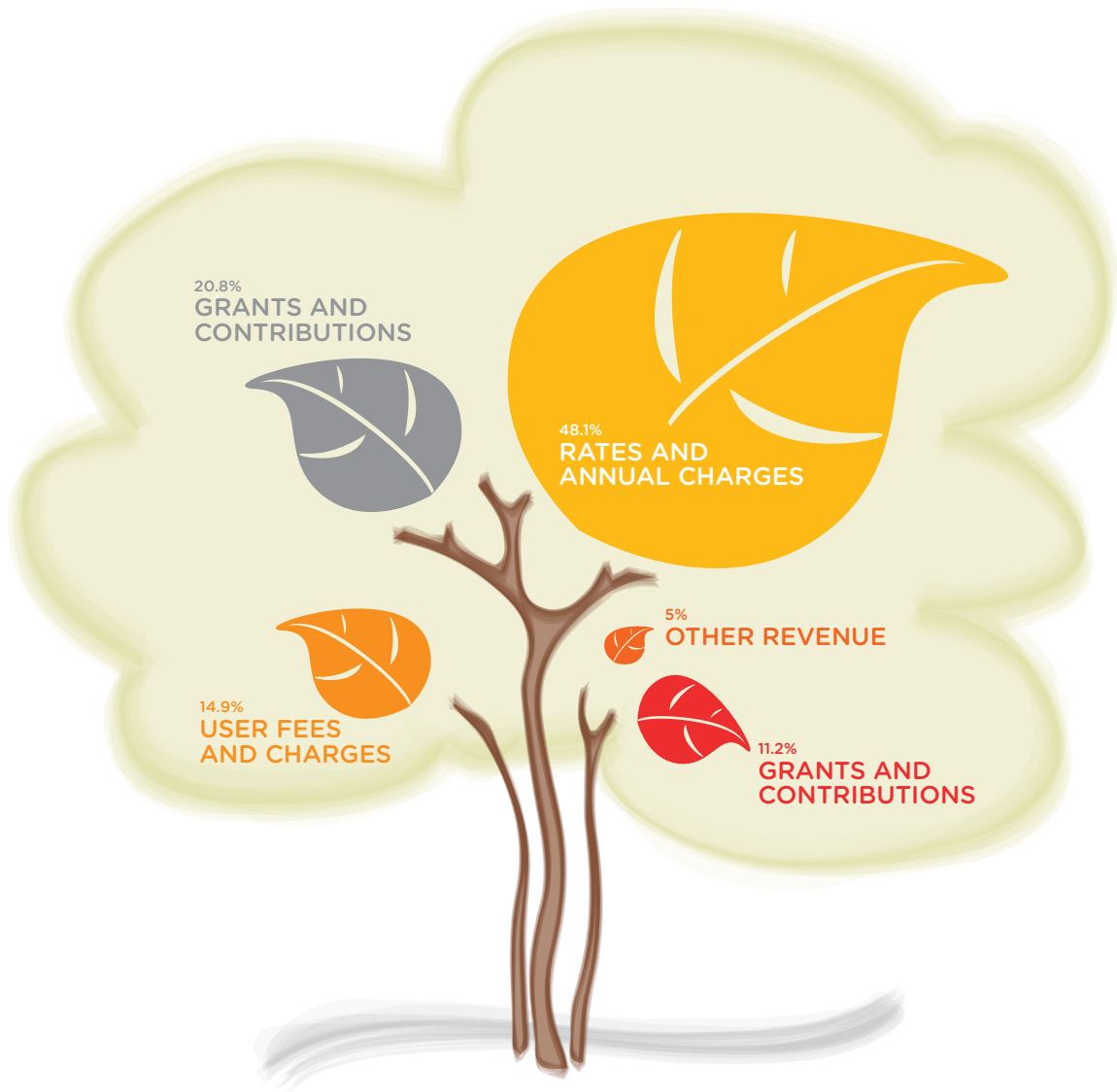
Internet connections are also significantly higher, with 70.1% of households having a broadband connection, compared to 44.0% in 2006. This is to be expected with the growth of the internet generally, and provides many opportunities for new ways of sharing information and communicating with our communities. More traditional methods of communication, however, are still important, with 17.3% of households having no internet connection.

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WHERE DOES OUR MONEY COME FROM?

2012-13 saw Council's income increase by 4.3% to \$217.2 million, with just under half of this (48%) coming from rates and annual charges. Just under one third (32%) came from grants and contributions for operating and capital projects. The remainder came from investment and other revenues; user fees and charges and profits from joint ventures and partnerships.

	\$ million	%
Rates and annual charges	104.6	48.1
Grants and contributions (capital projects)	45.3	20.8
User fees and charges	32.3	14.9
Grants and contributions (operating projects)	24.3	11.2
Other revenue (includes investment revenue \$3.1m/1.4% and profit from joint ventures and partnerships \$0.7m/0.3%)	6.9	5



PENRITH
CITY COUNCIL

HOW DID WE MAKE OUR MONEY WORK?

Our expenses fell by 8.7% this year, to \$171 million. Almost a fifth (19.2%) of our income is spent maintaining our roads, footpaths and buildings, with another fifth (19.2%) spent on waste, our environment and community protection. Community services are our third highest area of expenditure, at 14.9%. Children's services and parks and recreation together account for just under one quarter of the money we spend. Expenditure on major projects fell significantly this year, following the completion of the North Penrith Commuter Carpark.

	\$ million	%
Waste, environment and community protection	32.6	19.2
Roads, footpaths and buildings	32.6	19.2
Community services	25.2	14.9
Corporate services	24.7	14.6
Parks and recreation	20.3	12
Children's services	20.2	11.9
Public spaces and community safety	14.0	8.2



If you'd like to know more about Council's income and spending, see the financial summary on page 137, or the full Financial Statements on our website.

MAYOR'S MESSAGE

It has been an interesting, challenging and very rewarding year. Our City has enjoyed many successes and I would like to take this opportunity to highlight some of them.

I was especially pleased with the range of opportunities Council had to engage with our residents this year. I would like to thank everyone who has taken the time to come along to events, and to have your say in our surveys, at Council meetings or during public exhibitions of our plans and documents.

We are continuing to improve Council's new website which went live in May, making it easier to find information, access our services, and have your say on issues and plans for the future.

Council has worked closely with the state and federal governments to address the challenges facing our growing regional city. A key priority for us is boosting local jobs and I'm pleased we have made significant progress this year. Several exciting projects are under way including the redevelopment of Penrith Panthers, the expansion and development of the Western Sydney Employment Area, the Penrith Health and Education Precinct and activation of the Nepean River Precinct. These projects, and others in the pipeline, will help deliver the jobs we need for our region.

I am particularly pleased with progress on the masterplan for the River area, which reflects many of our community's ideas and priorities for this much loved natural asset. It will help us seek funding opportunities and put long-discussed ideas into action.

In March, we launched the City's prospectus to attract national and international investment, by spreading the word about our unique lifestyle and investment prospects. The 'Penrith is Here' brand and its website continues to help us attract new business and other opportunities. Penrith hosted several major events including the Bicentenary of the First European Crossing of the Blue Mountains, the 2013 Rowing World Cup and Tough Mudder. Developing a reputation as a City that can host these types of big events is important. They attract thousands of visitors, inject millions of dollars into our local economy and help showcase our City to the world.

I was pleased to fulfil the role of State Spokesperson for the National Growth Areas Alliance NSW member councils. The NGAA advocates on behalf of the 3.6 million people who live in Australia's fastest growing outer metropolitan cities, including Penrith. Council, like the NGAA, is pushing for all levels of government to work together to provide infrastructure and services such as public transport, schools, sporting facilities, libraries and community centres to meet our community's present and future needs.

Council had a positive influence on Sydney's Draft

Metropolitan Strategy and we successfully lobbied to have employment recognised as a vital consideration for the Cabinet Taskforce on Housing Delivery. We made a strong submission to the NSW Planning System Review, supporting the review of planning legislation to simplify the process but raising concerns about the limits on community involvement in decision-making, the lack of emphasis on sustainable development and the reductions in developer contributions for local infrastructure.

Council and our community can be proud of having our efforts and achievements recognised in several prestigious awards again this year, including being named as the Overall Sustainable Council in NSW by Keep Australia Beautiful. Several of our arts engagement projects were recognised at the NSW 2012 Local Government Arts and Cultural Awards, including the Aboriginal Intergenerational Sculpture at Dukes Oval, the ArtKids project in Council child care centres, and the Mondo Community Safety and Youth Engagement project.

I have thoroughly enjoyed my term as Mayor of Penrith City. I'd like to thank the community, my fellow Councillors and Council staff for their support and contributions to an even better Penrith City.



Councillor Mark Davies
Mayor



GENERAL MANAGER'S MESSAGE

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

Council has been advocating for several important projects for the City and it's great to see our efforts starting to pay off. The recently completed Erskine Park Link Road will deliver benefits to businesses in the Erskine Park Employment Area, attract new investment to the City and help create local jobs. Along with the University of Western Sydney (UWS) and the Penrith Business Alliance (PBA), we secured \$13.5 million in Federal funding to develop employment space and a Corporate Centre at Werrington, which will seed the longer term development of a comprehensive business park. The Nepean River pedestrian bridge also looks set to go ahead, with a design that reflects what Council and our community wanted.

Our growing population requires a diverse and affordable range of housing options and we have been working hard to provide this for them. In the past year alone Council has approved 1325 Development Applications worth an estimated \$535 million and we issued subdivision certificates to create 947 new residential lots.

Renewing the infrastructure that's so important for our community is a huge challenge and a top priority for us. I was pleased to see our efforts rewarded with a 'strong' rating in the Division of Local Government's recently released Infrastructure Audit Report.

I'm also proud of our efforts to improve productivity and make efficiency gains valued at more than \$4 million. These gains have come through the introduction of new technologies, group purchasing and new contracts, better staffing structures and new workers compensation options.

When the Local Government Act 1993 was amended to allow councils to run their own elections, we saw this as an opportunity to make some changes. We engaged the help of the Australian Election Company to complete certain tasks, but largely managed the 2012 election ourselves and in doing so we saved over \$150,000.

We completed an extensive 12-month community engagement program to find out how we can make Penrith a better place to live and work. The information we received has helped shape our Community Plan, Delivery Program 2013-17, Community Engagement Strategy, Resourcing Strategy and City Strategy. These plans will guide us over the coming years and keep us on track to deliver more local jobs, better transport connections and safe and vibrant places for our community.

We have also completed several large projects including the restoration of Ripples Leisure Centre roof and the revitalisation of Memory Park. You will find further details about these and many other successful projects in this report.

It's certainly been a very busy and productive year and I'm very proud of our achievements. I look forward to the year ahead and to delivering even more for the people and City of Penrith.



Alan Stoneham
General Manager



HIGHLIGHTS OF 2012 -13

A new Council

Local Government elections are held every four years and in September 2012 voters all over NSW elected the local councillors that will represent them until 2016. Penrith elected 15 councillors, five for each of the three Wards. Our new Council, made up of five new Councillors and 10 experienced Councillors, ensures we are strongly placed to represent the needs and aspirations of the community.

Four Councillors either chose not to re-stand or were unsuccessful in their bid for re-election. We recognise the extensive contributions each made to Penrith City and the Council during their time as Councillors. Another Councillor (Tanya Davies) was unable to recontest as she is now the State Member for Penrith.

All Councillors attended mandatory Code of Conduct training and a comprehensive induction program to ensure they were fully informed about the business of local government in general, as well as issues specific to Penrith. Councillors also participated in two workshops to set the new Council's priorities and direction for the future of the City, in the context of what the community told us they wanted during the development of the Community Plan. Specific projects and strategies were developed and refined for inclusion in Council's Delivery Program 2013-17.

The election was managed by Council and complied with the legislative procedures required by the Local Government Act and Regulations. The last Councillor elections, coordinated by the NSW Electoral Commission, cost us \$627,000. This year those costs were estimated to be \$710,000. Following a competitive process Council engaged the Australian Electoral Company (AEC) to undertake the majority of work relating to the election, though Council staff were also involved to further reduce the cost. As a result total costs for the election in 2012 were estimated to be \$560,000 – a saving of around \$150,000.

In addition to the financial benefits there were a range of other benefits realised from this arrangement, including that Council was able to cater to the community more easily by being directly involved in the election process. Council staff were able to take a more holistic approach, allowing more flexibility in terms of the location and staffing requirements of polling places and the Returning Officer's Office to respond to community needs. Council staff were also able to liaise more effectively with the Returning Officer and provide a greater level of local support and knowledge than has previously been the case. The election process also ran smoothly, with the results finalised within a similar time frame as previous elections.

Setting the direction

Council's engagement program for reviewing the Community Strategic Plan continued with a second Councillor Workshop held on 16 February 2013 and a City Partners Forum held on 11 April 2013.

Overall over 5,000 people – or one-in-23 local adults – gave their views through surveys, face to face interviews and by attending forums during the past 12 months. This feedback was used to compile the Community Plan and supporting strategic planning documents. The main priorities for the community are more local jobs and the right infrastructure to meet the demands of our growing population.

Council at its Ordinary Meeting on 24 June 2013 adopted the following corporate documents:

- Community Plan
- Community Engagement Strategy
- Delivery Program 2013-17 (incorporating the Operational Plan 2013-14)
- Fees and Charges 2013-14
- Resource Strategy
- City Strategy



»WINNER OF THE 'OVERALL SUSTAINABLE COUNCIL' AWARD AT THE KEEP AUSTRALIA BEAUTIFUL NSW SUSTAINABLE CITIES AWARDS



» MONDO COMMUNITY SAFETY AND YOUTH ENGAGEMENT PROJECT WAS COMMENDED IN THE YOUTH PARTICIPATION CATEGORY AT THE 2013 NATIONAL AWARDS FOR LOCAL GOVERNMENT

Together these documents outline Council's actions to address what the community have told us they want to see in the City over the next 10 years and include a focus on helping to create jobs, manage growth, improve transport connections, create safe and vibrant places, look after the environment and foster community spirit and health.

Awards

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

Sustainability Programs

Council won the 'Overall Sustainable Council' award at the Keep Australia Beautiful NSW Sustainable Cities Awards as well as winning awards in the



» THE DOMESTIC VIOLENCE RESOURCE PROJECT WAS 'HIGHLY COMMENDED' AT THE LOCAL GOVERNMENT MANAGERS ASSOCIATION - EXCELLENCE IN MANAGEMENT AWARDS

'Young Legends' and 'Resource Recovery and Waste Management' categories. We were also the winner of the 'Excellence in Sustainability' award at the Local Government Managers Australia NSW Excellence Awards. These awards recognised our work in sustainability in general and our three bin waste service in particular. We were also a finalist in the Green Globe 'Local Government Sustainability Award'.

Community Safety and Youth Programs

The Mondo Community Safety Project received a Highly Commended at the Western Sydney ZEST Awards. This project was also commended in the Youth Participation category at the 2013 National Awards for Local Government.

We were also 'Highly Commended' for the Domestic Violence Resource Project at the LGMA Excellence in Management awards.

Arts and Culture

The Campement Urbain project, Future of Penrith/ Penrith of the Future won the Integrated Cultural Planning category at the NSW Local Government Arts & Cultural Awards.

Three other projects, the Aboriginal Intergenerational Sculpture project, the Mondo project and the ArtKids initiative were finalists and highly commended for their leading practice.

Reporting

Council's 2011-12 Annual Report received a Bronze Award in the 2013 Australasian Reporting Awards – Celebrating Excellence in Reporting. This continues our strong reporting performance, as in 2009 we received a Silver Award and were a finalist in Special Awards Communication – Public Sector; and we received Bronze Awards in 2010, 2011 and 2012.

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Individual awards

In addition to the awards we have won as an organisation, several of our Councillors and staff have been individually recognised for their contributions.

Cr Jackie Greenow OAM was awarded the Medal of the Order of Australia for service to local government, the community and particularly to people with disabilities. Through her active involvement with Council and its committees, local organisations, local schools and the broader community, she has made a significant contribution to improving the lives of people with a disability and their carers. A passionate advocate for social justice and equity, she's dedicated to making services and facilities accessible for all. She has served as Chair of Council's Access Committee since 1996 and Chair of NOVA for nine years, and has been a strong supporter of Penrith Sailability. Councillor Greenow also won the 2013 Minister's award for Women in Local Government (Metropolitan). The award recognises women who have demonstrated a significant contribution to their council, community and/or the local government sector, through achieving a beneficial outcome, showing positive leadership or encouraging women's participation in local government.

Five Councillors received awards from the Local Government Association of NSW:

- Cr Greg Davies - long service award recognising 17 years of service, and an Emeritus Mayor Certificate in recognition of his three terms as Mayor.
- Cr Greenow OAM - long service award recognising 17 years of service
- Cr Aitken OAM - long service award recognising 17 years of service
- Cr John Thain - Certificate of Service recognising his 13 years of service and
- Cr Kaylene Allison - Certificate of Service in recognition of her 8 years of service.

Councillor Kevin Cramer OAM received a medal for 50 years of service in the NSW Rural Fire Service. He has been a member of the Llandilo Brigade for that time, attending many incidents including out of the area and interstate. He has a long and distinguished history of service including leadership roles.

Ruth Goldsmith, Group Manager Leadership, received one of six Australian Awards for Public Service Excellence from the Australia-New Zealand School of Governance (ANZSOG) Institute for Governance. This prestigious award recognises her contribution to the understanding and measurement of 'public value' in local government across Australia.

Major Infrastructure Projects

Ripples Leisure Centre refurbishment

The hall around Ripples Pool was built in 1992 and the roof linings and steel structure were showing signs of deterioration. The pool concourse, tiling and joints were also due for extensive maintenance. These major works required the facility to be temporarily closed.

Council took advantage of the opportunity offered by the need to replace the roof to include substantial improvements. Numerous skylights were added to increase natural light, and the overall energy efficiency of the complex has been increased through the use of thermally efficient sandwich roof panel sheeting. We were pleased to support a local business as the panels were produced by Kingspan in St Marys.

The pool itself was drained to allow the main joints to be replaced and tiles to be tested and repaired as required. The change rooms were also refurbished with new lights, skylights, paint and ceilings, and the entire pool hall was given a fresh colour scheme.



» RIPPLES ROOF REFURBISHMENT

Memory Park

The Memory Park upgrade was completed in October 2012. This was the final stage in the Park Masterplan which was initiated in 2007 when the Penrith RSL Sub Branch proposed a new Memorial. The works reconfigured the park to better suit memorial services and make it more enjoyable for everybody to use. Completion was delayed by extensive wet weather and a number of other challenges, but it was ready for the

Remembrance Day ceremony on 11 November 2012 and feedback from the RSL and the community has been positive.

North Penrith Commuter Carpark

North Penrith Commuter Carpark was officially opened on 3 August 2012, offering 1,000 free car parking spaces near Penrith Railway Station. Featuring security lighting, CCTV cameras, 30 accessible parking spaces and a lift, it's a clean, convenient and safe place to park.

The \$13million multi-level carpark – the area's first permanent commuter carpark – cost about \$2million less than the original budget. It was jointly funded by the State and Federal governments and Landcom. Council was the catalyst that brought the funding parties together and as project manager, Council worked with construction company Denham Constructions to deliver the project under budget.



» UPGRADE OF MEMORY PARK



» NORTH PENRITH COMMUTER CARPARK



Major Events

No Boundaries Project

The No Boundaries project invited people of all abilities to collaborate with professional artists in a series of creative workshops. In September, the artwork they created featured in a large scale projection onto the exterior of the Joan Sutherland Performing Arts Centre.

This is the first time an event like this has been held in Penrith, and it attracted more than 450 people. It provided a great showcase of the creative and artistic abilities of people with disability.

» NO BOUNDARIES PROJECT

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Bicentenary of the First European Crossing of the Blue Mountains

Penrith stepped back in time this year to commemorate the Bicentenary of the First European Crossing of the Blue Mountains. The celebrations kicked off on Saturday 11 May with an early morning breakfast and launch of two re-enactment treks from the site that was once Blaxland's farm in St Marys. This event was held exactly 200 years to the day after explorers Blaxland, Wentworth and Lawson started out on their epic journey to cross the barrier of the Blue Mountains.

The launch was attended by a host of dignitaries including the Governor of NSW, Her Excellency Professor Marie Bashir, AC CVO and event patron, Jack Thompson AM as well as approximately 650 enthusiastic members of the local community.

Throughout May a series of community events were held to commemorate this significant milestone in our country's history. These included a Family Historical Festival at Mamre House, a 'Back to Emu Plains' weekend featuring walking tours of Emu Plains, family history research and a William Cox Open Day. There was also a historical exhibition at Penrith Library.

The commemorative program of events highlighted the important role Penrith played in the establishment of the colony and inspired many people - especially the younger generation - to learn more about history.

Trees for Mum

Trees for Mum is held every year to invite people of all ages to nurture the environment and remember their Mum with a commemorative planting. This year on 12 May, 90 people planted 200 trees and shrubs on the upper banks of School House Creek at Gibbes St, Regentville to enhance the Sydney River Flat Forest endangered vegetation community.



» BICENTENARY OF THE FIRST EUROPEAN CROSSING OF THE BLUE MOUNTAINS

NAIDOC celebration

Council organised a NAIDOC celebration which was held in July, including a civic reception and a family fun day that attracted over 4,000 residents. Many organisations were involved and the anecdotal feedback on the day from families and residents was very positive.

Sydney International Rowing Regatta

In March 2013 the Penrith International Rowing Centre hosted the Sydney International Rowing Regatta. This was the first international rowing event held in Australia since the 2000 Olympics. An intense week of rowing action saw the staging of the Kings Cup and the Queens Cup; the Australian Open Championships and Australian Open Schools Championships; as well as heats for the Samsung World Cup. The world cup heats are a key international event leading up to the Rowing World Championships to be held in Seoul later in 2013.

This was followed by the Australian National Dragon Boat championships in April. Both events brought significant economic benefits to Penrith and marketed the City to national and international visitors. We look forward to hosting the rowing regatta again in 2014.



» NAIDOC EVENT



» SYDNEY INTERNATIONAL ROWING REGATTA

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WHAT CHALLENGES HAVE WE FACED?

Council has faced a number of challenges over the past 12 months. Some have come from factors beyond our control, others are in areas where we can improve the way we work.

In late April, the Division of Local Government (DLG) published the Findings, Recommendations and Analysis of the Treasury Corporation (TCorp) report on the Financial Sustainability of the New South Wales Local Government Sector. TCorp looked at financial sustainability as the ability of a council to "generate sufficient funds to provide the levels of service and infrastructure agreed with its community."

The report included a table providing a financial sustainability rating and an outlook for all 152 NSW councils. TCorp used a scale of seven ratings ranging from Very Strong (1) to Distressed (7) and three outlook categories from Positive to Negative. Penrith Council was rated Weak (5) with a Neutral outlook.

The assessment used a complex formula and was based on financial data published over the past 4 years. There are 10 criteria that make up the rating and Penrith met or exceeded the benchmark for 5 of them. Once Councils' \$50million + term deposit portfolio and \$94 borrowings in advance are considered, we exceed the benchmark for 7 of the 10 criteria.

Council officers met with TCorp to better understand how the rating was calculated and the implications for our ongoing financial management. TCorp confirmed that the rating was strongly influenced by our recent and forecast Operating Deficits. Council's other indicators including debt service and levels, liquidity and capital and asset renewal expenditure were at levels required to maintain assets at an acceptable standard.

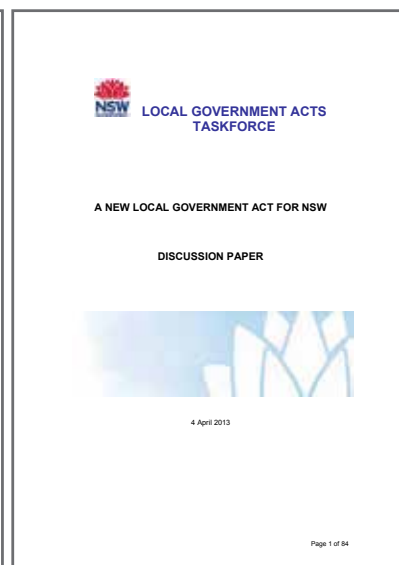
The Operating Deficits are largely impacted by significant increases in depreciation expense following the revaluation of Council's assets to fair value. TCorp has recommended to the Independent Local Government Review Panel that the way local government calculates depreciation should be reviewed, as the current method does not always present a relevant picture given the unique asset maintenance responsibilities of local government.

TCorp's findings are consistent with the ongoing challenges Council has experienced in developing and managing its budget. As a growing regional City, the needs and expectations of our community continue to expand. Each year these community expectations need to be balanced against sound asset management principles. TCorp's findings highlight the need for us to look at all available options to secure the long term financial sustainability of Council.

Council's external auditor has re-iterated his view that Council is in a sound and stable financial position.

Council's resources have been under significant pressure as new legislative requirements are imposed by other levels of government. Reporting was a pressure felt across the organisation, with every manager needing to contribute to the Delivery Program / Operational Plan progress report; the 2011-12 Annual Report and the 2012 End of Term Report within the space of a few months. Our community has a right to accurate, meaningful reporting, however the volume of information required and the timeframes within which reports must be prepared needs to be addressed by the Division of Local Government.

Council must also continue to provide sufficient resources to respond effectively to additional tasks that arise throughout the year. In particular, the continuous changes to legislation, including the reviews of the Environmental Planning and Assessment Act and





Swimming Pools Act, are an ongoing challenge. These changes have particularly impacted on Council's planning and development assessment services and the progress of the Citywide Local Environmental Plan (Stage 2). Council's Governance team has also been under pressure responding to papers released by the Independent Local Government Review Panel and the Local Government Act Taskforce. Preparation of submissions is complex and time consuming and continues to place pressure on our limited resources.

Finalising the flood studies for Penrith City Centre and the St Marys Town Centre remains a challenge. Technical issues have delayed the studies and resolving those issues has required allocation of additional resources. This is having a flow-on effect, delaying the review of the Floodplain Management Framework. Although significant progress has been made and preliminary results from the modelling are being checked, the flood studies and review of the Floodplain Management Framework will continue to require resources in the coming months.

The NSW Government review of funding for the not-for-profit child care sector could impact significantly on how services are funded and potentially lead to an increase in fees. Council is carefully monitoring the implications of this review so that we can minimise the impact on families using our centres, while still maintaining a viable, quality child care service.

New development in the City will support economic growth, employment and housing diversity, but it also presents challenges in terms of increased

workload. Council continues to monitor this in terms of resourcing and has responded by focussing resources in our development approvals, engineering and environment teams.

We await determination of several funding applications. The outcome of these applications will affect whether projects (such as the Mondo Community Safety and Youth Engagement project) can continue, and in what form. A possible review of the Federal Assistance Grants process may also impact on some of our services. We will continue to liaise with relevant agencies over the coming months to minimise the impact from loss of funding, and look for alternative funding sources where possible.

Maintaining financial sustainability and service levels amid growing expectations from the community and a growing population will continue to be a challenge. Council is in a sound and stable financial position, but we will only have the capacity to respond to additional priorities if existing service levels are reviewed. An increased focus on business improvement processes will help managers across the organisation review their activities, methods of delivery and levels of service. We remain committed to productivity improvements and active management to ensure we remain financially sustainable and continue to deliver relevant services that provide good value to our community.

INTRODUCTION
GOVERNANCE
OUR PEOPLE
OUR ENVIRONMENT
OUR PERFORMANCE
STATUTORY
FINANCIALS





GOVERNANCE

Our communities want leadership from Council. They expect Council to manage its finances and assets responsibly, and to deliver services for the community in an effective and efficient way. They expect Council to speak out for Penrith, and the region, and make sure that all levels of government plan responsibly for our City's future. Our communities want us to involve and inform them and respond to their issues and concerns. They expect Council as an organisation to behave ethically and encourage accountability and transparency.

What is governance?

'Governance' refers to the systems and processes in place to ensure things are run effectively and equitably, with accountability and transparency. It also defines the way in which decisions are made, implemented and evaluated.

Good, responsible governance ensures that any power granted to a governing authority is exercised in a consistent, transparent and just way. As a governing authority, Council has a responsibility to its stakeholders to make informed, intelligent and responsible decisions. The principles of governance underpin all of Council's decisions.

LEGISLATIVE FRAMEWORK

Each of the three spheres of government in Australia (federal, state and local) has different roles and responsibilities in funding and delivering services to its communities. There are some services that all local councils must provide, and some that councils can choose to provide.

Today, local governments in NSW derive their power and responsibilities from the Local Government Act 1993 (NSW). It gives councils a charter that directs the way council functions and the activities and services that we provide to our local community.

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

REVIEW OF LOCAL GOVERNMENT

This year saw the continuation of the NSW Government's review of the local government sector. An Independent Local Government Review Panel (www.localgovernmentreview.nsw.gov.au) was set up in August 2011 to review local government and come up with options for future governance models, structures and possible boundary changes. The review could significantly impact on the operation of all NSW local governments.

Throughout the year, the Panel has delivered a series of consultation papers, with the most recent 'Future Directions for NSW Local Government: 'Twenty Essential Steps' released for comment in April 2013. This paper provided draft options for the future of local government in NSW and made suggestions for improving the financial responsibility and sustainability of councils and the services and infrastructure they provide.

The Panel concluded that new directions must be pursued to transform local government in terms of its culture, structures and operations as well as its relations and interaction with the State Government. While the paper did make recommendations relating to amalgamations, it proposed no change to the boundaries of the Penrith local government area, apart from mentioning that some minor changes between Wollondilly and Penrith may be required.

This paper is the final consultation paper scheduled to be completed by the Panel, with the final report and recommendations expected to be provided to the Minister for Local Government in September 2013.



A NEW CODE OF CONDUCT

Council's **Code of Conduct** was adopted in February 2013 and is based on the Model Code of Conduct developed by the NSW Department of Local Government, which took effect from 1 March 2013.

The Code of Conduct sets out the minimum requirements of conduct for council officials, including Councillors, members of staff and members of council committees, in carrying out their functions. This helps ensure all representatives act in a way that enhances public confidence in local government.

Council plays an active role in promoting the Code of Conduct to Councillors and staff so that they are aware of and can adhere to the ethical standards and expectations relevant to their role.

All staff will be trained in the new Code of Conduct as part of an intensive mandatory training program planned for early in 2013-14. This training will also include a review of Council's adopted Values and Behaviours, to ensure these are current and still resonate with staff.

INTEGRITY

- I am honest, ethical and maintain public trust
- I do what I say I'm going to do and I stand up for what I believe in
- I set a standard to be proud of amongst the community
- I do the right thing - even when no-one else is looking

LEADERSHIP

- I take responsibility and I am a good role model
- I inspire others in the organisation and community to be the best they can
- I have the courage to do the right thing
- I listen and communicate clear directions and actions
- I am creative and innovative

SELFLESSNESS

- I am willing to put others before me and assist them when needed
- I put the good of the Council and the community above personal goals
- I support sustainability and cater for the wellbeing of future communities
- I uphold social justice principles

IMPARTIALITY

- I am always fair and treat people equally
- I am understanding and act objectively
- I separate personal interests from work responsibilities
- I base all decisions on merit and facts
- I am consistent in the application of processes

ACCOUNTABILITY

- I take responsibility for decisions and actions, whatever the outcome
- I take responsibility for work, behaviour and how resources are used
- I ensure a safe and healthy workplace
- I take ownership of my work
- I operate within delegations

OPENNESS

- I am transparent and straight-forward
- I am able to discuss problems or concerns and give reasons for decisions
- I share information appropriately
- I am obliged to report wrong-doing

HONESTY

- I tell the truth and correct misinformation
- I will refuse any bribes and I do not steal
- I trust in our relationships
- I ensure duties are undertaken in a lawful manner

RESPECT

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

OUR COUNCILLORS

NORTH WARD COUNCILLORS



Kevin Crameri
OAM



Ross Fowler
OAM



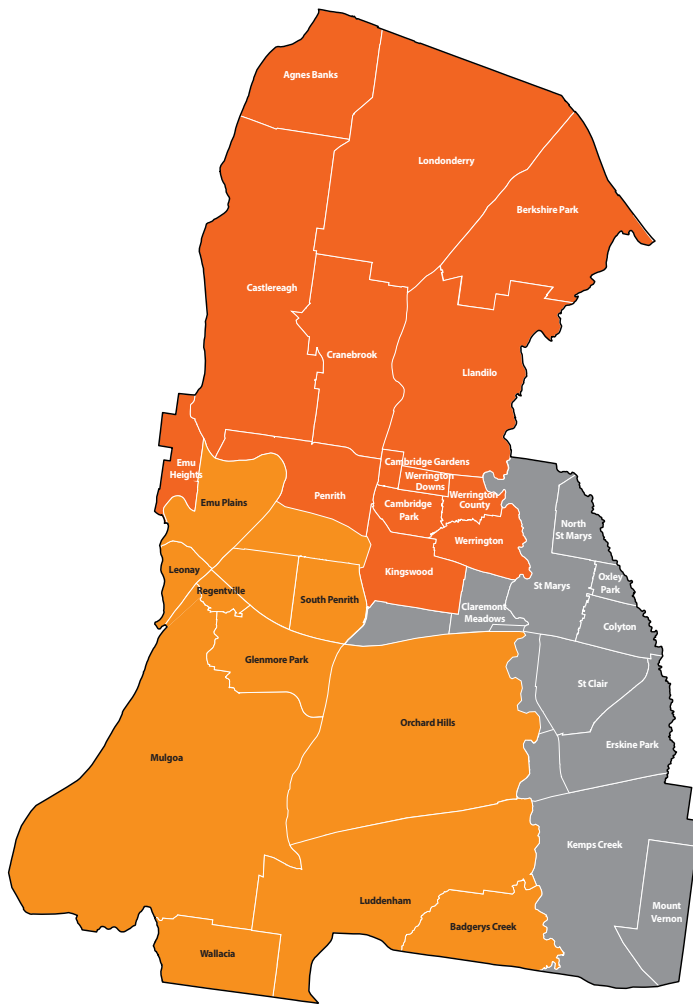
John Thain



Marcus Cornish



Michelle
Tormey



EAST WARD COUNCILLORS



Greg Davies



Prue Car



Jackie
Greenow OAM



Tricia Hitchen



Maurice
Giroto

SOUTH WARD COUNCILLORS



Jim Aitken
OAM



Karen
McKeown



Mark Davies



Ben Goldfinch



Bernard
Bratusa

COUNCILLOR ELECTIONS 2012

Councillor elections were held on Saturday 8 September 2012 to elect a total of 15 councillors, five for each of the three Wards within Penrith City. The election of five new Councillors, Councillors Bernard Bratusa, Marcus Cornish, Maurice Giroto, Tricia Hitchen and Michelle Tormey, in combination with the re-election of 10 experienced Councillors, ensures our Council remains strongly placed to represent the needs and aspirations of the community.

There were also five outgoing Councillors who made an extensive contribution to both Penrith City and the Council during their time as Councillors. Councillors Kaylene Allison and Robert Ardill chose not to stand at the election, while Tanya Davies was unable to recontest as she is now the State Member for Penrith. Marko Malkoc and Kath Presdee were unsuccessful in their bid for re-election in 2012.

All Councillors were offered the opportunity to participate in a series of four workshops during September and October 2012 as part of their induction. These informed Councillors about the business of local government as well as information relating specifically to Penrith and the local context. Mandatory Code of Conduct training was also undertaken.

Councillors also participated in two workshops, one in November 2012 and the other in February 2013, to discuss and agree on the new Council's priorities and direction for the future of the City. These workshops gave Councillors an opportunity to think strategically about the City and where resources and attention need to be focussed over the coming four years. Councillors looked at what the community told us they wanted during the development of the Community Plan. Specific projects and strategies were developed and refined for inclusion in Council's Delivery Program 2013-17.

In House Election Process

For the first time, in 2012 Council was able to choose to call for tender for the running of the election, resulting in significant financial savings for Council.

The 2008 Councillor elections were coordinated by the NSW Electoral Commission at a cost of \$627,000, with costs to Council under a similar arrangement in 2012 expected to be around \$710,000. Following a competitive tender process Council engaged the Australian Electoral Company (AEC) to undertake the majority of work relating to the election, with some activities completed by Council staff as a way of further minimising costs. Total costs for the election in 2012 were at \$567,000.

In addition to the financial benefits there were a range of other benefits realised from this arrangement. The election process ran smoothly, with the results finalised within a similar time frame to previous elections. Council was able to cater to the community more easily by being directly involved in the election process. Council staff were able to take a more holistic approach, allowing more flexibility in terms of the location and staffing requirements of polling places and the Returning Officer's Office to respond to community needs. Council staff were also able to liaise more effectively with the Returning Officer and provide a greater level of local support and knowledge than has previously been the case.



MAYOR AND DEPUTY MAYOR

Councillor Mark Davies was elected as Mayor of Penrith City by fellow Councillors in September 2012, and Councillor Ross Fowler OAM as Deputy Mayor.

Mayor Mark Davies has served Penrith City since 2004, with this his first term as Mayor. He has been a Penrith resident for the past 40 years, currently living in Glenmore Park with his wife Tanya Davies, Member for Mulgoa, and their young daughter, Laura. Councillor Davies is a local business owner and is passionate about attracting investment to the City, boosting the local economy and creating more jobs for residents.

He represents Council on the NSW Joint Regional Planning Committee, has been a Board member of the Penrith Business Alliance and is the NSW spokesperson for the National Growth Areas Alliance (NGAA).

Deputy Mayor Ross Fowler OAM is a third generation representative in local government, following in the footsteps of his late father Bernie, a former Alderman and Mayor of Penrith City. Cr Fowler's grandfather John was an Alderman on the Mulgoa Municipal Council. A long-term Wallacia resident, Cr Fowler is in his fifth consecutive term on Council after first being elected in 1991, and served as Mayor in 1995-96. Cr Fowler holds qualifications in Accounting (Bachelor of Commerce), is a Fellow of the Institute of Chartered Accountants, a registered Company Auditor and Tax Agent and is the Principal of a Chartered Accountancy firm in Penrith.

Cr Fowler has represented Council since 1991 on Westpool - the local government insurance and risk management mutual, and since 1994 has been Chairman of the Board of Directors of Westpool and also Chairman of United Independant Pools. He was instrumental in securing the Whitewater venue for Penrith in the lead-up to the 2000 Olympics, and has been Chairman of the Board of Directors of the company which operates the facility since its incorporation in 1999. He is also an executive member of the Boards of Ripples, Penrith Performing and Visual Arts Ltd and the Penrith Children's Services Co-operative Ltd. He has also been a Director of Penrith Valley Economic Development Corporation Ltd, Penrith Business Alliance Ltd and WSROC.

Cr Fowler's extensive financial acumen has been of great benefit to Council and he is passionate about improving the facilities and services of Council, proper financial management and good governance. He has been a volunteer Director of the Australian Foundation for Disability (AFFORD) charity since 2004 and an active St Marys Rotary Club member for 30 years, having held positions including president, club service director, community service director, secretary and treasurer. He is also the President of the Board of Trustees for Blaxland Crossing Rest and Recreation Ground at Wallacia.

Cr Fowler's goal is to continue representing the stakeholders who make up the fabric of life of Penrith's diverse communities, ensuring that the business of the City of Penrith remains in a sound financial position so as to best meet the demands and expectations of residents and ratepayers.

COUNCIL MEETINGS

Council is committed to ensuring that all Council meetings are conducted in accordance with legislative requirements, and that members of the community have real opportunities to participate in the decision making process.

Council's Code of Meeting Practice sets out how meetings of Council and Committees of Council are to be convened and conducted. The Code also outlines what is required of members of the public who wish to address a meeting. Resources on the code, such as a video presentation which is available to be shown to members of the public before Council meetings, have been updated to make participation as simple and stress free as possible.

Council meetings are held in an open environment and members of the public who wish to address the meeting about issues on the agenda are encouraged to do so. However, when Council deals with highly sensitive issues it may decide to work in confidence. This is known as a Committee of the Whole which means that members of the community are excluded for the discussion and decision making. Every effort is made to minimise the number of confidential reports brought before the Council.

In 2012-13 Council held 16 Ordinary Meetings and 11 Policy Review Committee Meetings, with 37 members of the public addressing Council on various issues and items of business.

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. These meetings are open to the public.

Councillor Attendance at Meetings: 2012-13

COUNCILLORS	ORDINARY MEETINGS		POLICY REVIEW COMMITTEE MEETINGS	
	Number	Attended	Number	Attended
Cr Jim Aitken OAM	16	14●●	11	7◆◆◆●
Cr Kevin Crameri OAM	16	14●●	11	10■
Cr Greg Davies	16	15◆	11	9◆◆
Cr Mark Davies	16	15◆	11	11
Cr Ross Fowler OAM	16	16	11	10●
Cr Ben Goldfinch	16	15■	11	7◆◆◆■
Cr Jackie Greenow OAM	16	15■	11	10■
Cr Prue Car	16	16	11	9◆■
Cr Karen McKeown	16	16	11	10■
Cr John Thain	16	16	11	11
COUNCILLORS RETIRED 7 SEPTEMBER 2012				
Cr Kaylene Allison	5	4◆	3	2■
Cr Robert Ardill	5	4◆	3	1◆◆
Cr Tanya Davies	5	5	3	1◆◆
Cr Marko Malkoc	5	5	3	3
Cr Kath Presdee	5	5	3	3
COUNCILLORS ELECTED 8 SEPTEMBER 2012				
Cr Bernard Bratusa	11	11	8	7◆
Cr Marcus Cornish	11	11	8	6◆●
Cr Maurice Giroto	11	10■	8	6■■
Cr Tricia Hitchen	11	10■	8	7◆
Cr Michelle Tormey	11	11	8	6◆●

- ◆ 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 to have their say on issues important to their communities.

External committees with Penrith City Council representatives include:

- Bushfire Management Committee
- Cumberland Rural Fire Service Zone Liaison Committee
- Jamison High School Community Centre Management Committee
- Local Government Advisory Group of the Hawkesbury Nepean River
- Local Traffic Committee
- Penrith International Friendship 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 Valley Community Safety Partnership
- Senior Staff Recruitment/Review Committee
- St Marys Development Committee

During 2012-13, Council also had delegates or directors elected to the boards of:

- Apprentice Power (WSROC Group Apprentices Limited)
- Community Relations Commission of NSW Nepean Blacktown Regional Advisory Council

- Floodplain Management (Authorities) Association
- Hawkesbury River County Council
- Joint Regional Planning Panel
- Museum of Fire
- Nepean Blacktown Regional Taskforce on Homelessness
- Penrith Aquatic and Leisure Limited (Former Name: The City of Penrith Regional Indoor Aquatic and Recreation Centre Ltd)
- Penrith Business Alliance
- Penrith CBD Corporation Ltd
- Penrith City and District Business Advisory Centre Limited – Business Enterprise Centre
- Penrith Performing and Visual Arts Limited
- Penrith Valley Regional Sports Centre Ltd.
- Penrith Whitewater Stadium Ltd
- St Marys Town Centre Ltd
- United Independent Pools
- Western Sydney Academy of Sport Advisory Forum
- Western Sydney Regional Committee for Illegal Dumping
- Western Sydney Regional Organisation of Councils Limited (WSROC Ltd)
- Westpool

Council also had representation on the following incorporated associations:

- St Marys Town Centre Association (now dissolved)
- Penrith City Centre Association (now dissolved)
- Penrith City Children's Services Co-Operative Ltd



Leadership Team

Council's leadership team in 2012-13, as in 2011-12, is made up of the General Manager, Alan Stoneham, supported by two experienced Directors, Barry Husking and Craig Butler. Between them Alan, Craig and Barry have a total of more than 100 years experience in local government management.

Alan Stoneham was appointed General Manager in July 2008, having served as Deputy General Manager for five years. Alan has over 40 years experience in local government (20 of these in senior management roles), as well as planning qualifications and extensive experience in Corporate Planning Management.

Director Barry Husking is also Council's Chief Financial Officer, bringing significant experience in the finance, property, strategic planning and risk management areas. He also has experience in human resources and information technology through senior management roles at Penrith, Fairfield, Hawkesbury and Ku-ring-gai Councils. Barry holds finance and local government qualifications and is a member of CPA Australia, Local Government Managers Australia and the Australian Institute of Company Directors.

Craig Butler has contributed to the planning and management of our City's growth (people and places) in a range of positions over the past 35 years, including more than 16 years in a diverse range of senior management positions. He is a graduate of the University of Western Sydney with a Degree in Environmental Health. Craig is a Director of the Penrith Business Alliance, and the NSW representative on the Executive of the National Growth Areas Alliance representing the five NSW outer metropolitan high growth member councils.

This leadership team is responsible for longer term planning, partnerships, advocating and positioning the City to capture its full potential as a major Regional City.

The start of the 2012-13 financial year saw seven Group Managers accountable for day to day operations and ensuring Council's programs and services were implemented.

- **Wayne Mitchell**, Group Manager City Infrastructure
- **David Burns**, Group Manager City Presentation
- **Vicki O'Kelly**, Group Manager Finance
- **Brian Steffen**, Group Manager Information and Customer Relations
- **Ruth Goldsmith**, Group Manager Leadership
- **Stephen Britten**, Group Manager Legal and Governance
- **Roger Nethercote**, Group Manager People and Places

Brian Steffen, the Group Manager Information and Customer Relations left the organisation in September 2012, and Roger Nethercote, Group Manager People and Places retired in March 2013. This provided an opportunity for the review of existing responsibilities of the Group Managers and the redistribution of some services and activities among those remaining, in preparation for a larger restructure planned to be implemented in July 2013



Organisational Structure 2012-13 (from September 2012)

GENERAL MANAGER - ALAN STONEHAM			
Group	Program	Service	Department and Manager
	Community Information and Events	City Partnerships Communications Customer Service Marketing	Corporate Communications & Marketing Barbara Magee
DIRECTORS - CRAIG BUTLER & BARRY HUSKING			
	Children's Services	Children's Services	Children's Services Janet Keegan
Group Managers			
CITY INFRASTRUCTURE - WAYNE MITCHELL			
	Development Applications	Building Approvals & Certificates Development Applications	Development Services Paul Lemm
	Environmental and Health Management	Environmental Health	Environmental Health Graham Liehr
	Major Infrastructure Projects and Design	Design & Project Management	Major Projects Michael Jackson
	Traffic, Parking and Drainage	Development Engineering Floodplain & Drainage Engineering Traffic Management, Parking & Road Safety	Engineering Services Adam Wilkinson
CITY PRESENTATION - DAVID BURNS			
	Community Facilities	Cemeteries Neighbourhood Facilities Management	Public Domain Amenity & Safety Yvonne Perkins
	Public Spaces and Community Safety	Community Safety Public Domain Maintenance	
	Parks	Bushland Management City Parks	Parks John Gordon
	Roads, Footpaths and Buildings	Building Maintenance & Construction Civil Construction & Maintenance Fleet & Plant Maintenance	City Works Hans Meijer
	Sport and Recreation	Recreation & Leisure Facilities Management	Recreation Andrew Robinson
	Waste Management and Community Protection	Emergency Services Management Regulatory Control Waste Management	Waste & Community Protection Tracy Chalk
FINANCE - VICKI O'KELLY			
	Corporate Finance	Financial Services Purchasing & Supply Operational Planning Risk Management & Insurance Property Development & Management	Financial Services Andrew Moore Graham Pares Ken Muir Property Development Brian Griffiths
	Corporate Workforce	Workforce Development	Workforce & Workplace Danielle Welsh
LEADERSHIP - RUTH GOLDSMITH			
	Libraries	Libraries	Library Colin Stevenson
	Strategic Planning	Strategic Planning	Tanya Jackson / Allegra Zakis
	Sustainability	Sustainability Planning	Carmel Hamilton / Bernadette Riad
LEGAL & GOVERNANCE - STEPHEN BRITTEN			
	Corporate Governance	Corporate Governance Council & Executive Support Legal Services	Legal & Governance Glenn Schuil Matthew Bullivant
	Corporate Support	Information Technology Mapping Information / GIS Records Management	Information Management & Technology Chris Gardner
PEOPLE & PLACES - ROGER NETHERCOTE			
	Community Wellbeing	Community & Cultural Development Neighbourhood Renewal	Community & Cultural Development Erich Weller
	Planning and Advocacy	City Planning Regional Planning & Advocacy	Sustainability & Planning Paul Grimson

CONTROLLED ENTITIES

In addition to the services under its direct control, Council also oversees the operation of controlled entities. Run as corporate entities by boards of directors, these organisations are not limited by the controls of the Local Government Act 1993 so they can be managed in the most efficient way to fulfil important cultural and community objectives.

Controlled entities in which Council held a controlling interest were:

- Penrith Performing and Visual Arts Limited;
- Penrith Aquatic and Leisure Limited (Former Name: The City of Penrith Regional Indoor Aquatic and Recreation Centre Ltd)
- Penrith Whitewater Stadium Limited, and
- Penrith City Children's Service Co-operative Limited.

Penrith Performing and Visual Arts Limited

Penrith Performing and Visual Arts Limited (PP&VA) was established in 2007, and is an innovative combination of the visual and performing arts, and arts education. It brings together the Joan Sutherland Performing Arts Centre (The Joan), its Penrith Conservatorium of Music and Q Theatre programs, and the Penrith Regional Gallery and the Lewers Bequest. PP&VA delivers dynamic cultural and arts education programs for the people of Penrith City, Western Sydney and beyond.

The Joan is a popular venue that presents the best in music, theatre and dance and hosts many community performances including the Penrith Symphony Orchestra and annual dance festivals. PP&VA produces award-winning and community relevant theatre through the Q. The 2012 Q production of Truck Stop by Lachlan Philpot won two Sydney Theatre Awards and the 2013 production of Dance Hall Days brought local stories and dancers to life in St Marys, Springwood and the Lachlan Shire. The Joan is also home to the Conservatorium and vibrant music and theatre education and access programs with over 400 participants weekly.

With its heritage garden setting, the Penrith Regional Gallery and the Lewers Bequest in Emu Plains is one of Australia's most beautiful regional galleries and presents world class exhibitions.

These cultural facilities and the services they offer are a valuable resource for our community and region, and help ensure Penrith City is recognised as a centre of

cultural diversity, excellence and access.

PP&VA welcomed a new Director to the Gallery, Dr Lee-Anne Hall in September 2012 and appointed a new CEO, Ms Hania Radvan, in April 2013.

Due to a last minute performance cancellation, PP&VA had a deficit of \$32,000 at the end of the 2012-13 financial year. For more information on the PP&VA visit www.jspac.com.au.

Penrith Aquatic and Leisure Limited

Penrith Aquatic and Leisure Limited operates Ripples St Marys Leisure and Hydrotherapy Centre, a year-round hive of community activity. The centre includes a 25m indoor heated pool and 50m outdoor pool, a spa and sauna, a fully equipped gym with group fitness classes, a hydrotherapy centre, crèche and cafe. It offers learn to swim lessons all year round for all ages and the Hydrotherapy Centre offers special needs learn to swim classes as well as a range of other services.

November 2012 saw the completion of a major refurbishment project at Ripples, including replacement of the main roof and upgrades to the café and point of sale system. This year also saw the commissioning of a solar thermal pool water heating system at the Hydrotherapy Centre which will act to significantly reduce operating costs into the future.

Ripples Leisure and Hydrotherapy Centre had a surplus of \$197,000 at the end of the 2012-13 financial year. For more information on Ripples visit www.ripplesnsw.com.au.

Penrith Whitewater Stadium Limited

Penrith Whitewater Stadium is a legacy of the Sydney 2000 Olympic Games, as it was built as the competition venue for the canoe and kayak slalom events. The construction of the stadium was a joint venture between Penrith City Council, the International Canoe Federation and the Olympic Coordination Authority. The facility represents a great resource for our communities, has been successfully adapted for leisure use and is strongly supported by locals and visitors alike. The Stadium also conducts regular Swiftwater Rescue Training for emergency services.

The Stadium regularly gives our City positive national and international exposure by hosting major competitions and events. The Australian Canoe Slalom Team is based at the Stadium where they train most days and in the summer they are joined by numerous international teams and paddlers.

Penrith Whitewater Stadium had a deficit of \$137,000 at the end of 2012-13. For more information on the Stadium visit www.penrithwhitewater.com.au

Penrith City Children’s Service Co-operative Limited

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

- 17 long day care centres
- nine before and after school care centres
- six vacation care services
- one occasional care service and
- six preschools.

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

OTHER ACTIVITIES

Advocacy for a Regional City

Council plays a strong advocacy role and has continued to work with our partners, including the National Growth Areas Alliance and the Penrith Business Alliance, to lobby State and Federal Government for services and facilities our communities need.

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

- Successful application for \$13.5 million in funding for the construction of the Werrington Park Corporate Centre under the Federal Government’s Suburban Jobs Program, in partnership with the University of Western Sydney and Penrith Business Alliance.
- Planning for the delivery of Stage 1 of the Werrington Arterial Road, between the M4 Motorway and the Great Western Highway, has commenced in conjunction with the NSW Roads and Maritime Services.
- Selection and appointment of the board members for the new Penrith and St Marys Corporations and preparation of new Triennial Business Plans for consideration of the new boards.
- Preparation of Council’s submissions on the draft Metropolitan Strategy and the White Paper for the new planning system for NSW.
- Successful advocacy for the commencement of master planning for the expanded Western Sydney Employment Area.

Penrith Business Alliance

The Penrith Business Alliance (PBA) is an independent entity established and funded by Council to attract investment and employment opportunities, and to

promote the growth of Penrith as a Regional City.

Achievements for the reporting period include establishment of a governance board, specific consultation working groups and the appointment of a probity advisor to underpin the next phase of the Penrith Progression, a collaborative process to revitalise the Penrith City Centre.

For more information on the PBA please visit www.penrithbusinessalliance.com.au.

National Growth Areas Alliance

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

The NGAA aims to provide input to Federal Government policy and to advocate for infrastructure and services for growth area councils.

This year saw significant activity by the NGAA , including research papers addressing skills and employment gaps in outer metropolitan growth areas, and the production of a kit entitled ‘Bringing the Basics within Reach: Jobs and services for the fast growing outer suburbs’.

For more information on the NGAA please visit www.ngaa.org.au.

Western Sydney Regional Organisation of Councils

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

WSROC also develops resource sharing and other co-operative projects between member councils, and Penrith Council participates in a number of WSROC committees.

For more information on the WSROC please visit www.wsroc.com.au.

Internal Audit

Internal audit is involved in risk management, 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. The Internal Audit program is overseen by an independent Audit Committee.

The most significant audits in 2012-13 were:

- An audit of accounts payable highlighted the need for a balance between security and efficiency to appropriately manage risk. Procedures were reviewed to ensure they clearly articulate how all items are checked to an appropriate level, depending on their significance.
- An audit of Regulatory Enforcement and Complaints recommended changes to how we organise information so that problem issues could be more easily identified. More precise classification of information will allow for detection of trends and anomalies. The audit also noted a possible weakness in the risk register and as a result, consultants will be engaged in 2013-14 to help management reassess the relevant risk area.
- An audit of Council's management of its Controlled Entities concluded that risks could be reduced by more clearly defining procedures and modifying timeframes for information exchanges. There was an unnecessary risk of misunderstandings flowing from a high level of assumed knowledge. Documents are being prepared that will clarify the roles, duties and responsibilities of each person.

Governance Partnerships

Council recognises the value of partnerships on a local, regional, national and even international level and has established important partnerships with a number of organisations. These bring opportunities to learn from the successful practices of other organisations and to foster friendship, communication and understanding.

Council maintains international partnerships with six sister cities, using these links for information exchange as well as community and economic collaboration. Council signed its first agreement with Fujieda City in 1984 and since this time has gradually extended its international links to include:

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

This year saw Council welcome fact-finding delegations from local governments in China and Korea, on a fee-paying basis.

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

Legal Services

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

Details of legal proceedings for the previous year can be found in the Statutory section of this document (page 109).

Information Assets

As a government organisation that deals with large amounts of highly sensitive, confidential and commercial information, responsible management and disclosure of information is a top priority for Council. Our information and records management processes are guided by the principles of good governance, with a particular focus on accountability.

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

Access to Information

The Government Information (Public Access) Act 2009 (GIPA Act) encourages the proactive release of information by government. Certain types of information require an information access request be lodged before Council is able to release it. Council may also withhold information it deems against the public interest.

Details of information requests for the previous year can be found in the Statutory section of this document (page 109).



GOVERNANCE - INDICATORS

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

INDICATOR	STATUS 2012-13	COMMENT
Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data (PR8)	On Track	There were no complaints recorded in 2012-13. This is a steady trend.
Percentage and total number of business units analysed for risks related to corruption (SO2)		Council has an established audit program with 10% of business units analysed within the reporting period. We have identified an organisational risk management process to occur in the next financial year to further enhance the audit program.
Actions taken in response to incidents of corruption (SO4)	On Track	No actions were required to be taken in response to incidents of corruption. Council will continue to actively promote its Code of Conduct for councillors and staff and respond to any incidents as they arise.
Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations (SO8)	On Track	Council continues to maintain zero number of sanctions for non-compliance with laws and regulations. This is a steady trend.





OUR PEOPLE

Our people are our most valuable asset. Without a capable, talented and committed workforce we could not deliver the range of services our community needs. Our people have a range of skills and abilities and come from a range of backgrounds. Approximately one third of our staff are involved in constructing and maintaining our City – its buildings, public spaces, roads and parks. Another third work in our childcare services, with the remaining third made up of professionals and support staff such as engineers, accountants, planners and IT experts.

It is vital that we invest in our staff. We provide career opportunities, a family friendly work environment, skills training and development and support for further education. These initiatives help us attract and retain qualified staff. Many of our staff are also residents, which shows the importance of Council as a local employer and helps us understand our community, and be part of it.

Valuing our staff

We are committed to showing our staff how important they are to the organisation and to the community. We held 128 internal training sessions over the year, to ensure that we keep up with current work practices. Staff also attended 127 external training sessions which provided the chance to learn from experts on topics specific to their field of work. Council's Employee Performance Planning and Review system gives staff the chance each year to be rewarded for good performance and identify training and development opportunities to further their careers.

In April 2012 we undertook an Employee Opinion Survey which identified a number of areas for improvement across all levels of the organisation. Since then we have worked hard to address these, implementing new systems and processes, improving communication and making management more accessible. A follow up survey will be conducted in November 2013 to give staff the opportunity to tell us how things have got better, and where we still have room to improve.

WHO ARE WE?

Council employs a total of 1218 staff in permanent full time, permanent part time and casual positions. We employ a wide range of professional, semi professional, skilled and unskilled workers including planners, engineers, cooks, carpenters, mechanics, child care workers, biodiversity specialists, youth workers, administrators, IT professionals, accountants, early childhood teachers, learn to swim instructors and life guards.

Of our staff, 55% are women, well above the COAG target of 50%, and also above the community average. Our workforce, like our community, is ageing, with 23% of staff over the age of 55. Our traineeship program, however, is a great vehicle for attracting younger people to the organisation, thanks to this and other initiatives 18% of our staff are under 30. This creates a more balanced workforce, as well as providing varied opportunities for mentoring and information sharing between our long term and younger employees.

In 2012-13 staff turnover remained relatively stable, with 73 people leaving Council, including 15 retirees. In many cases, those retiring took advantage of phased in retirement policies, allowing them to work fewer hours, or take extended leave up until their formal retirement date.

In 2012-13 the total number of days lost due to work injuries was the lowest in 25 years, even accounting for the increase in staff numbers. This is a huge achievement, and something which every staff member should be proud of, particularly our team leaders and supervisors and the members of our work health and safety committee. All employees deserve a safe place to work and all of us are responsible for ensuring we provide it.

Council is committed to Equal Employment Opportunity (EEO) – ensuring that all employees have equal access to the opportunities that are available at work, particularly training and promotion. We ensure we provide a workplace free of discrimination and harassment, with a culture that treats people fairly. We also look to support groups that may have suffered discrimination in the past, including women, Aboriginal People and Torres Strait Islanders, people with a disability and people from culturally and linguistically diverse backgrounds.

Council provides traineeship opportunities for people from an Aboriginal or Torres Strait Islander background, and for people with disabilities. These programs not only support EEO, but demonstrate Council's commitment to creating a workplace culture that is welcoming to all.



» BARJINDER IN A STORYTIME SESSION AT PENRITH LIBRARY

Barjinder Kaur – Council's first Children's Services Librarian

Barjinder Kaur was appointed as Council's first Children's Librarian in February 2013. She started work at Council in 2002 as a casual Child Care Aide, becoming a full time Senior Library Assistant in 2003. In this role she organised and presented storytime sessions and holiday activities at our Central Penrith Library. She is a trained high school teacher, an early childhood educator and a qualified librarian.

"In my new role as Children's Librarian, my focus will be making connections with external organisations and attending more community events as well as building up our children's library team," she said.

Preschooler storytime sessions, holiday activities, baby time, after school activities and HSC lectures are some of the programs run by this team. Council runs four free storytime sessions each week at Penrith, St Marys and St Clair libraries with attendance ranging from 50-90 people from diverse cultural backgrounds. Every school holidays, we offer a variety of activities for children and families.

Barjinder organises specialised library tours for schools, child care centres and playgroups across Penrith City. She also visits schools and child care centres on request to promote early literacy, numeracy and library services to the community.

Tracy Leahy – Scholarship leads to secondment

Tracy Leahy has held the position of Community Programs Coordinator in our Community and Cultural Development department since March 2007. In this role Tracy is involved in several award winning projects including Cranebrook Choose Respect and the Domestic Violence Resource.

In 2012 Tracy was a recipient of the Louise Petchell 'Learning for Sustainability' Scholarship. The scholarship allowed her to complete a five day intensive course in social planning and development as part of her studies towards a Graduate Diploma in Local Government Management.

Tracy said the short course gave her a strong insight into the new Integrated Planning and Reporting framework, strategic planning and best practice processes and methods of social planning and development that councils can adopt to promote better outcomes for the community.

As a result of the course, Tracy secured a six-month secondment as Council's Senior Corporate Planner. "I think it was the lynchpin to my successful application for the secondment," Tracy said. Her skills have helped the Strategic Planning team develop the new suite of corporate documents which includes the Community Plan, Delivery Program 2013-17, Operational Plan 2013-14, Resourcing Strategy, Community Engagement Strategy and City Strategy.



» TRACY (FAR RIGHT) IN HER ROLE AS SENIOR CORPORATE PLANNER ENGAGING WITH THE ABORIGINAL YOUTH GROUP AT CRANEBROOK

Sarah Callus - Sustainable passion

Sarah Callus (University of Western Sydney (UWS) Environmental Management student) was recognised for contributions to Council's Waste Services team during her internship that began in September 2012. In a competitive field, Sarah took out the UWS 2013 Outstanding Student Intern Award. This was no surprise to her colleagues, impressed from day one by Sarah's work on projects including our Love Food Hate Waste program.

Sarah started her internship while completing her Bachelor of Natural Science, with a major in Environmental Management. "It's one thing to learn about sustainability in theory," Sarah said, "but it's not often you get to see it in practice on such a large scale."

Sarah's role at Council has focused on public education, helping residents and school children learn how to use their organics bins for food and garden waste. "It's nice to know you're making a difference in helping others move towards a more sustainable way of living," said Sarah.

"There are so many areas that interest me; I'm leaning towards furthering my training as an educator, helping spread the word more on sustainability" Sarah said.



» SARAH (RIGHT) RECEIVING HER AWARD WITH WASTE SERVICES COLLEAGUE AMANDA MORAHAN

Looking to the future

Council provides a variety of training and education opportunities to introduce people to local government and the huge range of employment options available, and to help existing staff build their skills and knowledge to progress in their existing career or pursue new areas of interest.

Council's 12-month traineeship and undergraduate traineeship programs give applicants of all ages the chance to see what working in local government is like. In 2012-13 41 trainees graduated and another 65 started work at Council. Traineeships were offered in the following areas:

12 MONTH TRAINEESHIPS	UNDERGRADUATE TRAINEESHIPS
Child care	Health and building
Hospitality	Planning
Information technology	Environmental Health
Sport and recreation	Engineering
Business administration	Library

The traineeship program gives all participants the chance 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.

Council also supports continuous learning, providing staff with financial assistance and study leave for approved tertiary courses. Not only does this help us retain qualified staff, but it gives our staff the chance to improve their qualifications, or change careers. In recent years this has helped us address identified areas of skill shortage in planning, early childhood teaching and engineering, with staff gaining qualifications to fill new roles within the organisation. In 2012-13 Council supported 55 staff to undertake approved tertiary education courses.

We also look to provide opportunities for career development within existing work environments. Over 2012-13, more than 200 staff took advantage of the chance to work for a limited period in a higher position, giving them first hand experience of the challenges and rewards of operating at the next level.

Listening to our staff

'MyIdea' is an initiative to help us tap into the wealth of ideas and information across our large and diverse organisation. Staff can submit big or small ideas they feel could save Council time or money. Ideas submitted so far have included installation of solar panels on Council buildings, an option for email receipts and 'points' to purchase uniforms. More than 85 ideas have been submitted since the project commenced in

October 2012, with a number of these already saving Council money and helping staff feel valued.

Reducing the size of the advertisement, streamlining the information provided and a little negotiation with the Sydney Morning Herald will reduce Council's annual tender advertising bill by as much as \$13,000. This idea was researched and submitted by Council's acting supply officer, based on what she had seen other councils do.

Electronic timesheets have the potential to save time, money and improve our internal service to our staff. Currently, staff submit paper timesheets that need to be manually checked prior to payment – up to 1,200 timesheets are processed a fortnight. Online timesheets are now being trialled in the childcare centres, and once the process is running smoothly it will be extended across other areas of Council. Staff will record their hours online, reducing the time taken to process timesheets in general, and making it much easier to record and process variations in hours worked – particularly important for our casual and part time staff. We will be able to provide a better service in less time, making substantial savings and, most importantly, efficiently paying people for the hours they've worked.

Gender equity

Council is committed to gender equity and has set up a Gender Equity Steering Committee to research, analyse and progress gender equity initiatives across the organisation. We already have a Bronze Award as part of the 50:50 Vision Councils for Gender Equity program, and are looking to earn a Silver Award.

In March this year the 50:50 Vision Project Team organised a morning tea for all staff currently on, or recently returned from, parental leave. The event gave staff who are on parental leave the chance to catch up with what had been going on with their teams while they were away. Children were welcome and 16 staff members attended to chat with the other new parents. Staff recently returned from parental leave shared their experiences, and staff from the Workforce Department were on hand to explain the options available for returning to work. The project team are now looking at how often these events should be held.

In October 2012 the 50:50 Project Team organised a workshop run by an external facilitator around boosting confidence in both personal and professional lives. The workshop was a mix of tips and strategies to help raise confidence and try it out in new situations.

This was the fourth in a series of workshops organised to boost skills and give staff the chance to listen to leading speakers. Around 70 people attended, both men and women, and the Project Team will continue to look for similar opportunities.

OUR PEOPLE - INDICATORS

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

INDICATOR	STATUS 2012-13	COMMENT
Percentage of total workforce represented in formal joint management – worker health and safety committees that help monitor and advise on occupational health and safety programs (LA6)	On Track	All Council staff are covered with 1.4% of staff participating in worker health and safety committees. The existing Committee has 15 members and 3 advisors, which is consistent with legislative and constitutional requirements.
Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region (LA7)	On Track	<p>A total of 52 claims were recorded in 2012-13 equating to 5.66% of staff with the average cost per claim being \$3079.59. This is a decrease from previous years with 67 claims recorded in 2011-12 and 68 in 2010-11. It is the lowest number of claims in 25 years.</p> <p>The number of work days lost to injury was 288 days, another significant decrease compared to previous years with 436 and 440 recorded in 2011-12 and 2010-11 respectively. This corresponding reduction in the severity of injuries is a positive result for Council, with all but two staff members returned to full duties.</p> <p>Council has suffered no occupation diseases during the reporting period and has reported no work related fatalities.</p> <p>Council ran 14 Worker Health and Safety related courses during 2012-13, with a total of 42 sessions involving 381 staff. These included first aid, traffic control, working under wires, chainsaw operation, confined spaces, chemical spraying, Health and Safety Representative, and Health and Safety Committee training.</p> <p>Improvements in work health and safety programs are ensuring a safer workplace across all aspects of Council's varied workforce. Children's Services showed the greatest improvement over the reporting period, reducing the number of claims by 43%.</p>
Total number of incidents of discrimination and actions taken (HR4)	On Track	<p>There was one report of discrimination made during the reporting period. The matter was successfully resolved by mediation through the NSW Anti Discrimination Board.</p> <p>Council has an ongoing program of training initiatives that incorporate equal employment opportunity, access and equity, disability awareness and diversity in the workplace.</p>
Total number of incidents of violations involving rights of Indigenous people and actions taken (HR9)	On Track	There were no incidences identified in the reporting period. This is a steady trend continuing from the previous reporting period.

INDICATOR	STATUS 2012-13	COMMENT																																				
Total workforce by employment type, employment contract, and region (LA1)	Stable	<p>Council's permanent workforce remains stable, with the break up of employment types including:</p> <ul style="list-style-type: none"> • 75.5% employed on a permanent basis, compared with 73.6% in 2011-12 • 12.5% temporary, which has remained stable, and • 12% employed on a casual basis, compared to 13.9% in 2011-12. <p>Council is working to ensure we attract and retain suitably qualified and skilled staff to deliver our services and respond to community needs and expectations.</p>																																				
Total number and rate of employee turnover by age group, gender, and region (LA2)	On Track	<p>A total of 73 employees left Council during the reporting period, representing a staff turnover rate of 7.95%. This is consistent with the previous year which had turnover of 75 people. The highest turnover continues to be in the 65+ years category, while the lowest turnover was in the 35-44 years band.</p> <p>The overall turnover of permanent staff has remained relatively stable over the last 5 years. It continues to be slightly below industry averages and Council's benchmark of 10%. It is important to acknowledge that turnover within healthy limits can add value to an organisation. The recruitment of new staff enables the broadening of the organisational capability as new recruits contribute fresh ideas, expertise and different experiences.</p> <table border="1"> <thead> <tr> <th>AGE GROUP</th> <th>OUTGOING</th> <th>HEAD COUNT</th> <th>TURNOVER</th> </tr> </thead> <tbody> <tr> <td>15-24</td> <td>6</td> <td>56</td> <td>10.71%</td> </tr> <tr> <td>25-34</td> <td>24</td> <td>202</td> <td>11.88%</td> </tr> <tr> <td>35-44</td> <td>9</td> <td>216</td> <td>4.17%</td> </tr> <tr> <td>45-54</td> <td>14</td> <td>226</td> <td>6.19%</td> </tr> <tr> <td>55-64</td> <td>12</td> <td>194</td> <td>6.19%</td> </tr> <tr> <td>65+</td> <td>8</td> <td>24</td> <td>33.33%</td> </tr> <tr> <td>Female</td> <td>46</td> <td>508</td> <td>9.06%</td> </tr> <tr> <td>Male</td> <td>27</td> <td>410</td> <td>6.59%</td> </tr> </tbody> </table>	AGE GROUP	OUTGOING	HEAD COUNT	TURNOVER	15-24	6	56	10.71%	25-34	24	202	11.88%	35-44	9	216	4.17%	45-54	14	226	6.19%	55-64	12	194	6.19%	65+	8	24	33.33%	Female	46	508	9.06%	Male	27	410	6.59%
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INDICATOR	STATUS 2012-13	COMMENT												
Ratio of basic salary of men to women by employee category (LA14)	On Track	<p>The average wage for females during 2012-13 was approximately 98.8% of the average male wage, an improvement on 97% in 2011-12 and 2010-11.</p> <p>Council's salary structure provides for the payments of wages in accordance with the placement of the position within the salary administration system. This means that all staff have the opportunity to move through the salary steps for their position based on their skills and knowledge, regardless of gender. Over the last year, 174 staff members including 96 women were successful in obtaining a salary step increase through this system.</p> <p>The wage disparity between men and women is subject to a wide range of factors and can be a complex matter. The length of service of an employee affects an employee's ability to move through the salary range, therefore impacting on the overall ratio results.</p> <p>Council offers training and development programs and activities specifically targeting women including training courses, seminars, conferences, workshops and opportunities to act in higher positions.</p>												
Percentage of employees receiving regular performance and career development reviews (LA12)	Challenge	<p>Annual performance reviews are an important part of Council's employee management systems, with Council policy requiring all permanent staff to receive an annual performance review. During 2012-13, 1012 performance reviews were completed. Approximately 35% of performance reviews were outstanding at the end of June.</p> <p>The current performance review process is under review as Council aims to improve the process, and how we capture and process this information.</p>												
Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity (LA13)	Stable	<p>The diversity of Council's permanent workforce remains stable.</p> <table border="1"> <thead> <tr> <th>GOVERNANCE BODIES</th> <th>MALE</th> <th>FEMALE</th> </tr> </thead> <tbody> <tr> <td>Councillors</td> <td>10 (67%)</td> <td>5 (33%)</td> </tr> <tr> <td>Corporate Leadership Team</td> <td>7 (78%)</td> <td>2 (22%)</td> </tr> <tr> <td>Joint Consultative Committee</td> <td>8 (53%)</td> <td>7 (47%)</td> </tr> </tbody> </table> <p>The majority of females continue to be employed within the traditional occupation categories of clerk, customer relations, administration, para-professional and professional specialist while men continue to be mostly in the areas of field operator, trade officer and management.</p> <p>Council largely has a middle aged and older workforce with 48% of permanent employees falling within the age range of 35-54 years, 23% aged over 55 years, and 29% aged under 35 years. People with a disability account for 3.4% of Council's workforce, down from 4.8% in the previous year, while just over 1% identify as being Aboriginal or Torres Strait Islander. People with an ethnic background continue to make up around 9% of our workforce.</p>	GOVERNANCE BODIES	MALE	FEMALE	Councillors	10 (67%)	5 (33%)	Corporate Leadership Team	7 (78%)	2 (22%)	Joint Consultative Committee	8 (53%)	7 (47%)
GOVERNANCE BODIES	MALE	FEMALE												
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OUR ENVIRONMENT

Penrith has always had a strong commitment to sustainability. Although this goes well beyond environmental issues, our sustainability initiatives include energy and water savings, reduced waste and other 'green' initiatives that clearly benefit the environment we live in. Actions around water quality, air quality and illegal dumping are also a key part of how we care for our environment, as are the way we use regulatory tools such as zoning to protect key bushland areas and other areas of natural value.

Every four years we must produce a State of the Environment Report which outlines how we are progressing against the key environmental objectives of the Community Strategic Plan. We produced a State of the Environment Report last year, as part of the 2012 End of Term Report. Since then, we have adopted different environmental objectives as part of our new Community Plan, but the overlying theme remains the same. Our community have clearly told us that the health of the Nepean River is an important issue, as is protecting the rural character and bushland that forms part of the unique character of our City. Reducing resource use as an organisation is also important, as is giving our community the tools to save money through saving energy and water and learning how to reduce, reuse and recycle.

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Council has introduced a number of new initiatives aimed at reducing our resource use, particularly energy. Some of these have been part of larger projects, such as the use of thermally efficient roof materials as part of the roof replacement at Ripples, while others have been specific initiatives aimed at reducing our energy bills.

Putting computers to sleep

It sounds simple, but computers left on overnight waste a lot of energy. The first step in reducing this was taken last year, with the installation of a power monitor on computers to see just how much energy they were using. Using this technology we found that computers across the Civic Centre used 17,310 kWh in an average week.

Council's Information Technology Department and Sustainability team worked together to find a way to reduce this. They found, tested and installed a program across Council which puts computers and monitors automatically in 'sleep' mode if they haven't been used for 15 minutes, or turns them off after 6pm. After the installation of this program, power use by computers in an average week dropped to 10,222 kWh, a decrease of 40% and a saving of more than \$2,000 per week. This initiative will continue to deliver for Council as energy prices rise.

Stick it where the sun shines

Council has installed solar panels at 19 of our facilities since 2008, which is estimated to generate close to 110,000 kWh of electricity each year. This is enough to power almost 15 homes, and represents a significant saving both in greenhouse gas emissions and energy costs –almost \$35,000 a year. We've installed solar panels at childcare centres, community buildings and neighbourhood halls, with the installation at Glenmore Park Child and Family Precinct, the biggest in the City (due to be installed Dec 2013).

Together, the solar panels have a value of around \$470,000. By actively pursuing grants and other funding opportunities, we've paid less than 20% of the total cost. This means our investment so far will pay itself off in just over 2 ½ years, a good investment decision by any standards. These panels will continue to provide a benefit long after the initial investment is paid off, generating power and saving money. Council will continue to look into opportunities for more alternative energy sources including solar panels in the future, both as an alternative to connecting smaller buildings and equipment to mains power, and to supplement the power use of larger facilities.

It's not just Council saving energy either. This year Penrith households consumed an average of 20.6 kWh of electricity a day. This is a significant decrease from 24 kWh a day which has been the average for the last three years. Council has continued to work with our partners to encourage residents to improve their energy and water efficiency through a range of education and engagement activities, including workshops, displays, attendance at events and the distribution of promotional materials, fact sheets and newsletters.

Council also undertook a study into the feasibility of an Environmental Upgrades Scheme in Penrith. Unfortunately, rules around funding arrangements, the age of our building stock and the nature of building ownership in Penrith meant this scheme would be unlikely to generate any significant benefits for local building owners. The study did, however, highlight that many commercial and industrial building owners would like information about how to operate more sustainably and the options available for them to upgrade their buildings. Our Sustainability Team is working on an education program that will help building owners identify and apply for grants to upgrade buildings and equipment to reduce water and energy use. This program will roll out in 2014.



Recycling more than bottles and paper

Our three bin system continues to be successful in reducing waste to landfill. This year our diversion rate was 63.1%, meaning that almost 2/3 of the waste produced by households in the City does not end up in landfill, but gets reused or recycled. Recycling, however, goes beyond the bottles, cans, paper and plastic in our yellow lidded bins – Council also recycles road materials and construction waste. Recycled materials were used on projects including the Tench Reserve carpark, Monfarville Reserve carpark and State Emergency Service, Gipps Street carpark, as well as road shoulder works and fire trails. Council was also able to supply 9,110 tonnes of reclaimed asphalt pavement material to Blue Mountains City Council for use on their unsealed roads.

Council purchased 1,649 tonnes of recycled construction materials, as well as 5,050 tonnes of composted and recycled organic topdressing and topsoil for use on Council projects.

Water usage

Water use across Penrith increased in 2012-13, almost certainly due to the drier weather conditions experienced after record rainfall the previous year.

Council continues to work to reduce our reliance on potable water. In 2008 we installed backwash recycling systems at our two swimming centres which continue to reduce water loss in these facilities. Rainwater tanks have also been installed at 38 Council facilities including child care centres, sporting stadiums, amenity blocks and Council's depot to reduce the use of potable water for irrigation, toilet flushing and washing vehicles. The largest tank installed to date is a 150,000 litre underground tank at the Penrith Sports Stadium at Werrington.

Council also uses recycled water from Penrith sewage treatment plant to irrigate four of our playing fields. This accounted for 8,536 kilolitres in 2012-13, nearly doubling the amount consumed in the previous financial year and reflecting the increased need for watering sports fields in drier weather conditions.

Reducing greenhouse gas emissions

Council continues to work to reduce greenhouse gas emissions associated with its diverse range of activities, achieving a reduction of 3,180.4 tonnes of CO₂-e this year, building on the 2,659.1 tonnes of CO₂-e in 2011-12.

The abatements have been achieved through a range of projects, including:

- Installation of energy efficient lights at Council's Glenmore Park Community Centre saving 2.5 tonnes of CO₂-e
- Installation of solar panels at 9 Council facilities saving 20 tonnes of CO₂-e



- Chiller upgrade at the Queen St Centre saving 72.5 tonnes of CO₂-e
- Installation of a modular solar thermal heating system at Ripples Hydrotherapy Centre saving 21.7 tonnes of CO₂-e
- Air conditioner upgrade at Penrith Whitewater Stadium saving 21.7 tonnes of CO₂-e
- Installation of Verismic Power Manager program on Council's PCs saving 37 tonnes of CO₂-e
- Use of E10 fuel in Council's vehicle fleet saving 66.7 tonnes of CO₂-e and
- Recycling cardboard and paper, collecting recyclables from comingled containers from Council facilities and mulching green waste and reusing it at various parks and gardens throughout the City saving 2954.4 tonnes of CO₂-e.



OUR ENVIRONMENT - INDICATORS

Council has adopted 19 indicators to provide information on some key measures relating to our environment. These indicators have remained relatively stable over the last couple of years, with minimal changes in most areas measured.

INDICATOR	STATUS 2012-13	COMMENT																																			
Financial implications and other risks and opportunities for the organisation's activities due to climate change. (EC2)	No Change	<p>Changes in climatic conditions will require new consideration for land use planning and development, infrastructure design and construction, asset management, equipment use and purchasing decisions.</p> <p>Council undertook a detailed risk assessment to better understand the potential risks posed by climate change in 2009-10. The findings are now being incorporated into Council's planning framework and operational activities to manage potential risks arising from climate change.</p>																																			
Reduction in water and energy consumption per person (PC12)	Water - Challenge Energy - On Track	<p>During 2012-13 Penrith households consumed a total of 334,712.3 megalitres of potable water. Based on the most recent census data this equates to an average of 71.8 kilolitres per person. This represents an increase of 8.9%.</p> <p>Penrith households also consumed an average of 7,533 kilowatt hours of electricity in 2012-13, Based on the most recent census data this equates to an average of 2,776.5 kilowatt hours per person. This represents a decrease of 0.5%.</p> <p>Council has continued to work with our partners to encourage local residents to improve their energy and water efficiency and reduce their energy and water consumption through a range of education and engagement activities, including workshops, displays, attendance at events and the distribution of promotional materials, fact sheets and newsletters.</p>																																			
Increased percentage of domestic waste diverted from landfill (PC13)	Stable	<p>Council achieved a diversion rate of 63.31% in the reporting period. While this is a decrease of 1.82% from the 2011-12 financial year, it still a significant improvement on diversion rates prior to the introduction of Council's three bin household organics collection and composting service in August 2009. For more information on the service visit our website (www.penrithcity.nsw.gov.au/ourservices/wastemanagement).</p> <p>This diversion rate is close to the target set for all councils by the NSW Government of 66% diversion by 2014.</p> <table border="1"> <thead> <tr> <th></th> <th>2007-08</th> <th>2008-09</th> <th>2009-10</th> <th>2010-11</th> <th>2011-12</th> <th>2012-13</th> </tr> </thead> <tbody> <tr> <td>Total waste diverted from landfill</td> <td>31%</td> <td>30%</td> <td>58%</td> <td>61%</td> <td>65%</td> <td>63%</td> </tr> <tr> <td>Recyclables</td> <td>22%</td> <td>22%</td> <td>25%</td> <td>24%</td> <td>23%</td> <td>23%</td> </tr> <tr> <td>Organics</td> <td>9% *</td> <td>8% *</td> <td>33%</td> <td>37%</td> <td>37%</td> <td>36%</td> </tr> <tr> <td>Residual waste processed</td> <td>N/A</td> <td>N/A</td> <td>N/A</td> <td>N/A</td> <td>5%</td> <td>4%</td> </tr> </tbody> </table>		2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	Total waste diverted from landfill	31%	30%	58%	61%	65%	63%	Recyclables	22%	22%	25%	24%	23%	23%	Organics	9% *	8% *	33%	37%	37%	36%	Residual waste processed	N/A	N/A	N/A	N/A	5%	4%
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Materials used by weight or volume (EN1)	Stable	Council used 59,411 tonnes of construction materials during 2012-13, a slight increase on the 54,474 tonnes used in the previous reporting period. Of this, 12,199 tonnes of materials have been either reused from other construction projects or are purchased recycled materials, with the remaining 47,212 tonnes being new materials.																																													
Percentage of materials that are recycled input materials (EN2)	On Track	<p>Of the 59,411 tonnes of construction materials used during 2012-13 20.5% (12,199 tonnes) were either purchased recycled materials (6,699 tonnes) or materials reused from other construction projects (5,500 tonnes).</p> <p>Purchased recycled materials were used on projects including Tench Reserve carpark, Monfarville Reserve carpark and State Emergency Service, Gipps Street carpark construction works, road shoulder works and fire trails, and included general construction materials (1,649 tonnes) and composted and recycled organic topdressing and topsoil (5,050 tonnes) for use on Council projects.</p>																																													
Direct energy consumption by primary energy source (EN3)	On Track	<p>The table below provides a breakdown of Council's energy consumption for 2012-13. Council has continued to focus its efforts on improving its energy efficiency and increasing the amount of energy generated on site.</p> <p>Council's electricity consumption continued to decrease, down 0.8% compared to 2011-12. Gas usage has also dramatically decreased, down 30.3% compared to the previous financial year. These savings can be attributed to a range of initiatives including improvements to the efficiency of lighting and equipment, the implementation of behaviour change programs and an increase in onsite generation, replacing mains supply.</p> <p>The amount of electricity generated through the installation of solar panels at Council facilities has continued to increase to 225.3 gigajoules of generation, up 23.1% on the previous year. Liquid fuel usage has remained relatively stable, with a small decrease of 5.2% during the reporting period.</p> <table border="1"> <thead> <tr> <th></th> <th>2009-10</th> <th>2010-11</th> <th>2011-12</th> <th>2012-13</th> </tr> </thead> <tbody> <tr> <td colspan="5">Direct Primary Energy Purchased</td> </tr> <tr> <td>Electricity</td> <td>81,793 GJ</td> <td>80,149 GJ</td> <td>78,183.4 GJ*</td> <td>77,561.4 GJ</td> </tr> <tr> <td>Gas</td> <td>8,483 GJ</td> <td>2,707 GJ</td> <td>3,028 GJ</td> <td>2,110.2 GJ</td> </tr> <tr> <td>Fuel (petrol, diesel, and E10)</td> <td>528 kL</td> <td>1,134 kL</td> <td>1,199 kL</td> <td>1,136.6 kL</td> </tr> <tr> <td>Green power</td> <td>596 GJ</td> <td>641 GJ</td> <td>627 GJ</td> <td>Nil</td> </tr> <tr> <td colspan="5">Direct Primary Energy Produced</td> </tr> <tr> <td>Solar Power</td> <td>38 GJ</td> <td>106 GJ</td> <td>183 GJ</td> <td>209 GJ</td> </tr> <tr> <td>Energy Sold</td> <td>Nil</td> <td>Nil</td> <td>Nil</td> <td>Nil</td> </tr> </tbody> </table> <p>*This figure was reported incorrectly in 2011/12 as 78,810.4 GJ.</p>		2009-10	2010-11	2011-12	2012-13	Direct Primary Energy Purchased					Electricity	81,793 GJ	80,149 GJ	78,183.4 GJ*	77,561.4 GJ	Gas	8,483 GJ	2,707 GJ	3,028 GJ	2,110.2 GJ	Fuel (petrol, diesel, and E10)	528 kL	1,134 kL	1,199 kL	1,136.6 kL	Green power	596 GJ	641 GJ	627 GJ	Nil	Direct Primary Energy Produced					Solar Power	38 GJ	106 GJ	183 GJ	209 GJ	Energy Sold	Nil	Nil	Nil	Nil
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Total water withdrawal by source. (EN8)	Challenge	<p>Council drew most of its water from the Sydney Water mains supply, supplemented by recycled water and water drawn from local waterways and rainwater from onsite rainwater tanks.</p> <p>Council's potable water consumption in 2012-13 was 185,516 kilolitres, an increase of 40.3% on the previous year. Council also experienced an increase of 97% in the consumption of recycled water. These increases are believed to be largely attributed to decreased rainfall in 2012-13, following an extremely wet year in 2011-12. The drier weather required increased irrigation to maintain Council's parks and sporting fields, which is a major component of Council's water consumption.</p> <p>In addition to potable and recycled water, Council also uses rainwater (collected in tanks) surface water and groundwater. Council currently has rainwater tanks installed at 38 locations including children's centres, rural fire brigades and swimming pools. These tanks are used for gardens, irrigation and other general purposes. Council also draws water from the Nepean River, South Creek, Schoolhouse Creek and Surveyors Creek for the irrigation of six local sporting grounds and has 11 groundwater licences for irrigation purposes. There is currently no monitoring mechanism for the total volume of water drawn from these sources.</p> <table border="1"> <thead> <tr> <th></th> <th>2009-10</th> <th>2010-11</th> <th>2011-12</th> <th>2012-13</th> </tr> </thead> <tbody> <tr> <td>Potable Water</td> <td>207,847kL</td> <td>179,799 kL</td> <td>132,202kL</td> <td>185,516 kL</td> </tr> <tr> <td>Recycled Water</td> <td>11,685 kL</td> <td>9,268 kL</td> <td>4,338 kL</td> <td>8,563 kL</td> </tr> <tr> <td>Total</td> <td>219,532 kL</td> <td>189,067 kL</td> <td>136,540 kL</td> <td>194,079kL</td> </tr> </tbody> </table> <p>Council currently holds 476 accounts with Sydney Water for the supply of potable water to Council owned facilities.</p> <p>Council uses recycled water from Penrith Sewage Treatment Plant to irrigate four parks in the Penrith area. Nepean Rugby Park, Andrews Road Baseball Complex and Greygums Oval are metered, while Hickeys Reserve is unmetered.</p>		2009-10	2010-11	2011-12	2012-13	Potable Water	207,847kL	179,799 kL	132,202kL	185,516 kL	Recycled Water	11,685 kL	9,268 kL	4,338 kL	8,563 kL	Total	219,532 kL	189,067 kL	136,540 kL	194,079kL
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Percentage and total volume of water recycled and reused. (EN10)	On Track	<p>Council installed backwash recycling systems at its two swimming centres in 2008.</p> <p>Rainwater tanks have also been installed at 38 Council facilities including child care centres, sporting stadiums, amenity blocks and Council's depot to reduce Council's reliance on potable water for irrigation, toilet flushing and washing of vehicles. The largest tank installed to date is a 150,000 litre underground tank at the Penrith Sports Stadium at Werrington.</p> <p>Council also uses recycled water from Penrith sewage treatment plant to irrigate four of our playing fields. This accounted for 8,536 kilolitres in 2012-13, nearly doubling the amount consumed in the previous financial year. This increase in consumption is likely to be a result of the much drier weather experienced in 2012-13, following a very wet 2011-12 when irrigation requirements for these sites were minimal.</p>																				

INDICATOR	STATUS 2012-13	COMMENT																																			
Total direct and indirect greenhouse gas emissions by weight. (EN16)	On Track	<p>In 2012-13 Council emitted 21,875.6 tonnes of CO2-e as a result of its consumption of electricity, fuel and gas. Overall, this corresponds to a decrease of 4,237 tonnes, or 16.2% compared to the previous year.</p> <p>Emissions associated with all fuel types decreased, however the most significant decrease was related to electricity. This decrease is partly due to reduced consumption, but is mainly attributable to the use of a lower CO2-e coefficient (0.88 in place of 0.106). This coefficient is supplied by the Federal Government's Department of Industry, Innovation, Climate Change, Science, Research and Tertiary Education. It provides a measure of the mix of fuels used in NSW to generate electricity and the lower rate reflects a more efficient mix of fuels.</p> <table border="1"> <thead> <tr> <th></th> <th>2009-10</th> <th>2010-11</th> <th>2011-12</th> <th>2012-13</th> </tr> </thead> <tbody> <tr> <td colspan="5">Direct Greenhouse Gas Emissions (tonnes CO2-e)</td> </tr> <tr> <td>Fuel</td> <td>2,724</td> <td>2,752</td> <td>2,937</td> <td>2,808</td> </tr> <tr> <td colspan="5">Indirect Greenhouse Gas Emissions (tonnes CO2-e)</td> </tr> <tr> <td>Electricity</td> <td>24,259</td> <td>23,599</td> <td>23,021</td> <td>18,960</td> </tr> <tr> <td>Gas</td> <td>435</td> <td>144</td> <td>155</td> <td>108</td> </tr> <tr> <td>Total</td> <td>27,418</td> <td>26,495</td> <td>26,113</td> <td>21,876</td> </tr> </tbody> </table>		2009-10	2010-11	2011-12	2012-13	Direct Greenhouse Gas Emissions (tonnes CO2-e)					Fuel	2,724	2,752	2,937	2,808	Indirect Greenhouse Gas Emissions (tonnes CO2-e)					Electricity	24,259	23,599	23,021	18,960	Gas	435	144	155	108	Total	27,418	26,495	26,113	21,876
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Other relevant indirect greenhouse gas emissions by weight. (EN17)	On Track	<p>During 2012-13 Council emitted 6,175.9 tonnes of CO2-e from the disposal of waste, a decrease of 6,831.9 tonnes or around 52% on 2011-12.</p> <p>This is attributed to a significant increase in the amount of waste from roads and drainage construction projects (including concrete, asphalt, sand and soil) being diverted from landfill and being recycled instead.</p> <p>This indicator is designed to report on other significant emissions and should also incorporate emissions generated by employee travel, including commuting to and from work and for business related travel, however this data is not currently available.</p>																																			
Total weight of waste by type and disposal method. (EN22)	Stable	<p>The total volume of waste generated from Council operations in 2012-13 was 36,036.6 tonnes. This year has seen a 52.5% reduction in the amount of waste being sent to landfill, with 4,751 tonnes for 2012-13 compared to 10,006 tonnes in 2011-12. This is the result of significant improvements in the amount of waste diverted from landfill, with 14,070 tonnes of waste processed for recycling in 2012-13, compared to 8,689 tonnes in 2011-12.</p> <p>Of the 17,215.6 tonnes of materials re-used, 2,605.6 tonnes was green waste that was mulched and re-used in Council parks and gardens, with the remaining 14,610 tonnes being construction materials. Of this, Council re-used 5,500 tonnes in their own operations and sent 9,110 tonnes to Blue Mountains City Council for use in their operations.</p> <p>Materials recycled included concrete, asphalt, sand, soil, tyres, metals, cardboard, food containers and office paper.</p> <table border="1"> <thead> <tr> <th></th> <th>2012-13</th> </tr> </thead> <tbody> <tr> <td>Waste to landfill (tonnes)</td> <td>4,751</td> </tr> <tr> <td>Materials recycled (tonnes)</td> <td>14,070</td> </tr> <tr> <td>Materials re-used (tonnes)</td> <td>17,215.6</td> </tr> <tr> <td>Total (tonnes)</td> <td>36,036.6</td> </tr> </tbody> </table>		2012-13	Waste to landfill (tonnes)	4,751	Materials recycled (tonnes)	14,070	Materials re-used (tonnes)	17,215.6	Total (tonnes)	36,036.6																									
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INDICATOR	STATUS 2012-13	COMMENT
Initiatives to reduce greenhouse gas emissions and reductions achieved. (EN18)	On Track	<p>Council continues to work to reduce greenhouse gas emissions associated with its diverse range of activities, achieving a reduction of 3,180.4 tonnes of CO2-e this year, building on the 2,659.1 tonnes CO2-e in 2011-12.</p> <p>Abatements have been achieved through a range of projects, including:</p> <ul style="list-style-type: none"> • Installation of energy efficient lights at Council's Glenmore Park Community Centre saving 2.5 tonnes of CO2-e; • Installation of Solar Panels at 9 Council facilities saving 20 tonnes of CO2-e; • Chiller upgrade at the Queen St Centre saving 72.5 tonnes of CO2-e; • Installation of a modular solar thermal heating system at Ripples Hydrotherapy Centre saving 21.7 tonnes of CO2-e; • Air conditioner upgrade at Penrith Whitewater Stadium saving 21.7 tonnes of CO2-e; • Installation of Verismic Power Manager program on Council's PCs saving 37 tonnes of CO2-e; • The use of E10 fuel in Council's vehicle fleet saving 66.7 tonnes of CO2-e; and • Recycling cardboard paper, comingled containers from Council operations and green waste mulched and reused at various parks and gardens throughout the City saving 2954.4 tonnes of CO2-e.



INDICATOR	STATUS 2012-13	COMMENT
Increase in the proportion of river and creeks that are healthy. (PC6)	On Track	<p>In the past Council has conducted macroinvertebrate sampling every two years. Due to the importance and relevance of the information collected through this sampling, the frequency of the program was changed in 2011 to provide this information annually.</p> <p>The latest macroinvertebrate study, conducted in March 2013, indicated the overall health of the monitored waterways has shown a slight improvement compared with 2012, with some sites showing signs of habitat recovery. The number and variety of macroinvertebrate species found is still limited generally due to poor water quality and inconsistent flows, with many of the waterways in the City in a highly modified urban environment. It will remain an ongoing challenge for Council and its partners to maintain their health.</p> <p>Council continues to undertake a range of initiatives and programs that address pollution sources within the catchment. Water quality health monitoring, the on-site sewage management program, stormwater management programs, creek restoration projects and targeted education programs all aim to improve the health of our river and creeks.</p>
Increase in the proportion of residents who are satisfied that the river and creeks are healthy. (PC7)	On Track	<p>The 2013 Customer Survey asked how satisfied residents were with 'the health of the Nepean River and creeks'. Results showed a significant increase on previous years, with a mean satisfaction score of 6.57 out of 10, compared with 6.00 in 2012 and 2011. 59% of residents gave high agreement with this statement, compared with 37% in 2012 and 35% gave a medium rating compared with 47% in 2012.</p> <p>The community places high importance on the health of the Nepean River, with survey respondents in 2013 giving an overall score of 9.02 out of 10 for importance, which is consistent with the result of 9.00 from 2012.</p> <p>Council continues to undertake a range of initiatives and programs that address pollution sources within the catchment. Water quality health monitoring, the on-site sewage management program, stormwater management programs, creek restoration projects, education programs and the environmental auditing of businesses all aim to improve the health of our river and creeks.</p>
Decrease in the number of days per annum where air pollution levels exceed the relevant standards (PC8)	Challenge	<p>Photochemical smog (as ozone) and, to a lesser extent, fine particles (as PM10, which is particulate matter suspended in the air where the particles are 10 micrometers or less in diameter) remain the two most prevalent air pollutants in NSW. In Western Sydney, photochemical smog is considered the most significant issue and unfortunately is largely outside of Council's direct control.</p> <p>The Regional Air Quality Index (RAQI) is based on five criteria pollutants as per national standards (ozone, carbon monoxide, sulfur dioxide, nitrogen dioxide and air particles), plus visibility as per the NSW Standard. An RAQI value of 100 indicates these standards have been exceeded. In 2012-13 a total of 22 days exceeded the relevant standards. This is an increase on previous years, with 12 and 14 exceedances in 2011-12 and 2010-11 respectively. Some of these may be attributed to planned hazard reduction burns.</p>

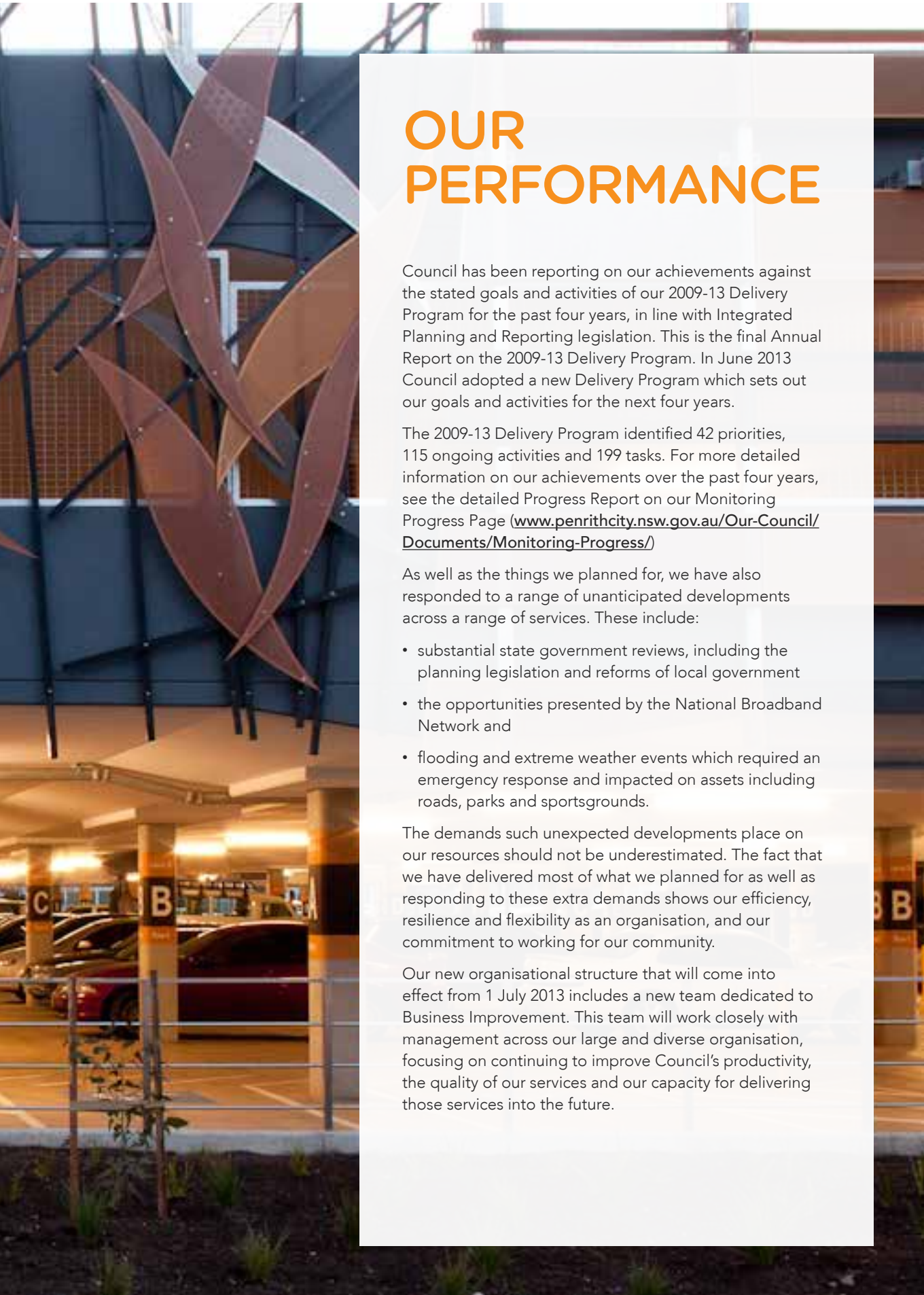
INTRODUCTION
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INDICATOR	STATUS 2012-13	COMMENT
Increase in the area and value of viable biodiversity-rich habitats that form part of the City's 'green web' (PC9).	Challenge	<p>Conservation and restoration of existing indigenous vegetation is a key component in maintaining biodiversity. With an extensive proportion of existing native vegetation on private land it is essential that the community is engaged in biodiversity conservation. Council works closely with the community and other key stakeholders, including Greening Australia, the Catchment Management Authorities and Bushcare and Landcare volunteers to coordinate and address priority biodiversity issues within our region.</p> <p>Maintaining the City's 'green web' is an ongoing challenge for Council as part of managing planned future growth in the region. Improvements are needed to the systems and technologies required to accurately report against this indicator.</p>
Habitats protected or restored. (EN13)	Challenge	<p>Council continued to actively protect and restore bushland areas within the City, focussing its attention on protection of natural assets under its control, including endangered ecological communities, individual threatened species, threatened populations, wildlife corridors and riparian zones, generally through the control of weeds to maintain native species health.</p> <p>The focus during this reporting period has been on reducing weeds impacting on native biodiversity and increasing species abundance of local populations through natural regeneration and revegetation. Both noxious and environmental weeds are continuing to be treated where they adversely impact on native plant regeneration and growth. The trend is to minimise the key threatening process of invasive plants including woody weeds, vines and exotic grasses that are negative ecosystem transformers.</p> <p>The maintenance of natural areas including 'no mow' zones is core business for Council and contributes towards restoring native plant and animal habitat. This work was undertaken by Council staff, contractors and Bushcare volunteers. We focussed on areas within the suburbs of Werrington, North St Marys, Mulgoa, Emu Heights, Emu Plains, Glenmore Park, St Clair, Leonay and Jamisontown.</p> <p>Bushcare volunteers contributed 1000 hours towards weed control and revegetation during the 2012-13. This is below Council's target of 1200 volunteer hours but is an increase from previous years. There is a widespread trend that is making it increasingly difficult to attract and retain volunteers (both within Penrith and nationally).</p> <p>1500 endemic trees and shrubs were planted with the assistance of local schools and through community planting days, predominantly at Werrington and Mulgoa.</p> <p>The widespread infestation of Grey Box trees (<i>Eucalyptus moluccana</i>) with the insect psyllid continues to be a significant challenge across Western Sydney. Grey Box eucalypts are one of the key tree species within the Cumberland Plain Woodland, which has been listed by both State and Federal Governments as a Critically Endangered Ecological Community. The psyllids cause the trees to lose most of their leaves which means that they can no longer produce food through photosynthesis, often resulting in their death.</p> <p>The infestation has resulted in a number of trees being removed on both private and public land and if the current outbreak continues it could impact on the long term viability and health of existing Cumberland Plain Woodland remnants and the region's biodiversity. Council continues to work with the University of Western Sydney and Blacktown City Council on a strategy for managing this issue.</p>

INDICATOR	STATUS 2012-13	COMMENT
Total number and volume of significant spills. (EN23)	On Track	<p>No significant spills were recorded during 2012-13. This is a steady trend as Council continues to maintain zero spill incidents. (Significant is defined as more than 1m² of road pavement affected, and could trigger an emergency or HAZMAT response).</p> <p>Council continues to maintain an after hours call out system that is able to respond as required. There are also regular meetings between Council staff and external organisations (e.g. RFS / SES / police) to maintain a preparedness to respond to emergency events.</p>
Increased proportion of residents who value the natural setting of the River/escarpments, the City's rural landscapes, local bushland and creeks, and the City's built heritage (PC19)	On Track	<p>Respondents to the 2013 Customer Survey were asked to indicate their level of agreement with the statement 'I value the City's natural settings, rural landscapes and built heritage'. The mean score to this question was 8.81 out of 10 with 93% of respondents having high agreement. This is a significant improvement from 2012, which gave a score of 8.28.</p> <p>This improved result may be due to the wide range of engagement activities we have undertaken in this area this year, including as part of the development of the new Community Plan and the River Masterplan. It will be interesting to monitor whether this trend continues over coming years.</p> <p>As in previous years, survey respondents identified the health of the Nepean river as important to them, with 94% placing high importance on this issue, also consistent with previous years.</p>







OUR PERFORMANCE

Council has been reporting on our achievements against the stated goals and activities of our 2009-13 Delivery Program for the past four years, in line with Integrated Planning and Reporting legislation. This is the final Annual Report on the 2009-13 Delivery Program. In June 2013 Council adopted a new Delivery Program which sets out our goals and activities for the next four years.

The 2009-13 Delivery Program identified 42 priorities, 115 ongoing activities and 199 tasks. For more detailed information on our achievements over the past four years, see the detailed Progress Report on our Monitoring Progress Page (www.penrithcity.nsw.gov.au/Our-Council/Documents/Monitoring-Progress/)

As well as the things we planned for, we have also responded to a range of unanticipated developments across a range of services. These include:

- substantial state government reviews, including the planning legislation and reforms of local government
- the opportunities presented by the National Broadband Network and
- flooding and extreme weather events which required an emergency response and impacted on assets including roads, parks and sportsgrounds.

The demands such unexpected developments place on our resources should not be underestimated. The fact that we have delivered most of what we planned for as well as responding to these extra demands shows our efficiency, resilience and flexibility as an organisation, and our commitment to working for our community.

Our new organisational structure that will come into effect from 1 July 2013 includes a new team dedicated to Business Improvement. This team will work closely with management across our large and diverse organisation, focusing on continuing to improve Council's productivity, the quality of our services and our capacity for delivering those services into the future.

	PRIORITY	2009-10	2010-11	2011-12	2012-13	
INTRODUCTION	Children's Services – Children's Services					
	Deliver high quality children's services that are affordable, accessible and viable		Ongoing service activity			
	Community Facilities - Neighbourhood Facilities Management					
GOVERNANCE	Finalise the review of the Neighbourhood Facility Management Service	X				
	Community Information and Events - Marketing					
	Review and refresh the brand and marketing plan for the City, which build on its strengths, natural environment and identity	X	X			
	Community Information and Events - Communications					
OUR PEOPLE	Create a new Council website to improve communications and information on Council services		X	X		
	Community Wellbeing - Community and Cultural Development					
	Advance the planning for a Regional City Community Services Facility in the Penrith City Centre	X	X	X	X	
	Engage in strategic partnerships to facilitate and support the planning and delivery of social infrastructure, programs and services	X	X	X	X	
OUR ENVIRONMENT	Complete the St Marys Corner Community and Cultural Precinct and, together with community partners, commence activation of this project	X	X	X	X	
	Community Wellbeing - Neighbourhood Renewal					
	Engage the community in developing Neighbourhood Action Plans in priority identified established areas of the City		Ongoing service activity			
	Corporate Finance - Financial Services					
OUR PERFORMANCE	Lobby government for financial assistance to redress the current infrastructure backlog and provide funding for key regional projects	X	X	X	X	
	Pursue alternate funding options to deliver Council services and facilities, including consideration of a Special Rate Variation, following community consultation and engagement		X			
	Development Applications - Development Applications					
	Incorporate procedures into the development application process that provides advice on design excellence and promotes quality design		X	X	X	
STATUTORY	Environmental and Health Management - Environmental Health					
	Finalise the Penrith Health Strategy to assist in achieving long term health benefits for the City's communities	X	X			
	Lobby for funding to improve catchment and biodiversity health	X	X	X	X	
	Support local food production and sustainable agriculture		X			
FINANCIALS	Research and promote viable rural activities and new agri-business			X	X	
	Libraries - Libraries					
	Implement the preferred Library service delivery model		X	X	X	
	Major Infrastructure Projects and Design - Design and Project Management					
	Build a decked commuter carpark at Penrith Station		X	X		
	Investigate a new decked carpark in the City Centre		X	X	X	

PRIORITY	2009-10	2010-11	2011-12	2012-13	
Parks - Bushland Management					
Encourage community involvement in bushland management	Ongoing service activity				
Parks - City Parks					
Implement the ten-year Parks Asset Renewal Program	X	X	X	X	
Planning and Advocacy - Regional Planning and Advocacy					
Develop a program of advocacy that targets the delivery of key infrastructure and regional employment growth	Ongoing service activity				
Support the Penrith Business Alliance to encourage investment and job creation, including opportunities for business hubs and sustainable business to locate and grow in Penrith	X	X	X	X	
Lobby for improved train services, including quadruplicating the Western Rail line, separate freight rail lines and improved bus / rail interchanges	X	X	X	X	
Lobby for improved bus services, including more and prioritised busses, and shuttle bus services in the City's Centres	X	X	X	X	
Lobby for better local and regional road connections, including the Jane Street extension, Erskine Park Arterial (Lenore Drive), Werrington Arterial and links to the Growth Centres	X	X	X	X	
Planning and Advocacy - City Planning					
Complete the Urban Study and Urban Strategy to provide a diversity of housing, including retirement lifestyle opportunities	X	X			
Progress the development of Penrith LEP 2012 and Penrith DCP 2012	X	X	X	X	
Confirm, with the State Government, the City's agreed urban and rural boundaries, and reflect those boundaries in Penrith Local Environmental Plan 2012		X	X	X	



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	PRIORITY	2009-10	2010-11	2011-12	2012-13	
INTRODUCTION	Planning and Advocacy - Place Management (this is an emerging service)					
	Finalise the Public Domain Plans for Penrith City Centre and St Marys Town Centre	X	X			
	Investigate options for a new shared pathway across Victoria Bridge	X	X			
	Implement public domain improvements in Dunheved Business Park to help attract investment and new businesses	X	X	X	X	
GOVERNANCE	Public Spaces and Community Safety - Public Domain Maintenance					
	Provide enhanced level of service to high profile areas, and address the emerging issue of litter, in the City		X	X	X	
	Implement the ten-year Public Amenity Replacement Program		X	X	X	
	Roads, Footpaths and Building - Building Maintenance and Construction					
OUR PEOPLE	Implement the ten-year Building Asset Renewal Program	X	X	X	X	
	Roads, Footpaths and Building - Civil Construction and Maintenance					
	Implement Council's Shared Pathway and Cycleway network	X	X	X	X	
	Strategic Planning - Strategic Planning					
	Prepare and implement a Community Engagement Strategy that ensures regular discussion with our communities and stakeholders about their needs and aspirations for the City		X	X	X	
OUR ENVIRONMENT	Sustainability - Sustainability Planning					
	Research the impacts of climate change on the region, and develop plans to respond	Ongoing service activity				
	Develop a Climate Change Strategy, encompassing both mitigation and adaptation		X			
	Mainstream sustainability in the organisation by engaging with staff and implementing programs	Ongoing service activity				
	Investigate approaches to measuring the City's and Council's ecological footprints		X	X		
OUR PERFORMANCE	Traffic, Parking and Drainage - Floodplain and Drainage Engineering					
	Complete the Penrith City Centre and St Marys Town Centre flood studies, and develop a works and mitigation program	X	X	X		
	Traffic, Parking and Drainage - Traffic Management, Parking and Road Safety					
STATUTORY	Develop, and progressively implement Access and Parking Plans for the Penrith City Centre and St Marys Town Centre	X	X	X	X	
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OUR PERFORMANCE - INDICATORS

Council has adopted 18 indicators to provide information on some key measures relating to our performance. The majority of those indicators are either stable or on track, with only three presenting a challenge.

INDICATOR	STATUS 2012-13	COMMENT
Increased proportion of residents who feel safe in their community (PC15)	On Track	<p>The 2013 Community Survey asked residents to provide their level of agreement with the statement 'I feel safe in my neighbourhood'. 82% had high agreement with this statement and 97% had either high or medium agreement, with a mean agreement score of 7.85 out of 10. This is a significant improvement on previous years with mean scores of 7.34 and 7.33 in 2012 and 2011 respectively.</p> <p>For the first time, residents were asked whether they felt safe in the City's public spaces during the day, compared with at night. There was a high level of agreement with the statement relating to safety during the day, with a mean score of 8.39, compared to a score of 5.17 at night.</p> <p>Council continues to provide strategies for a safer community, including a range of social and education programs, infrastructure projects, and State and Federal grant funded programs. Recent highlights include:</p> <ul style="list-style-type: none"> • Developing a new Community Safety Plan (2013-16) in conjunction with local Police and key partners through the Penrith Community Safety Partnership. The new plan outlines key safety strategies to be implemented under three priority areas: Public Space Offences; Malicious Damage and Domestic and Family Violence. Strategies include the re-introduction of the 'Walk Wise' campaign to promote safer use of outdoor public spaces for physical activity; use of emerging technologies such as sensor lighting and CCTV; and projects to raise awareness around domestic and family violence. • Adopting a Litter Management Strategy to reduce levels of litter across the City, to enhance the amenity of our public spaces. Key actions include local litter prevention campaigns and partnerships with relevant stakeholders and authorities. • Renewing several alcohol-free public spaces at identified locations across the City to minimise opportunities for alcohol-related antisocial behaviour and to promote safe, well-utilised public spaces. • Under the Citywide Graffiti Minimisation Strategy, the Warner Group Graffiti Education Program continues to be delivered to local primary and secondary schools. Graffiti removal and prevention efforts also continue, with a reported 30% decrease in the levels of graffiti reported to Council over the 5 year period from 2007-12. • The Mondo Community Safety Project continues with full support from all stakeholders to provide a diverse range of youth programs each week. This project is funded by the Federal Attorney General's Department under the Safer Suburbs Program, and provides an opportunity for positive engagement as well as improving safety in the Penrith City Centre.

INDICATOR	STATUS 2012-13	COMMENT
Increased proportion of residents participating in cultural activities and events (PC20)	Challenge	<p>Respondents to the 2013 Customer Survey indicated that 64% had attended a festival and 42% attended the theatre. This is a slight decline on previous results from 2012 and 2011.</p> <p>In addition, 25% of respondents indicated that they do not participate in or attend any cultural activities or events, which is a slight increase compared to previous years, with results of 22% and 20% in 2012 and 2011 respectively.</p> <p>Hosting community events is an effective means of engaging local residents and encouraging community participation. During 2012-13 Council undertook a wide range of successful community events and activities which attracted a strong participation of local residents and community groups who were also actively involved in organising these events. These include Seniors Week, Harmony Day, Refugee Week, Youth Week, International Women's Day, NAIDOC, ArtKids Project, and International Day of People with Disability. For further information refer to the Statutory Report on page 109.</p>
Increase in proportion of residents attending educational facilities (PC25)	Stable	<p>Council relies on Census data to report on this indicator. Most recent Census data (2011) shows that the proportion of residents attending an educational facility has remained stable at 24.4% compared with 24.7% in 2006. This includes preschools, primary and secondary schools, through to TAFE, university, and other educational facilities.</p> <p>Council, through the Penrith City Children's Services Cooperative, provides a major early childhood education service, including 17 long day care centres and 5 preschools, supplementing a similar number of private institutions within the Penrith local government area. For more information refer to the Statutory section on page 109.</p>
Increased proportion of residents who are satisfied that they have opportunities to participate in planning for the City's future (PC22)	Stable	<p>This indicator relies on data from the 2013 Customer Survey. As part of the survey respondents were asked to provide their level of agreement with the statement that 'Penrith Council provides opportunities for residents to participate in planning and have a say about the City's future'. This year results are similar to the previous year with 51% of respondents showing high agreement with this statement, with a mean satisfaction score of 6.29 out of 10, compared with 6.35 in 2012. There has been a small improvement since 2011, when the satisfaction score was 6.11.</p> <p>This result is likely to be a reflection of the significant resources that have continued to be dedicated to community engagement, particularly relating to the development of the Community Plan which continued in the reporting period.</p> <p>The Community Plan identifies the main priorities and aspirations of our communities, reflecting what they would like to see happen as the City grows over the next 20 years. To encourage and provide opportunities for Penrith's diverse communities, key partners and stakeholders to express their various needs, Council planned and implemented a comprehensive Engagement Program.</p> <p>This included a range of tailored activities and communication approaches to maximise community input. A key aim was to encourage participation from as many people in the City as possible (residents, visitors, workers) including a variety of age groups, cultural groups, business and community organisations.</p>

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Proportion of residents who are active in community organisations (PC23)	Stable	<p>The 2013 Customer Survey asked residents to indicate their level of agreement with the statement 'I am actively involved in volunteering or community organisations'. 63% of respondents had either high or medium agreement with this statement resulting in a mean agreement score of 4.83 out of 10, a slight increase on the scores of 4.61 and 4.41 recorded in 2012 and 2011 respectively.</p> <p>Council continues to maintain the web based Community Services Directory which lists over 600 community organisations, including sporting and cultural groups that provide services in Penrith. The Community Services Directory is a useful reference and a valuable source of information for local communities.</p>																																																																	
Increased usage of community facilities (PC17)	On Track	<p>There continues to be a slight increase in utilisation of neighbourhood facilities (which includes neighbourhood centres, community centres, youth centres, senior citizen centres and community halls) as shown by the number of bookings. During the 2012-13 a total of 1,366 casual bookings and private functions were held in Council managed neighbourhood facilities with approximately 117,300 guests in attendance. This is in comparison to 1,190 casual bookings and private functions in 2011-12 with 119,966 guests. In addition there were a total of 9,662 regular bookings with 224,370 guests, compared to 9,379 bookings with approximately 238,495 guests.</p> <p>While the number of guests has declined for both casual and regular bookings, we believe this is due more to the use of a more robust method of reporting, rather than an actual decrease in the number of visitors.</p>																																																																	
Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments (EC1)	Stable	<table border="1"> <thead> <tr> <th></th> <th>2009-10</th> <th>2010-11</th> <th>2011-12</th> <th>2012-13</th> </tr> </thead> <tbody> <tr> <td>Revenue (including capital)</td> <td>162,081</td> <td>178,551</td> <td>208,267</td> <td>217,163</td> </tr> <tr> <td>Operating Expenditure</td> <td>167,946</td> <td>183,236</td> <td>187,396</td> <td>171,051</td> </tr> <tr> <td>Net Surplus</td> <td>- 5,865</td> <td>- 4,685</td> <td>20,871</td> <td>46,112</td> </tr> <tr> <td>Operating result before capital</td> <td>- 10,340</td> <td>- 18,020</td> <td>- 7,564</td> <td>841</td> </tr> <tr> <td>Capital Grants and Contributions</td> <td>4,475</td> <td>13,335</td> <td>28,435</td> <td>45,271</td> </tr> <tr> <td>Total Assets</td> <td>1,432,980</td> <td>2,361,955</td> <td>2,617,128</td> <td>2,699,158</td> </tr> <tr> <td>Total Equity at 30 June</td> <td>1,323,126</td> <td>2,250,043</td> <td>2,506,435</td> <td>2,588,749</td> </tr> <tr> <td>Total Borrowings (excluding bank overdraft)</td> <td>69,662</td> <td>67,655</td> <td>68,262</td> <td>66,086</td> </tr> <tr> <td>Cash and Investments</td> <td>58,746</td> <td>62,424</td> <td>71,131</td> <td>69,846</td> </tr> <tr> <td>Unrestricted Current Ratio</td> <td>1.03%</td> <td>1.19:1</td> <td>1.32:1</td> <td>1.19:1</td> </tr> <tr> <td>Rates Outstanding Ratio</td> <td>5.67%</td> <td>5.60%</td> <td>5.73%</td> <td>4.83%</td> </tr> <tr> <td>Debt Service Ratio</td> <td>7.82%</td> <td>7.65%</td> <td>7.40%</td> <td>7.80%</td> </tr> </tbody> </table> <p>All dollar figures are in \$'000 unless otherwise stated.</p> <p>Council's financial position is sound and stable with a surplus of \$46.1 million in 2012-13. Key indicators are in line with expectations. 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.</p>		2009-10	2010-11	2011-12	2012-13	Revenue (including capital)	162,081	178,551	208,267	217,163	Operating Expenditure	167,946	183,236	187,396	171,051	Net Surplus	- 5,865	- 4,685	20,871	46,112	Operating result before capital	- 10,340	- 18,020	- 7,564	841	Capital Grants and Contributions	4,475	13,335	28,435	45,271	Total Assets	1,432,980	2,361,955	2,617,128	2,699,158	Total Equity at 30 June	1,323,126	2,250,043	2,506,435	2,588,749	Total Borrowings (excluding bank overdraft)	69,662	67,655	68,262	66,086	Cash and Investments	58,746	62,424	71,131	69,846	Unrestricted Current Ratio	1.03%	1.19:1	1.32:1	1.19:1	Rates Outstanding Ratio	5.67%	5.60%	5.73%	4.83%	Debt Service Ratio	7.82%	7.65%	7.40%	7.80%
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INDICATOR	STATUS 2012-13	COMMENT
Public policy positions and participation in public policy development and lobbying (SO5)	On Track	<p>This year Council continued to advocate strongly to State and Federal Government, in association with the National Growth Areas Alliance (NGAA) and the Penrith Business Alliance (PBA) to receive funding for services and facilities for the City and its communities.</p> <p>This year saw the continuation of Council's strategic program of lobbying and advocacy to help address long term needs and priorities for the City that are generally outside of Council's direct control.</p>
Increased percentage of population undertaking adequate physical activity (PC16)	Stable	<p>Based on information from the NSW Adult Population Health Survey, which uses self reported methods, in 2011 approximately 53.9% of adults in the state undertook adequate physical activity. This indicator has shown a consistent decline over time for both males and females. The same survey also shows that 51.7% of the NSW population were classified as overweight or obese.</p> <p>Historically, Penrith tends to have higher rates of smoking, being overweight or obese, and lower rates of physical activity than the State average. Unfortunately regional data on these health aspects has not been updated since 2009, however as the proportion of adults that are overweight or obese within NSW continues to increase it is expected that this trend is also likely to apply in Penrith.</p> <p>Results from Council's 2013 Community Survey indicate that only 11% of respondents walk or cycle to work. 50% of respondents participate in a sporting or recreational activity at least once a month, with the predominant activity being either informal passive recreation (77%) or informal, active recreation (74%). 53% of those that participate in a sporting or recreational activity once a month participated in organised sport.</p> <p>Council has supported state-wide health programs throughout 2012-13 and has continued to implement its adopted Health Strategy Action Plan. A number of high priority actions in the Strategy relate to healthy lifestyle including promoting good nutrition, disease prevention, physical activity and health education initiatives. Examples of activities included promoting fresh food and healthy nutrition at community events, smoke free environment initiatives and supporting physical activity initiatives.</p>
Increased number of dwellings that are within accessible distance of services and facilities (PC2)	On Track	<p>The draft Stage 2 Local Environmental Plan implements a centres based planning approach which brings forward residential land use zones and planning controls which support growth and increased densities within the catchment of nominated centres, and near public transport nodes and services.</p> <p>The number of dwellings that are within walking distance of key services and facilities has increased in comparison to previous years. An example of this can be demonstrated by the construction of terrace style housing in North Penrith, with these dwellings contributing to overall housing diversity and improved accessibility and sustainability of communities.</p> <p>Dwelling construction continues to rise in new urban areas including Jordan Springs, Glenmore Park and Caddens, with around 900 dwellings constructed during 2012-13. Services and facilities will be provided by the future town centres in these developments.</p> <p>Council is developing an Urban Strategy that will provide a strategic framework to guide the location of new housing in existing urban areas and increase the level of housing around local centres to take advantage of accessible services and facilities. This document has been on public exhibition in conjunction with the Local Environment Plan in May and June 2013.</p>

INDICATOR	STATUS 2012-13	COMMENT
Decrease in the number of households experiencing housing stress (PC4)	Stable	<p>For this indicator housing stress is defined as per the National Centre for Social and Economic Modelling (NATSEM) model as households in the lowest 40% of incomes who are paying more than 30% of their usual gross weekly income on housing costs.</p> <p>Penrith LGA is classified as a high need area in terms of affordable housing according to the "Local Government Areas by Housing Need" table prepared by the Centre for Affordable Housing in NSW.</p> <p>In 2011, 11.9% of Penrith City's households were experiencing housing stress compared to 11.5% in Greater Sydney. This is a decline from the 2006 Census which indicated that 8,996 households or 15.2% of all households were experiencing housing stress.</p> <p>Some areas of the City experience much higher housing stress than others. The five areas with the highest percentages of households experiencing house stress in 2011 were:</p> <p>Kingswood (18.3%); St Marys (17.7%); Werrington (17.1%); Oxley Park (15.9%); and Penrith (15.1%)</p> <p>In addressing the housing affordability challenge at a local level, Council has entered into an agreement with Housing NSW to deliver long term affordable housing in Penrith City. Throughout the years, Council has successfully negotiated with a number of new urban release area developers who have made financial contributions towards the delivery of affordable housing in Penrith. Council has agreed to allocate its affordable housing contributions to the Centre for Affordable Housing who will help Council deliver long term affordable rental housing in Penrith.</p>
An increased variety of housing types are available (PC14)	On Track	<p>The 2011 Census shows that the variety of housing types within our City continues to increase, with a reduction in separate houses, (from 84.0% down to 80.5%), and an increase in medium (12.0% to 14.8%) and high density housing (3.3% to 4.1%).</p> <p>Council continued to seek opportunities to provide a diverse social mix and maintain housing affordability. Land has been zoned urban within South Werrington Urban Village, Caddens, North Penrith, Glenmore Park Stage 2 and Jordan Springs, increasing urban zoned land in the City and encouraging a more diverse housing mix.</p>

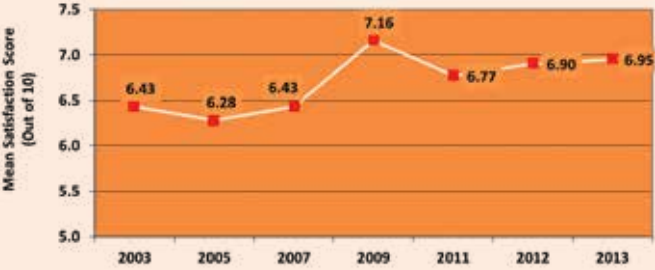
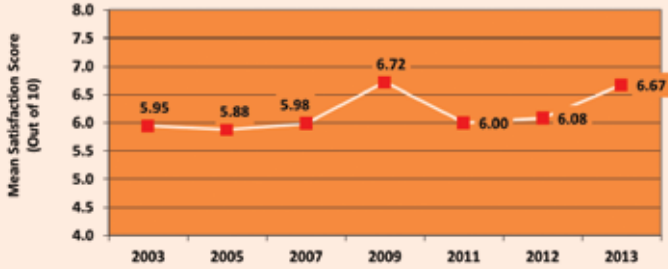




INDICATOR	STATUS 2012-13	COMMENT														
Increased variety of jobs and business opportunities are available (PC3)	Stable	<p>Information provided by the National Institute of Economic and Industrial Resources indicated that there were 71,474 jobs within the local area in 2011-12. This is the most recent data available. Overall, this indicator shows a positive trend over previous years with a growth in the number of local jobs since 2006-07, from 65,579. In 2011-12 the jobs to residents ratio was 0.73, meaning that there were less jobs than the number of employed residents. As a sector, mining had the highest ratio (1.24) while the financial and insurance services sector had the lowest ratio (0.23).</p> <table border="1"> <thead> <tr> <th>YEAR</th> <th>NUMBER OF LOCAL JOBS</th> </tr> </thead> <tbody> <tr> <td>2011-12</td> <td>71,474</td> </tr> <tr> <td>2010-11</td> <td>71,910</td> </tr> <tr> <td>2009-10</td> <td>70,185</td> </tr> <tr> <td>2008-09</td> <td>68,518</td> </tr> <tr> <td>2007-08</td> <td>67,193</td> </tr> <tr> <td>2006-07</td> <td>65,579</td> </tr> </tbody> </table> <p>Council maintains a proactive program, in conjunction with the independent Penrith Business Alliance (PBA), to engage with business and key learning and industry organisations. The PBA was created to foster business growth and development within Penrith City and leads and facilitates projects that will ensure the local economy continues to grow, employs more residents and becomes increasingly competitive.</p>	YEAR	NUMBER OF LOCAL JOBS	2011-12	71,474	2010-11	71,910	2009-10	70,185	2008-09	68,518	2007-08	67,193	2006-07	65,579
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Increase in number of local residents working locally (PC5)	Challenge	<p>Data from the 2011 Census indicates a slight decline in the number of residents working locally. In 2011 there were 87,224 residents in the workforce, with 35.2% or 30,807 people living and working in Penrith. This has dropped slightly from 36.8%, or 30,793 of the workforce working locally in 2006.</p> <p>Council continues to work with our partners to promote Penrith as a competitive choice for business location and expansion. Council's planning policies require new residential development to be balanced by at least equivalent job opportunities. The Penrith Business Alliance (PBA) works to foster business growth within Penrith and ensure that job creation is a key driver for economic development initiatives in the City. The PBA aims to create 40,000 new jobs in the City by 2031.</p>														

INDICATOR	STATUS 2012-13	COMMENT
Increased proportion of residents participating in sporting and recreational activities (PC18)	Stable	<p>The 2013 Community Survey asked respondents whether they 'participate in a sporting and recreational activity at least once a month' with 54% of residents providing a positive response. Of these, 53% participate in organised sport, 77% undertook informal passive recreation and 74% took part in informal active recreation. This question has changed slightly from the question asked in previous years, so results are not able to be directly compared.</p> <p>This survey also indicated that the community places very high importance on Council's provision of parks, playgrounds and reserves (8.79 out of 10) and sporting fields (8.20 out of 10). They also place high importance on the provision of swimming pools and leisure centres (7.63 out of 10). There was high satisfaction with all three types of recreation facilities with mean satisfaction scores of 7.17, 7.29 and 7.09 respectively.</p> <p>During 2012-13 Council hosted 600 casual bookings for special events including celebrations, festivals, carnivals, community events and casual sport. In addition, 22 schools used Council's sports grounds on a weekly basis along with 35,000 organised sports users. Council works with 11 sporting associations with 102 clubs from sports including AFL, archery, athletics, baseball, cricket, grid iron, junior rugby league, netball, oztag, soccer, softball and touch football.</p>
Increased proportion of residents are satisfied with their level of access to services, information and facilities (PC1)	Challenge	<p>The 2013 Community Survey asked residents to provide their level of satisfaction with their level of access to Council services, information and facilities. 58% of respondents gave a high rating and 36% gave a medium rating, resulting in a combined rating of 94% and an overall mean satisfaction score of 6.77. This is a significant decrease compared with previous years, with overall mean scores of 7.25 and 7.12 in 2011-12 and 2010-11 respectively.</p> <p>It is difficult to understand this decrease. The need for services to keep up with population growth was identified as the most important issue for the future during the engagement process undertaken in 2012, and this result was confirmed in the more recent Community Survey. It is possible that these two processes, although identifying a genuine concern in the community, have also raised awareness of service levels as an issue, which has in turn impacted on satisfaction levels. Council's new website went live in May 2013, later than expected, which may have impacted on satisfaction with access to information. We will look at the results for this question as part of the upcoming review of our services and will carefully monitor them in future surveys to see if this trend continues.</p>

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Practices related to customer satisfaction, including results of surveys measuring customer satisfaction (PR5)	On Track	<p>Council's 2013 Customer Survey showed that overall satisfaction with Council's performance is 6.95 out of 10, consistent with previous years - 6.90 in 2012, and 6.77 in 2011. This is significantly higher than all of the NSW brand scores including metropolitan, regional and all of NSW Councils.</p> <p>Overall Satisfaction with Council Performance ~ 2003 to 2013 Comparison Scores</p>  <p>Overall satisfaction with value for rates dollars has shown a significant improvement. 64% of residents gave high agreement and 29% gave medium agreement with the statement, resulting in an overall mean satisfaction score of 6.67. This is significantly higher than 2012 (6.08) and 2011 (6.00).</p> <p>Overall Satisfaction with Value for Rates Dollar ~ 2003 to 2013 Comparison Scores</p>  <p>Overall satisfaction with the performance of Council staff was high with 81% of respondents who had contact with Council staff in the past 12 months giving high satisfaction resulting in a mean score of 7.77. This is a significant increase on previous years, with results of 7.31 in 2012 and 7.18 in 2011.</p>
Increased use of public transport (PC11)	Stable	<p>The 2013 Customer Survey asked residents about their use of public transport on their journey to work or study. 19% indicated they use public transport, compared to 22% in 2012 and 19% in 2011. In addition, 15% of respondents indicated they walk or cycle, slightly higher than in 2012 (10.5%).</p> <p>Census data shows that 10.6% of residents used public transport to travel to work in 2011, a slight increase from 10.2% in 2006. During the same period there has been a decrease in the proportion of residents walking or cycling to work, down from 2.3% in 2006 to 1.9% in 2011.</p>



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DELIVERY PROGRAM AND OPERATIONAL PLAN




The Delivery Program and Operational Plan together set out the key activities, tasks and priorities which Council will undertake throughout the year. The Delivery Program consists of 21 programs which are made up of 47 services, and covers the period from July 2009 to June 2013. This Annual Report details our progress against the fourth year of activities listed in the Delivery Program.


The Delivery Program includes 117 service activities which together address the full range of Council's operations. Programs report on a total of 37 indicators which measure their progress towards specific goals. Additionally, the Delivery Program identifies 42 priorities which address those issues which our partners and community felt were particularly important.

The following pages provide a snapshot of the achievements, challenges and indicators of each of the programs for the year. Budget information for each program is provided in the financial statement on the enclosed CD or online.


Council has 21 programs.

- Children's Services
- Community Information and Events
- Community Facilities
- Community Wellbeing
- Corporate Finance
- Corporate Governance
- Corporate Support
- Corporate Workforce
- Development Applications
- Environmental and Health Management
- Libraries
- Major Infrastructure Projects and Design
- Parks
- Planning and Advocacy
- Public Spaces and Community Safety
- Roads, Footpaths and Buildings
- Sport and Recreation
- Strategic Planning
- Sustainability
- Traffic, Parking and Drainage, and
- Waste Management and Community Protection.

 Green - On target	90 % +	A program, service, service activity, budget, or program indicator is within 10% of targeted performance for that 'year to date' (YTD) period
 Amber - Needs focus	75%-89%	A program, service, service activity, budget, or program indicator is within 15% – 25% of targeted performance. It is at risk of noncompletion, and may be the subject of a proposed carry over or partial revote of works. A comment is required about the issue, the focus required, and what will be done to address it.
 Red - At risk	< 75%	A program, service, service activity, budget, program indicator is more than 25% off its targeted performance. A comment is required about the issue, the focus required, and what will be done to address it.

 Green - 90 % +

 Amber - 75%-89%

 Red - < 75%

CHILDREN'S SERVICES

- DIRECTOR: BARRY HUSKING

PROGRESS SUMMARY (JULY 2012 - JUNE 2013)		STATUS
Program	Children's Services	✓
Service	Children's Services	✓
Priorities	P11 Deliver high quality children's services that are affordable, accessible and viable	✓
Program Budget	Refer to Financial Summary	

ACHIEVEMENTS AND CHALLENGES (JULY 2012 - JUNE 2013)

Achievements	<ul style="list-style-type: none"> Rainbow Cottage Children's Centre in Cambridge Gardens was the first out of school hours service in NSW to receive an Exceeding the National Standard overall rating under the new assessment and rating system for the childcare sector. Key tasks of the marketing plan implemented included: <ul style="list-style-type: none"> establishment of a Children's Services Facebook page, development of synergies with Ripples Leisure Centre with families receiving a loyalty card for discounts at surrounding businesses, and upgrading the foyers in each of the childcare centres to improve communication with families. As a result of the marketing program four services completed the year on target with after school care and vacation care under target Launch of the Imagination Library (a free book delivery program) at North St Marys 10 centres assessed under the new assessment and rating process achieved either 'meets' or 'exceeds' which compared very well to other services across NSW Significant increase in enrolments of Aboriginal children 14 staff members have commenced tertiary study to gain Early Childhood Teacher qualifications Collation of the results of the customer survey which asked parents to rate services in 26 different areas. Overall the results were an improvement on last year but also provided good insight into how services can continue to improve
Challenges	<ul style="list-style-type: none"> The review of government funding for the not for profit childcare sector currently underway could impact significantly on how services are funded and potentially lead to an increase in fees. The Children's Services Board is involved in the review and is monitoring the situation closely in an attempt to minimise any impact Local schools commencing their own after school and vacation care services impacted on utilisation rates in these areas

STRATEGIC PLAN LINKS	COMMUNITY OUTCOMES	STRATEGIC RESPONSES
Objectives	We have access to what we need	7. A City with equitable access to services and facilities
		7.1 Base the provision of services and facilities on principles of social justice and equity

✓ Green - 90 % +	⚠ Amber - 75%-89%	✗ Red - < 75%
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COMMUNITY FACILITIES

- GROUP MANAGER, CITY PRESENTATION: DAVID BURNS

PROGRESS SUMMARY (JULY 2012 - JUNE 2013)		STATUS
Program	Community Facilities	✓
Service	Neighbourhood Facilities Management	✓
	Cemeteries	✓
Priorities	P37 Implement prioritised actions from the review of the Neighbourhood Facility Management Services	✓
Program Budget	Refer to Financial Summary	

ACHIEVEMENTS AND CHALLENGES (JULY 2012 - JUNE 2013)	
Achievements	<ul style="list-style-type: none"> • Delivery of the Erskine Park Hall Kitchen project, funded partly from a grant received from the NSW Community Building Partnership and Councils Asset Renewal program • Local community events held included: <ul style="list-style-type: none"> - Carols in the Park (organised by Berkshire Park, Llandilo and Shanes Park Community Group), - a Christmas Party for children with a disability who attend Nepean Riding for the Disabled • Expression of Interest process for management of all neighbourhood facilities • Restoration works including fencing and an interpretive sign at Sir John Jamison Cemetery. This supported a joint project between the NSW Police Penrith Local Area Command and Council • Restoration of the monument, signage and a service to commemorate Sgt James Beatty at St Stephens Anglican Cemetery • Upgrade or improvements to Cambridge Park Hall, Erskine Park Hall and Community Centre, Colyton Neighbourhood Centre, Andromeda Community Centre, St Mary Seniors centre, Penrith Valley Seniors Centre, Emu Heights Community Centre, Cook Parade Neighbourhood Centre and Cambridge Park Hall. Improvements ranged from new equipment, new storage cupboards, drainage and driveway works and installation of new key systems • Road restoration works at Penrith General Cemetery and interpretative signage program completed at Sir John Jamieson and St Stephens Cemeteries • Plans of Management – Penrith Cemeteries was adopted in February 2013
Challenges	<ul style="list-style-type: none"> • Restoring and replacing fallen headstones in Castlereagh Cemetery presented a challenge to ensure that there was no damage during this process. Council engaged a professional monumental mason to restore the headstones and all work was completed without incident

STRATEGIC PLAN LINKS	COMMUNITY OUTCOMES	STRATEGIC RESPONSES
Objectives	Our public spaces encourage safe and healthy communities	19. A City with active and healthy communities 19.1 Provide community facilities, and recreation and leisure programs, that encourage healthy activity

✓ Green - 90 % +

⚠ Amber - 75%-89%

✗ Red - < 75%

COMMUNITY INFORMATION AND EVENTS

- GENERAL MANAGER: ALAN STONEHAM

PROGRESS SUMMARY (JULY 2012 - JUNE 2013)		STATUS
Program	Community Information and Events	✓
Service	City Partnerships	✓
	Customer Service	✓
	Marketing	✓
	Communications	✓
Priorities	P1 Review and refresh the brand and marketing plan for the City, which build on its strengths, natural environment and identity	✓
	P15 Create a new Council website to improve communication and information on Council Services	✓
Program Budget	Refer to Financial Summary	

ACHIEVEMENTS AND CHALLENGES (JULY 2012 - JUNE 2013)	
Achievements	<ul style="list-style-type: none"> • Korean Flag Raising ceremony to commemorate Korean National Day • 30 fee paying delegations visited Penrith Council to learn more about government operations in Australia • 2012 reciprocal student exchange program between Penrith and Fujieda, Japan completed, 2013 program commenced with 6 students participating • Launch of the new look 'Penrith is Here' visitors guide in December 2012 at the historic Fernhill House • Launch of new investment prospectus in March • Launch of Council's new website, which features simpler language and navigation and makes it consistent with the brand • Processing targets maintained despite several periods of peak demand
Challenges	<ul style="list-style-type: none"> • Securing premises for the Visitor Information Centre once the current arrangements expire in October 2014

STRATEGIC PLAN LINKS	COMMUNITY OUTCOMES	STRATEGIC RESPONSES
Objectives	We demonstrate leadership, foster resilience and tenacity, and encourage innovation	1. A Regional City that provides our jobs, education, services and entertainment 7.1 Base the provision of services and facilities on principles of social justice and equity
	We have a say in our future	10. A Council that involves, informs and responds 10.1 Engage our communities by creating opportunities for participation, listening, providing information and responding
	We play an active role in our communities	23. A City with opportunities to engage, participate and connect 23.1 Enhance community strengths and capacity by supporting collaborative networks and partnerships

✓ Green - 90 % +	⚠ Amber - 75%-89%	✗ Red - < 75%
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COMMUNITY WELLBEING

- GROUP MANAGER, PEOPLE AND PLACES: ROGER NETHERCOTE

PROGRESS SUMMARY (JULY 2012 - JUNE 2013)		STATUS
Program	Community Wellbeing	✓
Service	Community and Cultural Development	✓
	Neighbourhood Renewal	✓
Priorities	P10 Advance planning for a Regional City Community Services Facility in the Penrith City Centre	✓
	P42 Engage in strategic partnerships to facilitate and support the planning and delivery of social infrastructure, programs and services	✓
	P39 Complete the St Marys Corner Community and Cultural Precinct and, together with community partners, commence activation of the precinct	✓
	P38 Engage the community in developing Neighbourhood Action Plans in priority identified established areas of the City	✓
Program Budget	Refer to Financial Summary	

ACHIEVEMENTS AND CHALLENGES (JULY 2012 - JUNE 2013)

Achievements	<ul style="list-style-type: none"> Over 350 people attended the No Boundaries event in September at the Mondo, which contributed to social inclusion and creative engagement of people with disabilities. The event featured large scale digital projection of art work and a series of interactive sound and light installations. This project has been shortlisted as once of three finalists in the category of Excellence in Improving Social participation The Mondo project was commended in the Youth Participation category of the 2013 National Awards for Local Government The Queen Street, St Marys Riches and Textures Project involved photographer John Slaytor, 25 retailers in Queen St. and students from both Caroline Chisholm College and the Nepean TAFE College of Arts and Design and focused on using creativity to promote businesses NAIDOC Week family day in July was well attended by over 4000 participants. The 'Wearing the Crown' project in North St Marys involved young people developing a hip hop track to promote a positive message about their area. This project has now been extended to Werrington with photography workshops A computer and internet centre has been established at the St Marys Senior Citizens Centre with the assistance of NSW Government funding. The centre has opened and already run 3 courses with 36 participants Successful Community Planning sessions were held in Werrington and North St Marys to engage residents in establishing priorities for Neighbourhood Action Plans for their communities
Challenges	<ul style="list-style-type: none"> Federal funding for the Mondo Community Safety and Youth Engagement project ends in late 2014. Council has applied for this funding to be continued but has not yet heard the results of this application

✓ Green - 90 % +

⚠ Amber - 75%-89%

✗ Red - < 75%

STRATEGIC PLAN LINKS		COMMUNITY OUTCOMES	STRATEGIC RESPONSES
Objectives	We have access to what we need	7. A City with equitable access to services and facilities	7.1 Base the provision of services and facilities on principles of social justice and equity
	We have a say in our future	10. A Council that involves, informs and responds	10.1 Engage our communities by creating opportunities for participation, listening, providing information and responding
	We build on our strengths, value our heritage, celebrate our cultural diversity, and foster creativity	20. A City with people and places that are inclusive, foster creativity, and celebrate diversity	20.1 Encourage vibrant places in the City, and creativity, inclusivity and diversity in our communities 20.2 Support cultural initiatives that meet local needs, and attract regional interest
	We play an active role in our communities	23. A City with opportunities to engage, participate and connect	23.1 Enhance community strengths and capacity by supporting collaborative networks and partnerships



✔ Green - 90 % +
 ⚠ Amber - 75%-89%
 ✘ Red - < 75%

CORPORATE FINANCE

- DIRECTOR: BARRY HUSKING; GROUP MANAGER, WORKFORCE AND WORKPLACE: VICKI O'KELLY

PROGRESS SUMMARY (JULY 2012 - JUNE 2013)		STATUS
Program	Corporate Finance	✓
Service	Financial Services	✓
	Operational Planning	✓
	Purchasing & Supply	✓
	Property Development & Management	✓
	Risk Management & Insurance	✓
Priorities	P4 Lobby government for financial assistance to redress the current infrastructure backlog and provide funding to key regional projects	✓
	P5 Pursue alternative funding options to deliver Council services and facilities, including consideration of a Special Rate Variation, following community consultation and engagement	✓
Program Budget	Refer to Financial Summary	

ACHIEVEMENTS AND CHALLENGES (JULY 2012 - JUNE 2013)	
Achievements	<ul style="list-style-type: none"> Total grant funding received for the year was approximately \$22.9 million, including Federal funding of \$11 million and State funding of \$11.9 million Council's Digital Local Government Program application has been approved. The finalisation of the WRSOC Asphalt tender has provided cost certainty for a significant area of Council expenditure (\$8m pa) Budget returned to surplus despite a significant reduction in the Federal Assistance Grant and other negative budget variations in the September and December quarters Upgrade of the Property and Rating system completed Executive Dashboard completed and live The MyIdea project generated 87 ideas for productivity improvements from staff which have generated both funding savings or productivity increase The Corporate Leadership Team have adopted a series of corporate risks with identified risk management strategies New supply guidelines have been implemented to improve the efficiency and transparency of this process
Challenges	<ul style="list-style-type: none"> Continuing to maintain financial sustainability amid growing expectations is an ongoing challenge Development and implementation of a framework to identify service levels and organisational priorities that can inform the resource allocation process

✓ Green - 90 % +

⚠ Amber - 75%-89%

✗ Red - < 75%

STRATEGIC PLAN LINKS		COMMUNITY OUTCOMES	STRATEGIC RESPONSES
Objectives	We demonstrate accountability, transparency and ethical conduct	4. A Council that manages its finances, services and assets effectively	4.1 Deliver service for the City and its communities, and maintain our long term financial sustainability
		5. A Council that behaves responsibly and ethically	5.1 Champion accountability and transparency, and responsible and ethical behaviour
			5.2 Base our decisions on research, evidence, and our responsibility to anticipate harm before it occurs
	We have access to what we want	7. A City with equitable access to services and facilities	7.1 Base the provision of services and facilities on principles of social justice and equity



✔ Green - 90 % +
 ⚠ Amber - 75%-89%
 ✘ Red - < 75%

CORPORATE GOVERNANCE

- GROUP MANAGER, LEGAL & GOVERNANCE: STEPHEN BRITTEN

PROGRESS SUMMARY (JULY 2012 - JUNE 2013)		STATUS
Program	Corporate Governance	✓
Service	Corporate Governance	✓
	Council & Executive Support	✓
	Legal Services	✓
Program Budget	Refer to Financial Summary	

ACHIEVEMENTS AND CHALLENGES (JULY 2012 - JUNE 2013)	
Achievements	<ul style="list-style-type: none"> • Council managed a successful local government election in September 2012 that complied with the legislative procedures required within the Local Government Act and Regulations • Following the elections a comprehensive induction process was conducted for new and returning Councillors, to assist them in preparing for the duties and obligations of their term in office • Prepared submissions on two papers on local government reforms – Future Directions for Local Government (prepared by the Independent Local Government Review Panel) and A New Local Government Act for NSW (prepared by the Local Government Act Review Taskforce) • Input into Council's submission on the White Paper on a new planning system for NSW • Business paper system upgraded to reflect the 2013-17 Delivery Program (to be implemented on 1 July 2013)
Challenges	<ul style="list-style-type: none"> • Preparation of submissions on complex papers on local government reform placed pressure on all services to meet other demands from across the organisation • An increase in the need for legal advice combined with the need to prepare submissions impacted on timely responses in some cases

STRATEGIC PLAN LINKS		COMMUNITY OUTCOMES	STRATEGIC RESPONSES
Objectives	We demonstrate accountability, transparency and ethical conduct	5. A Council that behaves responsibly and ethically	5.1 Champion accountability and transparency, and responsible and ethical behaviour
			5.2 Base our decisions on research, evidence, and our responsibility to anticipate harm before it occurs

✓ Green - 90 % +

⚠ Amber - 75%-89%

✗ Red - < 75%


CORPORATE SUPPORT

- GROUP MANAGER, LEGAL & GOVERNANCE: STEPHEN BRITTEN

PROGRESS SUMMARY (JULY 2012 - JUNE 2013)		STATUS
Program	Corporate Support	✓
Service	Information Technology	✓
	Mapping Information / GIS	✓
	Records Management	✓
Program Budget	Refer to Financial Summary	

ACHIEVEMENTS AND CHALLENGES (JULY 2012 - JUNE 2013)	
Achievements	<ul style="list-style-type: none"> Contemporary computer 3D model of the Penrith and St Marys Central Business Districts completed Notebooks and server rolled out to St Marys Senior Citizens Centre for computer training programs Implementation of mobile technology for the Digital Hubs program in Penrith Library Substantial work completed on the mapping for the Citywide LEP Councils Electronic Document Management System was upgraded, which combined with new high speed scanning equipment and intuitive software will significantly improve the efficiency of this system
Challenges	<ul style="list-style-type: none"> To develop a standard method of assessing a range of Council systems across a diverse range of services on a continual basis Developing registration processes which enable staff within existing resources to deal with the increase in the number of documents being sent electronically

STRATEGIC PLAN LINKS	COMMUNITY OUTCOMES	STRATEGIC RESPONSES
Objectives	We demonstrate accountability, transparency and ethical conduct	5. A Council that behaves responsibly and ethically
		5.1 Champion accountability and transparency, and responsible and ethical behaviour 5.2 Base our decisions on research, evidence, and our responsibility to anticipate harm before it occurs

 Green - 90 % +	 Amber - 75%-89%	 Red - < 75%
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CORPORATE WORKFORCE

- GROUP MANAGER, WORKFORCE & WORKPLACE: VICKI O'KELLY

PROGRESS SUMMARY (JULY 2012 - JUNE 2013)		STATUS
Program	Corporate Workforce	✓
Service	Workforce & Workplace	✓
Program Budget	Refer to Financial Summary	

ACHIEVEMENTS AND CHALLENGES (JULY 2012 - JUNE 2013)

Achievements	<ul style="list-style-type: none"> Created 3 additional traineeships for people of Aboriginal or Torres Strait Islander background to work in Children's Centres that have a designated number of Aboriginal children enrolled Field Operator traineeship program commenced in October 2012 with 13 people undertaking Certificate III qualifications in either Civil Construction or Horticulture Work Health and Safety team delivered best practice safety systems for working at heights within the depot workshop, including specialised training, personal protective equipment and height access equipment Appointment of 65 trainees in a variety of Council services including Child Care, Business Administration, Information Technology, Horticulture and Civil Construction Only 52 workers compensation claims lodged through the reporting period, which is a 25 year low for the organisation Facilitating approximately 175 work experience programs for students in secondary and tertiary education Hosted 6 Business Services students through Nova Employment and 1 through the Australian Foundation for Disability Introduction of a Family and Domestic Violence Leave policy Introduction of a Civil Emergency Services Leave policy which provides staff who are members of a recognised emergency management body with 3 days paid leave to attend to civil emergency response activities A parental leave morning tea was held to provide staff with an opportunity to keep in touch with changes in their team or department whilst they have been on parental leave and enable them to discuss return to work options such as flexible working arrangements, utilisation of Council's child care facilities and salary sacrificing options The initial implementation of an electronic time and attendance system to replace paper based rostering and time sheets. This continues to be trialled at certain Council's Child Care Centres with a view to further roll out across all of Council
Challenges	<ul style="list-style-type: none"> No significant challenges in this reporting period

STRATEGIC PLAN LINKS	COMMUNITY OUTCOMES	STRATEGIC RESPONSES
Objectives	We demonstrate accountability, transparency and ethical conduct	4. A Council that manages its finances, services and assets effectively
		4.1 Deliver services for the City and its communities, and maintain our long term financial sustainability
		5. A Council that behaves responsibly and ethically
		5.1 Champion accountability and transparency, and responsible and ethical behaviour
		5.2 Base our decisions on research, evidence, and our responsibility to anticipate harm before it occurs

✓ Green - 90 % +

⚠ Amber - 75%-89%

✗ Red - < 75%

DEVELOPMENT APPLICATIONS

- GROUP MANAGER, CITY INFRASTRUCTURE: WAYNE MITCHELL

PROGRESS SUMMARY (JULY 2012 - JUNE 2013)		STATUS
Program	Development Applications	✓
Service	Development Applications	✓
	Building Approvals & Certificates	✓
Priorities	P41 Incorporate procedures into the development application process that provides advice on design excellence and promotes quality design	✓
Program Budget	Refer to Financial Summary	

ACHIEVEMENTS AND CHALLENGES (JULY 2012 - JUNE 2013)	
Achievements	<ul style="list-style-type: none"> • Council determined a total of 385 Construction Certificates; 21 complying development certificates and completed 2658 critical stage inspections • \$580 million of applications were determined, including the NRL Academy at Panthers, Tough Mudder event, UWS Library and the Linfox Building at Erskine Park • Providing a service level guarantee to residential home builders in the release areas has seen a growth in dwelling house development applications of 28% and improved processing times to match the growth • Development of the 'ASSESS' component of the Service's eDA project which introduces efficiencies to the DA process • Council participated in the Department of Planning and Infrastructure (DoPI) Pilot Programme to facilitate an online tool for delivery of the NSW Exempt and Complying Development State Environmental Planning Policy • Co-ordination, drafting and reporting the submission to the State Government's green and white papers on the review of the existing planning system. • The 2012 – 2013 Heritage Assistance Fund programme has provided grants to six (6) owners of heritage buildings within the Local Government Area • A review of the DA process has been undertaken and is nearing completion which examines the alignment to the Council Brand and the operation of the Service
Challenges	<ul style="list-style-type: none"> • The broadening of Exempt and Complying development provisions together with the growth of private certification continues to erode Council's role in this contestable service area. A review of this service is currently being undertaken to consider the role and level of involvement that Council may continue to play in the future • System improvements to enable the use of electronic information transfer to improve customer service and efficiency • The growth in residential dwelling uptake in the release areas will introduce added demand for resourcing and an expectation that service levels will not be impacted • Implementing the recommendations of the DA Service Review • Managing the complex DA system, having a solution focused approach and managing competing expectations

✓ Green - 90 % +	⦿ Amber - 75%-89%	✗ Red - < 75%
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DEVELOPMENT APPLICATIONS

- GROUP MANAGER, CITY INFRASTRUCTURE: WAYNE MITCHELL

STRATEGIC PLAN LINKS		COMMUNITY OUTCOMES	STRATEGIC RESPONSES
Objectives	We have access to what we need	6. A City with a strong local economy and access to jobs	6.1 Facilitate a diverse economy, sustainable businesses and secure employment base
		8. A City with lifestyle and housing choice in our neighbourhoods	8.1 Encourage housing that provides choice, achieves design excellence, and meets community needs
	We build on our strengths, value our heritage, celebrate our cultural diversity, and foster creativity	22. A City with design excellence that respects our local identity	22.1 Promote good design, sustainable buildings, and development that enhances our City



Green - 90 % +	Amber - 75%-89%	Red - < 75%
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ENVIRONMENTAL AND HEALTH MANAGEMENT

- GROUP MANAGER, CITY INFRASTRUCTURE: WAYNE MITCHELL

PROGRESS SUMMARY (JULY 2012 - JUNE 2013)		STATUS
Program	Environmental and Health Management	✓
Service	Environmental Health	✓
Priorities	P40 Finalise and implement the Penrith Health Strategy to assist in achieving long term health benefits for the City's communities	✓
	P17 Lobby for funding to improve catchment and biodiversity health	✓
	P22 Research and promote viable rural activities and new agri-business	✓
	P23 Support local food production and sustainable agriculture	✓
Program Budget	Refer to Financial Summary	

ACHIEVEMENTS AND CHALLENGES (JULY 2012 - JUNE 2013)	
Achievements	<ul style="list-style-type: none"> A variety of Educational programs were undertaken including: <ul style="list-style-type: none"> Healthy lunch box presentations delivered at 4 schools reaching over 200 families Penrith Enviro Adventure engaged 6 schools and 336 students A Regional Catchment Field Day funded by WSROCs Water in the Landscape Program, co hosted in partnership with Blacktown Council. The event was attended by 180 Western Sydney students The Stormwater Education Program and Catchment Tours engaged over 1075 students from 15 schools Mobile nursery visits were also held for schools in the Werrington Creek Catchment educating 480 students on the importance of the Cumberland Plain The Werrington Creek project, which received over \$275,000 funding through the NSW Environmental Trust, was finalised in February 2013, including a community tree planting event which resulted in the planting of over 200 native trees and shrubs Over 1000 retail food premise inspections including inspection of temporary food vendors at most major events were completed as part of Council's food safety program Successfully secured a \$50,000 grant from the Hawkesbury-Nepean Catchment Management Authority for environmental management works in the Werrington Creek riparian corridor Studies to identify stormwater improvement opportunities have been completed for Upper Penrith Lakes catchment area Successfully received a grant from Heart Foundation to encourage and facilitate new walking groups in the City Assisted with the Children Services Meals Project teaching children to cook and then share with their families A research project to assess the feasibility of an agribusinesses precinct and ways Council can promote sustainable agriculture was completed
Challenges	<ul style="list-style-type: none"> No significant challenges during this reporting period

✓ Green - 90 % +	⚠ Amber - 75%-89%	✗ Red - < 75%
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ENVIRONMENTAL AND HEALTH MANAGEMENT

- GROUP MANAGER, CITY INFRASTRUCTURE: WAYNE MITCHELL

STRATEGIC PLAN LINKS		COMMUNITY OUTCOMES	STRATEGIC RESPONSES
Objectives	Our natural habitats are healthy	11. A City with healthy waterways and protected natural areas	11.1 Work with others to protect and conserve the River, waterways and catchments, and natural environments
	We encourage sustainable production and technologies	14. A City with viable agriculture and rural activities that provides fresh local food	14.1 Protect the landscape values and productive capacity of the City's rural lands
	We build on our strengths, value our heritage, celebrate our cultural diversity, and foster creativity	21. A City that promotes health and wellbeing	21.1 Encourage the wellbeing of our communities



✔ Green - 90 % +
 🟡 Amber - 75%-89%
 🔴 Red - < 75%

INTRODUCTION

GOVERNANCE

OUR PEOPLE

OUR ENVIRONMENT

OUR PERFORMANCE

STATUTORY

FINANCIALS

LIBRARIES

- GROUP MANAGER, LEADERSHIP: RUTH GOLDSMITH

PROGRESS SUMMARY (JULY 2012 - JUNE 2013)		STATUS
Program	Libraries	
Service	Libraries	
Priorities	P12 Implement the preferred Library service delivery model	
Program Budget	Refer to Financial Summary	

ACHIEVEMENTS AND CHALLENGES (JULY 2012 - JUNE 2013)	
Achievements	<ul style="list-style-type: none"> A total of 226 students attended HSC lectures which covered different aspects of HSC English, mathematics, stress management and information about the calculation of Australian Tertiary Admission Rank (ATAR). Successfully partnered with Nepean Community College to attract federal grant funding of \$360,000 from the Department of Broadband, Communications and the Digital Economy to set up a digital hub at Penrith Central Library for the next 2 years The Digital Hub Program was officially opened by the Prime Minister, Julia Gillard and Senator Conroy (Minister for Broadband, Communications and the Digital Economy) on 7 March 2013 Sylvia Nasar (author of 'A Beautiful Mind') and William McInnes (author of 'The Laughing Clowns') spoke at Penrith Library as part of the Sydney Writers Festival The 12th annual 'Makings of the City' history conference was held in March with over 200 delegates
Challenges	<ul style="list-style-type: none"> No significant challenges during this reporting period <p>Note: Overall statistics from all public libraries over the past four years indicates a decline in loans for physical library items by 2.7%. The impact of changes in publishing and information delivery, together with the uptake of eResources will continue to have an impact on library configuration and usage. On the positive side, library visitor numbers have increased over the last 12 months and usage levels of the online 'Overdrive' service has more than doubled over 2012-13 and continues to grow.</p>

STRATEGIC PLAN LINKS		COMMUNITY OUTCOMES	STRATEGIC RESPONSES
Objectives	We have access to what we need	7. A City with equitable access to services and facilities	7.1 Base the provision of services and facilities on principles of social justice and equity

Green - 90 % +	Amber - 75%-89%	Red - < 75%
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MAJOR INFRASTRUCTURE PROJECTS AND DESIGN

- GROUP MANAGER, CITY INFRASTRUCTURE: WAYNE MITCHELL

PROGRESS SUMMARY (JULY 2012 - JUNE 2013)		STATUS
Program	Major Infrastructure Projects and Design	✓
Service	Design & Project Management	✓
Priorities	P27 Build a decked commuter carpark at Penrith Station	✓
	P28 Investigate a new decked carpark in the Penrith City Centre	✓
Program Budget	Refer to Financial Summary	

ACHIEVEMENTS AND CHALLENGES (JULY 2012 - JUNE 2013)	
Achievements	<ul style="list-style-type: none"> • Memory Park project completed • North Penrith Commuter Car Park complete • Ripples Refurbishment including roof replacement, pool and concourse refurbishment completed, with the pool reopening in November in time for summer • Completion of the \$6.6 million Erskine Park and Mamre Road intersection upgrade • Delivery of 4 amenities projects at Nepean River • Extensive public and stakeholder consultation for all Masterplan projects: Our River; St Marys Town Centre will be ready for exhibition early 2013-14 and the Penrith City Centre Masterplan is complete • Contracting of the Great River Walk Stage 7a and Coachman's Park project has resulted in efficient delivery and value • Contracting of the Surveyors Creek pedestrian bridge underway • Roads and Maritime Services Shared path designs have progressed and sections agreed in principle by Railcorp for Kingswood, and next for Jane Street, Penrith
Challenges	<ul style="list-style-type: none"> • Attaining funding to progress the masterplan for the Nepean River Precinct • A Penrith City Centre Stormwater strategy is required to parallel other projects to upgrade the High Street precinct. An appropriate and feasible stormwater standard needs to be developed and endorsed by Council as part of this project. This standard will then underpin the detailed design of future stormwater drainage upgrades that will mitigate excessive overland flows. Steps have been taken to speed up this work to ensure its completion in line with project timelines. • The Great River Walk Stage 7a is currently out to tender. A process of selecting a contractor through the Local Government Procurement list was unsuccessful. Works are expected to commence in the third quarter and will be close to completion by the end of the year. Kerb gutter and drainage works were built in advance last year.

STRATEGIC PLAN LINKS	COMMUNITY OUTCOMES	STRATEGIC RESPONSES
Objectives	Our physical infrastructure is adaptable, and responds to changing needs	16. A City with an integrated local road and pathways network
		16.2 Implement effective traffic and parking responses
		17. A City with infrastructure that responds to community needs
		17.1 Provide well-maintained community buildings

✓ Green - 90 % +	⚠ Amber - 75%-89%	✗ Red - < 75%
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PARKS

- GROUP MANAGER, CITY PRESENTATION: DAVID BURNS

PROGRESS SUMMARY (JULY 2012 - JUNE 2013)		STATUS
Program	Parks	✓
Service	Bushland Management	✓
	City Parks	✓
Priorities	P18 Encourage community involvement in bushland management	✓
	P36 Implement the ten-year Parks Asset Renewal Program	✓
Program Budget	Refer to Financial Summary	

ACHIEVEMENTS AND CHALLENGES (JULY 2012 - JUNE 2013)

Achievements	<ul style="list-style-type: none"> • Reconstruction of 6 new playing fields including Blue Hills Oval, Parker St Reserve and Shephard Street, Colyton. The new recycled organic growing medium results in reduced water demand, and better field sustainability, resulting in the fields being able to accommodate increased use • Fencing replacement at Emu Park, Leonay Oval, Saunders Park and the Kingsway • New Playgrounds at Park Lawn Place, North St Marys; Warburton Cres, Werrington County; Bennett Park Bike Track, St Marys; Kevin Maley Park, Colyton; Damien and Joanna Reserve, South Penrith; and Shakespeare Drive, St Clair • Upgrade of synthetic cricket wicket surfaces across the City • Enhanced rural roadside mowing program undertaken during the winter months based on advice provided by the Rural Fire Service • Utilisation of sandstone blocks as a new type of seating / fencing in the City • New plant has enabled passive reserves to be mowed more regularly • National Tree Day and Trees for Mums supported with around 100 people attending • Over the past 12 months over 50,000 square metres of invasive weed species were removed, and over 5000 indigenous plants planted • Noxious and invasive weeds targeted were Bridal Creeper, Privet, Wandering Jew and African Love Grass
Challenges	<ul style="list-style-type: none"> • Future resourcing of new release areas e.g. Jordan Springs / North Penrith • Reduced rainfall in second quarter coupled with above average temperatures resulted in significant irrigation demand on active open space areas in order to maintain assets that meet community expectations. • Asbestos was found at Bennet Park which delayed the project and required remediation and management of site by specialist contractors. • Revised Erskine Park High school oval construction project has been costed at \$240,000. Budget available is \$100,000. The School has been presented with a revised scope of works to fit the available funding. Council is waiting for a response from the school. • Attraction of new volunteers for bushland management continues to be a challenge • Limited pool of grant funding for bushcare projects • Ongoing impact of litter on productivity • Sporting fields are being used more, which in turn requires additional maintenance to maintain an appropriate standard

✓ Green - 90 % +	⚠ Amber - 75%-89%	✗ Red - < 75%
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PARKS

- GROUP MANAGER, CITY PRESENTATION: DAVID BURNS

STRATEGIC PLAN LINKS		COMMUNITY OUTCOMES	STRATEGIC RESPONSES
Objectives	Our natural habitats are healthy	11. A City with healthy waterways and protected natural areas	11.2 Protect and conserve the natural areas under Council's responsibility
	Our public spaces encourage safe and healthy communities	18. A City with safe, inviting parks and public spaces	18.1 Provide safe, well-maintained public spaces and parks



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⚠ Amber - 75%-89%

✗ Red - < 75%

PLANNING AND ADVOCACY

- GROUP MANAGER, PEOPLE AND PLACES: ROGER NETHERCOTE

PROGRESS SUMMARY (JULY 2012 - JUNE 2013)		STATUS
Program	Planning and Advocacy	✓
Service	Regional Planning and Advocacy	✓
	City Planning	✓
Priorities	P3 Gazette Penrith Local Environmental Plan 2012 and adopt Penrith Development Control Plan 2012	✓
	P7 Support the Penrith Business Alliance to encourage investment and job creation, including opportunities for business hubs and sustainable businesses to locate and grow in Penrith	✓
	P8 Finalise the Public Domain Plans for Penrith City Centre and St Marys Town Centre	✓
	P9 Implement public domain improvements in Dunheved Business Park to help attract investment and new businesses	✓
	P13 Complete the Urban Study and Urban Strategy, to provide a diversity of housing, including retirement lifestyle opportunities	✓
	P14 Develop and implement a program of advocacy that targets the delivery of key infrastructure and regional employment growth	✓
	P21 Confirm, with the State Government, the City's agreed urban and rural boundaries, and reflect those boundaries in Penrith Local Environmental Plan 2012	✓
	P24 Lobby for improved train services, including quadruplicating the Western Rail line, separate freight rail lines, and improved bus / rail interchanges	✓
	P25 Lobby for improved bus services, including more and prioritised buses and shuttle services in the City's Centres	✓
	P26 Lobby for better local and regional road connections, including the Jane Street extension, Erskine Park Arterial (Lenore Drive), Werrington Arterial, and links to the Growth Centres	✓
P31 Investigate options for a new shared pathway across Victoria Bridge	✓	
Program Budget	Refer to Financial Summary.	

ACHIEVEMENTS AND CHALLENGES (JULY 2012 - JUNE 2013)	
Achievements	<ul style="list-style-type: none"> • Successful application for funding (\$13.5 M) for the construction of Werrington Park Corporate Centre under the Federal Government Suburban Jobs Program, in partnership with the University of Western Sydney and the Penrith Business Alliance • Planning for the delivery of Stage 1 of the Werrington Arterial has commenced in conjunction with the Roads and Maritime Services • Establishment of a governance board and specific consultation working groups and appointment a probity advisor to underpin the next phase of the Penrith Progression • Successful participation in the refinement and implementation of the Tech One Property system with minimal impact on turnover times for S.149 certificates.

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- GROUP MANAGER, PEOPLE AND PLACES: ROGER NETHERCOTE

ACHIEVEMENTS AND CHALLENGES (JULY 2012 - JUNE 2013)

Achievements
(continued)


- Finalisation of the planning work for the redevelopment of the Panthers site, including finalising exhibition of the Development Control Plan
- Commencement of the exhibition of the Planning Proposal for the city wide LEP (Stage 2)
- Urban design input into St Marys Village Shopping Centre, Station St Plaza and several development proposals in Kingswood
- Preparation of submission on the draft Metropolitan Strategy and the White Paper for the new planning system for NSW
- Securing federal funding for projects in the Penrith Health and Education Precinct
- Successfully advocated for the commencement of master planning for the expanded Western Sydney Employment Area
- Significant public works across the city including footpaths, local open space, district open space and public amenities funded through section 94 contributions


Place Management


- Commencement of new board arrangements for the Penrith CBD Corporation and the St Marys Town Centre Corporation which will drive change and support investment in the centres. Completion of Triennial Business Plans for consideration of the new boards.
- An extensive survey of businesses in north and south Dunheved Business Park has been undertaken. This has resulted in greater understanding of the issues faced by businesses in this area and will inform the development of the Infrastructure Strategy

Challenges

- The nature and intensity of project work during the reporting period has delayed the refinement and roll out of an integrated advocacy program
- Resource requirements of the Citywide LEP have impacted on the progression of other projects
- The review of the NSW Planning system has the potential to significantly impact on Councils ability to fund local facilities and services
- Recoding of property information required to support the Citywide LEP may place pressure on the delivery of section 149 certificates
- More work is needed to stimulate investment in Dunheved Business Park to improve the appearance and attractiveness of this key employment area

 Green - 90 % +


 Amber - 75%-89%

 Red - < 75%

PLANNING AND ADVOCACY

- GROUP MANAGER, PEOPLE AND PLACES: ROGER NETHERCOTE

STRATEGIC PLAN LINKS		COMMUNITY OUTCOMES	STRATEGIC RESPONSES
Objectives	We demonstrate leadership, foster resilience and tenacity, and encourage innovation	1. A Regional City that provides our jobs, education, services and entertainment	1.1 Demonstrate our leadership, and encourage innovation
			1.2 Share aspirations and work together to grow Penrith as a Regional City
	We plan responsibly for now and the future	3. A Council that plans responsibly for a sustainable future	3.1 Build our City's future on the principles of sustainability
	We have access to what we need	6. A City with a strong local economy and access to jobs	6.1 Facilitate a diverse economy, sustainable businesses and secure employment base
		8. A City with lifestyle and housing choice in our neighbourhoods	8.1 Encourage housing that provides choice, achieves design excellence, and meets community needs
	We have a say in our future	9. A Council that speaks out for Penrith and our region	9.1 Advocate for the employment, transport, and infrastructure to ensure the region is sustainable
	We encourage sustainable production and technologies	14. A City with viable agriculture and rural activities that provides fresh local food	14.1 Protect the landscape values and productive capacity of the City's rural lands
Our physical infrastructure is adaptable, and responds to changing needs		15. A City with interconnected, safe public transport	15.1 Lobby State and Federal Government to ensure the City has an effective public transport network
		16. A City with an integrated local road and pathways network	16.1 Provide a safe, efficient local road network
			16.3 Improve the City's footpath and cycleway network

 Green - 90 % +	 Amber - 75%-89%	 Red - < 75%
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PUBLIC SPACES AND COMMUNITY SAFETY

- GROUP MANAGER, CITY PRESENTATION: DAVID BURNS

PROGRESS SUMMARY (JULY 2012 - JUNE 2013)		STATUS
Program	Public Spaces and Community Safety	✓
Service	Community Safety	✓
	Public Domain Maintenance	✓
Priorities	P34 Provide enhanced level of service to high profile areas, and address the emerging issue of litter, in the City	✓
	P35 Implement the ten-year Public Amenity Replacement Program	✓
Program Budget	Refer to Financial Summary	

ACHIEVEMENTS AND CHALLENGES (JULY 2012 - JUNE 2013)	
Achievements	<ul style="list-style-type: none"> Over 500 local residents and businesses participated in the online Community Safety Survey Over 100 staff and members of the public attended the White Ribbon Day BBQ and took the collective White Ribbon Day Oath and signed a banner as a commitment to speak out against violence against women All reported graffiti from Council buildings and private property accessible from the public space is removed within 3 business days; offensive graffiti removed within 24 hours Tender for the construction of upgraded facilities at Tench Reserve (Penrith), Factory Road (Regentville), & Regatta Park West (Emu Plains) was awarded in December 2012. Facility at Tench Reserve completed, facilities at Regentville and Emu Plains due to be completed in August 2013 High profile precincts including the Glenmore Park Child & Family precinct and the St Marys Community & Cultural precinct continue to be a focus, with daily cleaning and new fencing installed at Glenmore Park and new seating and bins installed at St Marys Litter Management Strategy completed and adopted by Council in May. Initial actions are already underway Over 22 tonnes of small litter and 168 tonnes of bulky litter were collected from across the City Improved service schedules for the cleaning of 21 local shopping centres
Challenges	<ul style="list-style-type: none"> Additional public spaces requiring cleaning and maintenance as new release areas are developed (Jordan Springs, North Penrith, Caddens, Mulgoa Rise)

STRATEGIC PLAN LINKS	COMMUNITY OUTCOMES	STRATEGIC RESPONSES
Objectives	Our public spaces encourage safe and healthy communities	18. A City with safe, inviting parks and public spaces 18.1 Provide well-maintained community buildings

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ROADS, FOOTPATHS AND BUILDINGS

- GROUP MANAGER, CITY PRESENTATION: DAVID BURNS

PROGRESS SUMMARY (JULY 2012 - JUNE 2013)		STATUS
Program	Roads, Footpaths and Buildings	✓
Service	Building Maintenance & Construction	✓
	Civil Construction & Maintenance	✓
	Fleet & Plant Maintenance	✓
Priorities	P32 Implement the ten-year Building Asset Renewal Program	✓
	P30 Implement Council's Shared Path and Cycleway Network	✓
Program Budget	Refer to Financial Summary	

ACHIEVEMENTS AND CHALLENGES (JULY 2012 - JUNE 2013)

Achievements	<ul style="list-style-type: none"> • 265,000 sqm of road pavement has been resealed, a further 120,000 sqm rejuvenated and 28,000 sqm reconstructed. Sections of the following roads were reconstructed: <ul style="list-style-type: none"> - Banks Drive, St Clair; Derby Street, Penrith; Dunheved Road, Werrington; - Old Bathurst Road, Emu Plains; Caddens Road, Orchard Hills - Bakers Lane, Kemps Creek; Chain of Ponds Road, Mulgoa - The Driftway, Londonderry; Andromeda Drive, Cranebrook; Ikin Street, Jamisontown - York Road, South Penrith; Francis Street, Cambridge Park • 8.1km of shared pathway has been constructed including 4.1km along Mulgoa Road, Great Western Highway and Jamison Road; 320m of path paving was reconstructed under the Special Rate Variation Pathway Program • \$2.7M invested in building Council's shared path network. This has achieved significant progress in the staged delivery of a key link between St Marys and Penrith along the Great Western Highway • A total of 1.8km of concrete path has been constructed across the city, including Emu Plains, Werrington Downs, Jamisontown and St Marys • Raised thresholds at two pedestrian crossings in Queen Street, St Marys have been installed as part of the Federal Black Spot program • The building asset renewal program has now been developed using Councils new asset management system (Technology One Works and Assets) • A total of 11.3km of roadway and 18.3km of piped drainage, including 1,120 drainage pits was dedicated to Council as part of the development of new release areas • Solar panels installed at Surveyors Creek, Wattle Glen, Carita, Kindana, Erskine Park and Gumbirra Child Care Centres and Claremont Meadows Community Centre • Energy efficient air conditioning installed at Queen Street Council office and Library • LED lighting has been trialled and is currently being installed in facilities across the City when they are due for replacement • Upgrade of kitchen at Erskine Park Hall and canteen at Parker Street Oval completed • Annual night audit of road network completed
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 Green - 90 % +	 Amber - 75%-89%	 Red - < 75%
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ROADS, FOOTPATHS AND BUILDINGS

- GROUP MANAGER, CITY PRESENTATION: DAVID BURNS

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ACHIEVEMENTS AND CHALLENGES (JULY 2012 - JUNE 2013)

Achievements (continued)

- 367 tonnes of waste removed from the stormwater drainage system
- Productivity improvements resulting from plant equipment upgrades including installation of a new hoist in the workshop and purchase of a street sweeper, pressure cleaner, hydraulic rock hammer, 2 Toro 5910 mowers, 2 bobcats, 1 backhoe, 1 zero turn mower and an animal service vehicle

Challenges

- Resourcing the anticipated footpath reconstructions that will be required as part of the NBN rollout that commenced in late 2012 may present a challenge
- Awaiting approvals for the relocation of services from other authorities (e.g. Sydney Water / Endeavour Energy) impacts on the delivery timeframes for capital works
- Delivery of a new customised suction eductor truck ordered in February 2013 has been delayed until September 2013 due to production issues

STRATEGIC PLAN LINKS		COMMUNITY OUTCOMES	STRATEGIC RESPONSES
Objectives	Our physical infrastructure is adaptable, and responds to changing needs	16. A City with an integrated local road and pathways network	16. Provide a safe, efficient local road network
			16.2 Improve the City's footpath and cycleway network
		17. A City with infrastructure that responds to community needs	17.1 Provide well-maintained community buildings



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SPORT AND RECREATION

- GROUP MANAGER, CITY PRESENTATION: DAVID BURNS

PROGRESS SUMMARY (JULY 2012 - JUNE 2013)		STATUS
Program	Sport and Recreation	
Service	Recreation & Leisure Facilities Management	
Program Budget	Refer to Financial Summary	

ACHIEVEMENTS AND CHALLENGES (JULY 2012 - JUNE 2013)

Achievements	<ul style="list-style-type: none"> • Completion of the Tennis Development Plan and progressing site investigations to identify a location for a Regional Tennis Facility • Penrith Stadium Precinct site analysis completed in response to NSW Stadia Strategy. • Support for, and submission of Community Building Partnership Program and Participation and Facility Program grant applications realised \$267,000. • New point of sale/ management information systems installed at Penrith Swimming Centre and Ripples, which improve customer service, operational efficiencies and financial performance. • Income from Penrith Swimming Centre is at a 10 year high, income for St Clair Leisure Centre is at a 4 year high • New heat pump installed at Penrith Swimming Centre realising energy efficiencies. • Learn to swim participants increased from 300 to 500 per week, 12,000 entries for school students to participate in aquatic education and lifesaving lessons during term 4 and developed and implemented a learn to swim program with Ageing Disability and Home Care. • \$16,900 has been granted to 85 local residents to help with travel costs associated with representing Australia or NSW. • Hosting the first ever game for Western Sydney Wanderers FC and subsequent Youth League games at Cook Park, St Marys • Business plans for the City's aquatic facilities have progressed, and Penrith Swimming Centre and Ripples Leisure Centre have merged to become Penrith Aquatic and Leisure Ltd • 30 capital projects implemented including outdoor health and fitness gyms, and improvements to floodlighting, canteens, and storage at various venues and facilities • Preparation of facilities at Weir Reserve for the Sydney International Rowing Regatta which included the Sydney Rowing Festival and the Rowing World Cup • Managed the use of sportsgrounds and recreation facilities for approximately 1million user attendances
Challenges	<ul style="list-style-type: none"> • Site and funding issues have delayed the amenities at South Creek Park however construction is due to commence in late August • Transfer of land issues have prevented amenities and the development of a car park at Cranebrook Oval being progressed.

STRATEGIC PLAN LINKS	COMMUNITY OUTCOMES	STRATEGIC RESPONSES
Objectives	Our public spaces encourage safe and healthy communities	19. A City with active and healthy communities 19.1 Provide community facilities, and recreation and leisure programs, that encourage healthy activity

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STRATEGIC PLANNING

- GROUP MANAGER, LEADERSHIP: RUTH GOLDSMITH

PROGRESS SUMMARY (JULY 2012 - JUNE 2013)		STATUS
Program	Strategic Planning	✓
Service	Strategic Planning	✓
Priorities	P16 Prepare and implement a Community Engagement Strategy that ensures regular discussion with our communities and stakeholders about their needs and aspirations for the City	✓
Program Budget	Refer to Financial Summary	

ACHIEVEMENTS AND CHALLENGES (JULY 2012 - JUNE 2013)	
Achievements	<ul style="list-style-type: none"> • Council's 2011-12 Annual Report was adopted by Council on 19 November 2012, and won a Bronze Award in the Australasian Reporting Awards • The End of Term report was adopted by Council on 3 September 2012. The report was prepared by the Strategic Planning and Communication teams. The report was a significant achievement and outlines progress towards the objectives adopted in the Community Strategic Plan during the Council's term. • Council's engagement program for reviewing the Community Strategic Plan concluded. Over the course of the engagement over 5,000 people provided comment on the future of our city, and identified more local jobs and the right infrastructure and services to meet the needs of a growing population as the key issues for council to address into the future • Exhibition and adoption of the Corporate Planning documents, including the Community Plan, Community Engagement Strategy, Delivery Program 2013-17 (incorporating the Operational Plan 2013-14); Resourcing Strategy and City Strategy. These documents confirm the priorities for our City and how Council will respond to them
Challenges	<ul style="list-style-type: none"> • No significant challenges during this reporting period.

STRATEGIC PLAN LINKS		COMMUNITY OUTCOMES	STRATEGIC RESPONSES
Objectives	We plan responsibly for now and the future	3. A Council that plans responsibly for a sustainable future	3.1 Build our City's future on the principles of sustainability
	We demonstrate accountability, transparency and ethical conduct	4. A Council that manages its finances, services and assets effectively	4.1 Deliver services for the City and its communities, and maintain our long term financial sustainability
		5. A Council that behaves responsibly and ethically	5.2 Base our decisions on research, evidence, and our responsibility to anticipate harm before it occurs
	We have a say in our future	10. A Council that involves, informs, and responds	10.1 Engage our communities by creating opportunities for participation, listening, providing information, and responding

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SUSTAINABILITY

- GROUP MANAGER, LEADERSHIP: RUTH GOLDSMITH

PROGRESS SUMMARY (JULY 2012 - JUNE 2013)		STATUS
Program	Sustainability	✓
Service	Sustainability	✓
Priorities	P2 Research the impacts of climate change on the region, and develop plans to respond	✓
	P6 Mainstreams sustainability in the organisation by engaging with staff and implementing programs	✓
	P19 Develop a Climate Change Strategy, encompassing both mitigation and adaptation	✓
	P20 Investigate approaches to measuring the City's and Council's ecological footprints	✓
Program Budget	Refer to Financial Summary	

ACHIEVEMENTS AND CHALLENGES (JULY 2012 - JUNE 2013)	
Achievements	<ul style="list-style-type: none"> • Two lunchtime sessions were held on Sustainable Fashion and Veggie Gardening to encourage further awareness of sustainability amongst staff • Two free Energy Information Sessions were held at St Marys for the local community to provide information and advice on available rebates and programs, assist people with understanding their bills and identify ways to minimise electricity costs in the home • Council was successful in winning the NSW Overall Sustainable Council Award from Keep Australia Beautiful, followed up by the Young Legends Award at the National Keep Australia Beautiful Awards • Delivered 6 free community workshops on a range of sustainability issues • Reviewed the operation of the Sustainability Revolving Fund including the development and adoption of contemporary guidelines for managing the fund and reinvesting savings • Undertook a review of water and energy savings implemented over the past 10 years and identified \$4.1 million in direct savings, with more in indirect and ongoing savings • Completion of a feasibility study into the use of Environmental Upgrade Agreements in Penrith which, although indicating that EUAs are not feasible at this time, identified the need for ongoing business education on grants and other funding opportunities • Commencement of a project to measure the City's ecological footprint which is able to incorporate Penrith specific information to increase the accuracy of the model
Challenges	<ul style="list-style-type: none"> • Council has been working closely with research partners to explore opportunities for a joint research project looking at the issue of heat and the opportunities for green cover. Council does not have the capacity to conduct this research on our own, so is dependent on these partnerships to progress work in this area.

✓ Green - 90 % +	⚠ Amber - 75%-89%	✗ Red - < 75%
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SUSTAINABILITY

- GROUP MANAGER, LEADERSHIP: RUTH GOLDSMITH

STRATEGIC PLAN LINKS		COMMUNITY OUTCOMES	STRATEGIC RESPONSES
Objectives	We demonstrate leadership, foster resilience and tenacity, and encourage innovation	1. A Regional City that provides our jobs, education, services and entertainment	1.1 Demonstrate our leadership, and encourage innovation
	We plan responsibly for now and the future	2. A Regional City that is resilient to climate change	2.1 Respond to the effects of climate change on our region
	We demonstrate accountability, transparency and ethical conduct	5. A Council that behaves responsibly and ethically	5.2 Base our decisions on research, evidence, and our responsibility to anticipate harm before it occurs
	We use our resources wisely, and take responsibility for our levels of consumption	12. A City with a smaller ecological footprint	12.1 Respond to the impacts of climate change, by mitigating and adapting what we do
		13. A Council with a smaller ecological footprint	13.1 Work to reduce the organisation's ecological footprint



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TRAFFIC, PARKING AND DRAINAGE

- GROUP MANAGER, CITY INFRASTRUCTURE: WAYNE MITCHELL

PROGRESS SUMMARY (JULY 2012 - JUNE 2013)		STATUS
Program	Traffic, Parking and Drainage	✓
Service	Development Engineering	✓
	Floodplain & Drainage Engineering	✗ 1
	Traffic Management, Parking & Road Safety	✓
Priorities	P29 Develop and progressively implement Access and Parking Plans for the Penrith City Centre and St Marys Town Centre	✓
	P33 Complete the Penrith City Centre and St Marys Town Centre flood studies, and develop a works and mitigation program	✗ 2
Program Budget	Refer to Financial Summary	
Comment	<p>1 The service is experiencing difficulties in finalising technical flood studies which have the compounding effect of delaying our review of Council's Floodplain Management framework.</p> <p>2 Detailed flood studies for the Penrith City Centre and St Marys Town Centre (Byrnes Creek) are well underway, but are experiencing delays due to technical issues. Preliminary results have now been received and are being reviewed prior to finalisation of the respective studies.</p>	

ACHIEVEMENTS AND CHALLENGES (JULY 2012 - JUNE 2013)	
Achievements	<ul style="list-style-type: none"> • There have been notable improvements in turnaround times from Development Engineering to the Development Services Department • Workload in the subdivision release areas continues to remain high due to ongoing compliance certification (inspections) being carried out predominantly at Glenmore Park 2, Caddens, North Penrith and Jordan Springs • Presented a detailed submission to the NSW Long Term Transport Masterplan highlighting the transport services and infrastructure required to support our City over the next 20 years • Recent road safety statistics indicate that implementation of the Blackspot and Major Traffic Facilities Program has led to a reduction in fatal accidents across the LGA with an overall downward trend in both casualty and total crashes, \$850,000 has been invested in this program • Voluntary Planning Agreement made between Council, State Government and Panthers associated with Panthers rezoning • Initial implementation of 40km/hr High Pedestrian Activity Area scheme for St Marys • State funding was secured for pedestrian fencing which has been installed in Jane, Henry and Belmore Streets in the Penrith CBD • Shared pathway works along Mulgoa Road (Penrith to Glenmore Park) and the Great Western Highway (Kingswood to St Marys) have progressed • 923 new residential lots released in the City and available for development • Invested \$340,000 in safety improvements for St Marys Road and Stoney Creek Road

✓ Green - 90 % +	⦿ Amber - 75%-89%	✗ Red - < 75%
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TRAFFIC, PARKING AND DRAINAGE

- GROUP MANAGER, CITY INFRASTRUCTURE: WAYNE MITCHELL

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Challenges

- Finalisation of flood studies is well overdue, due to high demand for technical advice from the Floodplain and Drainage Engineering service combined with limited staff resources. Completion of the flood studies is critical to the (risk) management of the floodplains and the development of contemporary flood policies and information. Resources have been diverted within the department to develop a project plan to ensure completion of these critical projects
- Policy development in the Development Engineering service is being constrained as resources have been diverted to manage the high workload coming from subdivisions within new release areas
- Income from certification services from July to December has been under budget due to the deferral of new stages of release areas to 2013. It is expected this will correct itself in the new year
- Managing the potential implications that may arise through the pending determination of changes to the Penrith Lakes landform

STRATEGIC PLAN LINKS	COMMUNITY OUTCOMES	STRATEGIC RESPONSES
Objectives	Our physical infrastructure is adaptable, and responds to changing needs	15. A City with interconnected, safe public transport
		16. A City with an integrated local road and pathways network
		17. A City with infrastructure that responds to community needs
		15.1 Lobby State and Federal Government to ensure that City has an effective public transport network
		16.2 Implement effective traffic and parking responses
		16.3 Improve the City's footpath and cycleway network
		17.2 Improve the City's drainage network

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WASTE MANAGEMENT AND COMMUNITY PROTECTION

- GROUP MANAGER, CITY PRESENTATION: DAVID BURNS

PROGRESS SUMMARY (JULY 2012 - JUNE 2013)		STATUS
Program	Waste Management and Community Protection	
Service	Emergency Services Management	
	Regulatory Control	
	Waste Management	
Program Budget	Refer to Financial Summary	

ACHIEVEMENTS AND CHALLENGES (JULY 2012 - JUNE 2013)

Achievements	<ul style="list-style-type: none"> Waste to landfill diversion has reached approximately 70% inclusive across all waste streams Regulatory Services Team issued with iPhones to improve the efficiency of reporting issues in the field Local Emergency Management Committee participated in a successful joint exercise with CASUS and the Australian Defence Force Council officers participated Community Resilience Building –the trial Recovery Training Programs and provided feedback to the Minister for Police and Emergency Services PCC hosted the Council Unit for Pets with 22 representatives from other councils and 4 guest speakers Solar lighting installed at the new Animal Holding Facility, halving the cost of electricity supply The Green Bin Bloke is now established within the resource recovery education program, this program continues to improve collection processes and resource recovery Major refurbishment of the Penrith SES Local Area Command in conjunction with NSW SES, including upgrades to the electrical system, installations of large video monitors and internal redesign and refurbishment. These works will improve the effectiveness of this centre during flood operations Penrith Flood Plan has been finalised and endorsed The Regulatory Services team exceeded key performance indicators when dealing with abandoned vehicles, illegal dumping and burning; and overgrown properties Dog rehoming rates (i.e. returned to owners, sold or sent to a rescue organisation) increased to 92% Over 122 tonnes of electronic waste collected over the last 12 months Four 'Master the Taste, Shrink your Waist' workshops to demonstrate and teach the benefits of healthy lifestyles, reduced food waste and resource recovery
Challenges	<ul style="list-style-type: none"> Compost product consistency from the Organics collection due to food packaging contamination The relocation of the Llandilo Rural Fire Service Station Building Community Resilience for the demands of Emergencies Population growth across the LGA will impact on the capacity of Regulatory Services to meet specified service levels

Green - 90 % +

Amber - 75%-89%

Red - < 75%

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WASTE MANAGEMENT AND COMMUNITY PROTECTION

- GROUP MANAGER, CITY PRESENTATION: DAVID BURNS

STRATEGIC PLAN LINKS		COMMUNITY OUTCOMES	STRATEGIC RESPONSES
Objectives	We use our resources wisely, and take responsibility for our levels of consumption	12. A City with a smaller ecological footprint	12.1 Respond to the impacts of climate change, by mitigating and adapting what we do
		13. A Council with a smaller ecological footprint	13.1 Work to reduce the organisation's ecological footprint
	Our public spaces encourage safe and healthy communities	18. A City with safe, inviting parks and public spaces	18.1 Provide safe, well-maintained public spaces and parks



✔ Green - 90 % +
 🟡 Amber - 75%-89%
 🔴 Red - < 75%

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STATUTORY REPORT

The following information fulfils statutory requirements. It addresses the elements of Council's Charter set out in Section 8 of the Local Government Act 1993. Where appropriate, more details are given in other sections of this Annual Report or online.

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

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

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

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

Integrated Planning and Reporting

Council operates under the new Integrated Planning and Reporting requirements of the Local Government Amendment (Planning and Reporting) Act 2009 and is a Group 1 Council.

Comparison of actual performance against projected performance and reasons for any difference is required.

Council provides 47 external and internal services. Of these, four operate as controlled entities and have separate reporting requirements. A summary of the overall performance of the remaining services against defined requirements of the 2012-13 Operational Plan and Delivery Program 2009-2013 is provided in this report's Performance Section on page 59.

Further details of Council's performance against the 2012-13 Operational Plan and Delivery Program 2009-2013 are provided in the 6 monthly progress reports available on the enclosed CD or Council's website www.penrithcity.nsw.gov.au/Our-Council/Documents/Other-Publications/Progress-Reports-2009-13.

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SPECIAL RATE VARIATION INITIATIVES

SECTION 508(2) AND 508(A)

Council must report to its communities on the special initiative programs funded from special rate variations which the Minister for Local Government approved. We report regularly on these through Operational Plan performance reports as well as community newsletters and the media.

Full details of special initiatives undertaken for Penrith City in 2012-13 are in [Council's 2012-13 Operational Plan](#).

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

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

In 2012-13 these programs combined were allocated funding of more than \$5.2million, with funding from the Special Rate Increase accounting for \$3,557,000 of this. The shortfall in funds was made up of additional loan borrowings (\$400,000), asset renewal borrowings (\$913,000) and the remainder from general revenue funds. Activity in individual programs is outlined below.

Road Asset Renewal

This program aims to ensure that the City's local road network is maintained at an acceptable level without compromising other programs. The special initiative allocation to this project in 2012-13 was \$2,222,000 with \$2,222,000 expended. Key projects undertaken:

- A total of 240,000 square metres of road pavement has been resurfaced or reconstructed in the financial year;
- a further 90,000 square metres of road pavement has been rejuvenated to extend its life.

Building Asset Renewal

This program provides for the replacement or refurbishment of major building components such as plant, roofing, floor coverings and paintwork. The special initiative allocation to this program in 2012-13 was \$955,000 with \$1,645,000 expended. Key projects undertaken:

- Ripples roof upgrade
- St Marys Library and Offices air conditioning replacement
- Upgrade of upper and lower Park Street amenities

Established Areas Revitalisation

The aim of the Established Areas Revitalisation

program is to improve, where appropriate, the delivery of services, facilities and infrastructure for residents in established areas to a level that is appropriate for Penrith's status as a Regional City. The special initiative allocation to this program in 2012-13 was \$2,005,000 with \$2,305,000 expended. Key projects undertaken include:

- Enhanced CBD cleaning initiative
- Graffiti removal strategy
- Ripples & Penrith swimming centre heating system upgrades

Special Rate Variation 2011 - Funding our Future

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

The programs and initiatives funded through the SRV include:

Maintaining Existing Asset and Service Levels:

- Park Asset Renewal Program – allocated \$480,000, with \$405,000 spent
 - Renew sealed court surface at Jamison Park Court
 - Renewal of playground equipment at Damien & Johanna and Shakespeare Drive reserve
 - Building Asset Renewal Program – allocated \$400,000, with \$376,000 spent
 - Ripples roof replacement
- Footpath Asset Maintenance – allocated \$150,000, with \$188,000 spent
- Public Amenity / Toilet Replacement Program allocated \$90,000, with \$90,000 spent
 - Public amenities replaced at Jamisontown, Tench, Emu Plains Regatta Park West and Regentville Factory Road reserves
- Penrith Business Alliance – allocated \$250,000, with \$250,000 spent
- Sustainability and Environmental Initiatives – allocated \$800,000, with \$793,000 spent
- Maintain Other Existing Services – allocated \$723,000, with \$723,000 spent
- Debt Servicing – allocated \$215,000, with \$190,000 spent

Enhanced Services

For 2012-13, \$4,347,000 was available, with \$4,148,000 allocated to fund these initiatives and programs. The balance will be rolled over and made available in 2013-14.

- Enhanced Public Domain Maintenance – allocated \$160,000, with \$160,000 spent
 - Continuation of an enhanced Public Domain Maintenance service across a diverse range of public infrastructure
 - Collection and disposal of nearly 10 tonnes of litter from public areas across the city since November 2011
- Neighbourhood Renewal – allocated \$240,000, with \$235,000 spent
 - Pathways have been delivered across a number of locations in North St Marys, Colyton and Lemongrove
 - Enhancements have been made to Wainwright Park in Kingswood and Kevin Maley Park in Colyton
- Enhancement to Shared Pathways Program – allocated \$640,000, with \$140,000 spent
 - Upgrade to Jamison Road, Penrith from Mulgoa Road to York Road

Stormwater Management Service Charge SECTION 428 A(1)

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

The SMSC was projected to generate \$1,748,000 in income in 2012-13, with \$1.2m allocated to an Environmental Program and \$548,000 towards an Urban Drainage Program. A total of \$939,000 was expended on these projects in 2012-13, with the remainder to be rolled over for use in 2013-14.

Environmental Program

- Peachtree Creek – funding of \$100,000 was allocated, with \$42,000 expended during the reporting period. The focus of this project is a large section of bank that is badly degraded and affected by erosion. The allocated funding was used in the development of treatment options to prevent further deterioration of the creek, with works expected to be undertaken in 2013-14.

- MOU Water Irrigation Strategy – funding of \$35,000 was allocated, with \$6,000 expended during the year
- Waterways Health Monitoring Program - funding of \$35,000 was allocated, with \$31,000 expended during the year
- Integrated Catchment Management – funding of \$116,000 was allocated, with \$120,000 expended during the year
- Audit Industrial, Commercial & Agricultural Activities – funding of \$120,000 was allocated, with \$114,000 expended during the year

Urban Drainage Program

- Coachmans Park Drainage – funding of \$277,000 was allocated, with \$202,000 expended during the reporting period. This project involved the upgrade of existing drainage at Coachmans Park to withstand a 1 in 20 year flood event prior to the commencement of landscape works at the site. Construction works completed included upgrading drainage pits on both ends of the park and the installation of a new drainage pipe.
- Floodplain Management Resourcing – funding of \$97,000 was allocated, with \$102,000 expended during the year. Funding was used to pay for a dedicated officer to work on Council Floodplain Management Plans.
- CBD Stormwater Design Project – funding of \$48,000 was allocated, with \$34,000 expended during the reporting period. Strategic flood mitigation options were considered for alleviating the possible flooding within the CBD in a 1 in 100 year storm event. Funding was used to develop options for consideration prior to implementation.
- Maintenance of GPT Constructions – a total of \$322,000 was allocated, with \$288,000 expended during the reporting period. Maintenance of gross pollutant traps (GPTs) was undertaken as per the agreed program. A total of 367 tonnes of waste and litter was removed from the stormwater system (consisting of sediment and organic matter).

LEGAL PROCEEDINGS

CLAUSE 217 (1)(A3)

Council's Legal and Governance team (made up of a Group Manager – Legal and Governance, Senior Legal Officer, Secretary and trainee) provided a range of legal services in 2012-13, including dealing with Council's property transactions, providing legal advice, litigation and subpoenas, and responding to various specific issues for the organisation.

Council has spent an estimated \$444,364 on the provision of legal services in-house during the financial year. This included an allocation for rent, maintaining a legal library and providing equipment. The Legal and Governance team also derives income from cost orders in favour of Council. Council recovered more than \$297,278 from cost orders by undertaking its own in-house legal services with respect to conveyancing and litigation.

Fines in the amount of \$28,500 have been recovered through prosecutions in the Local Court, with costs orders totalling \$6,950 made in Council's favour which can be offset against the legal costs.

Council also paid \$256,753 to its external legal firms/consultants/court/process servers/barristers in 2012-13. This is compared to \$1,101,762 in 2011-12 and \$409,347 in 2010-11. This expenditure was for general advice, preparing for court hearings, defending appeals, barrister's costs, consultant expert costs and acting for Council in court actions.



Matters ongoing from previous years in the Land and Environment Court

MATTERS	STATE OR PROGRESS	COSTS INCURRED IN REPORTING PERIOD
1503-1509 Elizabeth Drive, Kemps Creek	<p>The applicant appealed against a decision of Council to refuse consent for the expansion of an existing quarry and the establishment of a crushing, grinding and separating works in conjunction with the extractive industry.</p> <p>The applicant amended its plans during the proceedings. The amendments addressed Council's original concerns and therefore consent orders were made on 17 October 2012.</p>	\$6,650
123-179 Patons Lane, Orchard Hills	<p>The applicant appealed to the Court against the Minister for Planning's decision to refuse a Major Project Application on 27 September 2010. The project application sought approval for the construction and operation of a waste and resource management facility, construction of a non-putrescible waste recycling facility, construction of a waste transfer station, continued shale/clay extraction and site rehabilitation.</p> <p>The applicant made 2 amendments to its original application to respond to Council's contentions. The court approved the applicant's final proposal with final orders being made on 23 August 2012.</p>	\$46,800

New Matters in the Land and Environment Court

MATTERS	STATE OR PROGRESS	COSTS INCURRED IN REPORTING PERIOD
85 Warburton Street, Werrington	The applicant appealed against the Council's decision to refuse consent for a child care centre. The matter was listed for a s34 conference on 20 March 2013. The matter did not resolve and was then listed for hearing on 17 and 18 July 2013.	\$8,750
62 Kiber Drive, Glenmore Park	The applicant appealed against the Council's decision to refuse consent for a carport. The matter was listed for a s34AA conference on 24 June 2013. The Court terminated the conference and immediately progressed the matter to hearing. The Court is yet to deliver its judgement.	\$5,600
65-73a and 75-87 Dunheved Circuit, St Marys	Council commenced Class 4 proceedings in the Court on 13 June 2013. Council seeks orders from the Court to remove a significant amount of fill matter that was allegedly deposited on the premises without approval. The matter is ongoing.	\$8,263

New Matters in the Federal Court

MATTERS	STATE OR PROGRESS	COSTS INCURRED IN REPORTING PERIOD
Oakvale Capital Limited	Council commenced proceedings in the Court on 21 June 2013. Council is one of 4 Councils to commence similar proceedings against the same defendant. Council is seeking to recover monetary losses it incurred as a result of investing in products after relying on the financial advice of its external financial advisors. The matter is continuing, but the parties have agreed to a mediation before progressing the matter in the Court.	\$21,032

New Matters in the Court of Appeal

MATTERS	STATE OR PROGRESS	COSTS INCURRED IN REPORTING PERIOD
230 Pattys Place, Jamisontown	This matter arose from an appeal by the applicants against the decision of the Land and Environment Court to dismiss their Class 4 appeal which sought to strike down a development approval granted by Council. The appeal was instigated on 13 July 2012. Council filed a submitting appearance. The court delivered judgment on 4 July 2013. The court upheld the applicant's appeal, but the basis for the decision was not the validity of the Council consent.	\$256

Local Court Matters

MATTERS	STATE OR PROGRESS	COSTS INCURRED IN REPORTING PERIOD
Angelina Aloisio	Council prosecuted the defendant for failing to comply with an Order issued pursuant to the Environmental Planning and Assessment Act 1979. The defendant pleaded guilty. The Court found the offence proved but dismissed the matter pursuant to the provisions of section 10(1)(a) of the Crimes (Sentencing and Procedure) Act 1999. The defendant was ordered to pay Council's costs of \$1,100.	\$1,100 (these costs were recovered)
Aaron London	The defendant was convicted for failing to register his companion animal pursuant to the Companion Animals Act 1998. He was fined \$500 and ordered to pay court costs of \$83 and Council's legal costs of \$1500.	\$2,110 (these costs were recovered)
Rudi Shamoo	The defendant was convicted for offences against the Food Act 2003. He was fined \$4,000 and ordered to pay court costs of \$83 and Council's legal costs of \$1,650.	\$1,677 (these costs were recovered)
Selwan Hammou	The defendant was convicted for offences against the Protection of the Environment Operations Act 1997. He was fined \$24,000, ordered to pay Council's legal costs of \$2,700 and ordered to pay compensation of \$10,893.	\$12,357
Paul Rontidos	The defendant was accused of failing to register his companion animal as required by the Companion Animals Act 1998. Prior to the hearing the defendant provided evidence that his animal was in fact registered. The matter was withdrawn.	\$660
Toni Osaghae	Council sought to recover unpaid rates. The defendant paid the outstanding rates prior to the hearing, but not the Council's out of pocket expenses. The Court entered consent orders requiring the defendant to pay Council's legal costs.	No costs incurred. Internal solicitor.
Douglass Chan	Council sought to recover unpaid rates. The Court entered consent orders requiring the defendant to pay the outstanding rate amount and council's legal costs.	No costs incurred. Internal solicitor.

New Matters in the Administrative Decisions Tribunal

MATTERS	STATE OR PROGRESS	COSTS INCURRED IN REPORTING PERIOD
Clement Camilleri	The applicant lodged an application for review of Council's decision to refuse access to documents pursuant to the provisions of the Government Information (Public Access) Act 2009. The matter was heard on 27 August 2012, with the Tribunal upholding Council's decision.	No costs incurred. Internal Solicitor.

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

The following table provides an overview of the court matters dealt with by Council during 2012-13. These figures relate to actions taken by Council against other individuals or organisations. There were no fines or sanctions imposed on Council in 2012-13.

COURT MATTERS	NUMBER	COST
Matters ongoing from previous years in the Land and Environment Court	2	\$53,450
New matters in the Land and Environment Court	3	\$22,613
New matters in the Federal Court	1	\$21,032
New matters in the Court of Appeal	1	\$256
Local court matters	7	\$17,904
New matters in the Administrative Decisions Tribunal	1	\$0

Costs quoted are the costs incurred on those matters within 2012-13 only.

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

EXPENSES/RECOVERED MONIES	VALUE
External legal expenses	\$256,753
Internal legal expenses	\$444,364
Recovered fines	\$28,500

Mayoral and Councillor Fees, Expenses and Facilities

CLAUSE 217(1)(A1)

The total amount of fees paid to the Mayor and Councillors for the year was \$441,534.23. Councillors received a total of \$321,489.32, with the Mayor receiving \$80,824.18 and the Deputy Mayor receiving \$39,220.73 respectively.

The total amount spent on providing facilities to Councillors and paying Councillors' expenses for the year was \$138,581.32. This includes:

EXPENSE	COST
Dedicated office equipment	
Fax Service	\$5,502
Other Misc (includes data charges on mobiles)	\$12,481
Telephone calls	
Faxes	\$286
Council provided mobiles	\$5,405
Councillor reimbursements	\$4,554
Conferences and seminars	\$51,166
Training and skill development	\$29,271
Interstate visits	\$22,918
Overseas visits	0
Expenses of spouses, partners or accompanying persons	0
Child care	\$ 6,998

Remuneration of General Manager and Senior Staff

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

Council has a management structure consisting of a General Manager and two Directors (one of whom is the Chief Financial Officer). As at 30 June 2013 the remuneration packages (including salary, motor vehicle and superannuation) for the designated senior staff positions were:

POSITION	REMUNERATION
General Manager	\$328,770
Directors	\$503,006

Overseas Visits

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

There was one overseas visit undertaken by the Risk Management Coordinator to the United Kingdom between 16 and 29 June 2013. This was to attend the Risk Management Conference and undertake discussions with insurers and brokers as part of the Westpool Development Program.

Contracts awarded for amounts greater than \$150,000

CLAUSE 217(1)(A2)

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

CONTRACTOR	GOODS/SERVICES SUPPLIED	VALUE OF CONTRACTS AWARDED 2012-13 (\$) EX GST	2012-13 PAYMENTS (\$) EX GST
A & J Patten Turf Supplies	Turf Supplies		\$205,176
Abcoe Distribution Pty Ltd	Childcare Consumables		\$284,167
Amazon Cleaning	Cleaning Services		\$325,078
Australian Election Company	Electoral Services		\$477,289
Because We Care	Compost Garbage Bags		\$1,300,842
Bermagui Constructions	Ripples Roof Replacement		\$2,183,666
BG Enterprises	Plumbing Services		\$330,113
Coates Hire Operations	Plant and Equipment Hire		\$195,408
Del Rocchio Pty Ltd	Concrete Works		\$893,180
Denham Constructions	Commuter Carpark Construction		\$863,181
Design Landscapes	Refurbishment of Coachmans Park	\$834,000	\$265,795
Devcon Civil	Footpath Construction		\$2,595,800
Four J's Cleaning Services	Childcare Centre Cleaning Services		\$375,379
Gadens Lawyers	Legal Services	\$1,140,000 over 4 years	\$150,592
Hirotec Maintenance	Air Conditioning Services		\$561,701
Hix Group Pty	Electrical / Plumbing Works		\$994,390
L J Follington	Grave Digging Services		\$203,941
Melocco Pty Ltd	Paving Supplies		\$184,680

CONTRACTOR	GOODS/SERVICES SUPPLIED	VALUE OF CONTRACTS AWARDED 2012-13 (\$) EX GST	2012-13 PAYMENTS (\$) EX GST
Metal Fencing Specialists	Fencing Services		\$506,930
Nace Civil Eng	Road Works		\$5,807,919
Piekar Comm Services	Security Services		\$202,512
Programmed Maintenance Services	Painting Services		\$211,301
Remondis Pty Ltd	Effluent and Garbage Services		\$633,870
Sita Australia	Garbage Services		\$14,387,109
Sydney Metro Tree Services	Tree Maintenance Services		\$152,305
Technology One	Software		\$607,121
Triple O Security	Security Services	\$1,240,000 over 4 years	\$297,988
Visy Recycling	Recycling Services		\$1,985,464
Westco Building Consultants	Construction Works	\$678,000	\$1,353,694
Western Suburbs Concrete	Concrete Works		\$144,179
WSN Environment Solutions	Garbage Services		\$1,034,481
Wundaguard	Graffiti Removal Services	\$600,000 over 4 years	\$238,172

Purchases under arrangements made by umbrella organisations

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

CONTRACTOR	GOODS/SERVICES SUPPLIED	2012-13 PAYMENTS (\$) EX GST
Bakers Construction & Industrial	WSROC Hardware Contract	\$232,346
Allianz Aust Workers Compensation	Insurance	\$860,934
Avante Linemarking	Line Marking	\$421,297
Bernipave Pty Ltd	WSROC Asphalt Contract	\$1,011,337
Caltex Australia	Fuel	\$698,882
Cumberland Motors	Motor Vehicles	\$166,281
Dataflex NSW	Computer Hardware	\$422,256
Endeavour Energy	Street Lighting	\$1,887,172
Fuji Xerox Australia	Office Equipment	\$527,666
Fulton Hogan	WSROC Asphalt Contract	\$381,483
GYC Pty Ltd	Plant & Equipment	\$286,139
Heartland Motors	Motor Vehicles	\$930,081
Hewlett Packard	Software	\$237,327

CONTRACTOR	GOODS/SERVICES SUPPLIED	2012-13 PAYMENTS (\$) EX GST
J & G Excavations	Asphalt Pavement Restoration Works	\$490,308
Leonard Holt Robb	Advertising	\$478,651
Origin Energy	Electricity	\$169,622
Park Pty Ltd	Fuel	\$607,144
Penrith City Automotive	Motor Vehicles	\$847,144
Penrith Mazda Centre	Motor Vehicles	\$169,400
Penrith Subaru	Motor Vehicles	\$936,702
Roadworx Surfacing Pty Ltd	Asphalt Stabilisation	\$218,170
Sinclair Ford Penrith	Motor Vehicles	\$441,038
Site Group Pty Ltd	Traffic Control	\$416,462
SPT Telecommunications	Communication Equipment	\$312,588
State Asphalts Services Pty Ltd	WSROC Asphalt Contract	\$7,262,282
Sulo MGB Australia	Garbage Bins	\$1,403,623
Sydney Water	Water and Sewerage Services	\$184,550
United Independent Pools	Insurance	\$811,285

Other suppliers paid more than \$150,000

CONTRACTOR	GOODS/SERVICES SUPPLIED	CURRENT YEAR PAYMENTS (\$) EX GST	COMMENTS
All Season Designs	Childcare Playground Upgrades	\$178,232	Multiple contracts for landscaping at childcare centres
Australasian Playgrounds Pty Ltd	Playground Equipment	\$428,913	Multiple contracts for playground equipment
Brooks Irrigation	Irrigation Services	\$167,009	Multiple contracts for irrigation services a Tender will be issued in 2013/14
Enviroguard	Waste Disposal	\$820,779	Multiple charges for the disposal of soil, rock, concrete and other waste. A contract has been established for the provision of this service
Hi Quality Recycling	Waste Disposal	\$784,949	Multiple charges for the recycling of concrete and other waste. A contract has been established for the provision of this service
MassMedia Studios Pty Ltd	Website Upgrade	\$197,258	Provision of new Council Website
Moduplay	Playground Equipment	\$219,491	Multiple contracts for playground equipment
The Sydney Brick Paving Company	Paving Services	\$186,731	Multiple contracts for paving services

Rates and Charges Written Off

CLAUSE 132

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

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

RATES AND CHARGES WRITTEN OFF	\$ EX GST
General Charges	\$44,256.75
Extra Charges*	\$7,533.77
Domestic Waste	\$9,149.42
TOTAL	\$60,939.94

PENSIONER REBATE ABANDONMENTS	\$ EX GST
General Rates – Statutory	\$1,800,129.30
Domestic Waste – Statutory	\$592,837.68
TOTAL	\$2,392,966.98

SUNDRY DEBTOR ABANDONMENTS	\$ EX GST
Sundry Debtor	\$14,852.96
TOTAL	\$14,852.96

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



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

During 2012-13 Council undertook a wide range of projects and activities to promote access to services for people from culturally and linguistically diverse backgrounds, Aboriginal and Torres Strait Islander people and other disadvantaged target groups in the community. The following is a summary of some of the highlights.

Cultural Diversity

To celebrate the diversity and cultural richness across the Penrith City, Council staff from India, Nepal and Sri Lanka, along with Council's Multicultural Access Officer and Events team organised the event, 'Spicy Penrith'. The aim was to showcase and celebrate the rich heritage of dance, cultural dress and spicy food of these emerging communities in the Penrith through cultural performances and food.

The event featured 18 performances and was held at the Memorial Hall at St Marys on 18 August 2012 with an audience of around 380 community members of all ages. Spicy Penrith facilitated stronger connections between these communities including the emerging Bhutanese community, many of whom are from a refugee background.

'Sharing Our Cultures' was the unifying theme for Penrith City's Harmony Day celebration in March 2013. The event, a partnership project with several key partner organisations, invited community members to photograph and describe objects that highlighted their heritage or countries of origin. These cultural symbols were collated into a booklet to share, in addition to being displayed at the event.

Approximately 130 people attended the event from all ages and cultural groups, and 22 countries were highlighted in the booklet. The participants included small groups of students from two schools, older Maltese residents from the northern rural areas of Penrith, people with disability, women from South Sudan, members of the emerging Bhutanese community, a number of TAFE students, as well as local service providers.

Penrith City celebrated Refugee Week 2013 on 20 June with the theme 'Again Restoring Hope'. A dynamic drumming group gained the attention of the audience, and a short film festival was held in the foyer of the Joan Sutherland Performing Arts Centre with about 40 participants hearing stories of resilience and hope from a local Sudanese refugee, as well as in locally produced videos. The short films demonstrated the issues and successes some individuals have experienced in their journey to a new a new life in a new land.

The Refugee Week event was jointly run with the Mondo Youth Project, inviting young people to participate in a range of cultural activities to help raise awareness of issues relating to refugee youth.

Aboriginal and Torres Strait Islander people

Council hosted a successful National Aborigines and Islanders Day Observance Committee (NAIDOC) Week Family Gathering on 12 July 2012 at Jamison Park in South Penrith to celebrate the culture and achievements of Aboriginal and Torres Strait Islander peoples.

This fantastic annual event was a great success again in 2013 with over 4,000 people attending. The community enjoyed a free BBQ, live music, dance entertainment and sports activities, and services such as the Police, Army Reserve, Rescue and Fire Services had their heavy vehicles and information on display.

Information and activities for the community were also provided by 40 local social services. There were also activities for all ages. The health tent provided a range of health checks, information and referrals and was visited by hundreds of Aboriginal and Torres Strait Islander people on the day.

Seniors

Seniors Week 2013 saw Council host two concerts for the local community. The first was held on 19 March 2013 at Memorial Hall, St Marys and was for frail aged people with high support needs. Entertainment was diverse with performances from local pre-school children, Nepean Performing & Creative High School students and seniors groups. A second longer concert on 21 March at the Joan Sutherland Performing Arts Centre was attended by over 350 people who enjoyed a spectacular 2 hour variety concert showcasing local talent including renowned local tenor Lorenzo Rositano. Seniors were also treated to performances from talented students from 3 local high schools, local seniors groups and an older women's drumming group.

As part of Council's Seniors Week Grants Program small grants totalling \$5,426 were made to 11 local seniors groups and organisations to assist with their own celebrations and activities for Seniors Week.



The St Marys Internet Hub was launched by the Deputy Mayor, Councillor Ross Fowler OAM on 4 March 2013 at St Marys Senior Citizens Centre. The Hub houses 10 laptop computers with wireless internet and a local area network to connect them. The University of the Third Age is running internet courses for seniors at the centre and demand for places is high, with three separate courses operating within a few weeks of commencement.



People with Disability

The No Boundaries project began as a series of innovative and inclusive art workshops and creative activities during 2012, leading up to a spectacular multimedia sound and light projection event at the Joan Sutherland Performing Arts Centre in Penrith over two evenings in September 2012. The event featured 'Journey to the Riverscape', a large scale animated digital projection of artworks created by artists with diverse abilities. The initiative also included installations of tactile and sensory artwork as well as interactive video art and prototype experimental musical instruments.

The project involved many partners and demonstrates an innovative approach to the inclusion of people of all abilities in arts and culture. It used various art forms and experimental technologies including visual, tactile, sensory and multimedia art to respond to the needs of artists with visual impairments and people with complex disabilities. Participants experienced their work being presented at a high profile event as part of a spectacular art projection on the exterior wall of the Joan.

No Boundaries is a shortlisted finalist in the Excellence in Improving Social Participation category of the 2013 National Disability Awards.

Council presented 'Light Rhythm Plays', an extension to the No Boundaries project, at the Memorial Hall in St Marys to celebrate International Day for People with Disability 2012. The project featured short performance pieces on interactive electronic musical instruments that were first showcased at the No Boundaries event in September 2012. Approximately 120 people of all abilities attended the celebration and had the opportunity to experience these new instruments, which were developed by Illuminart, multimedia design and art projection specialists.

Youth

The Mondo Youth Project is a community safety and youth engagement initiative supported by Council together with stakeholders including Westfield, the Joan Sutherland Performing Arts Centre, Penrith Police and PCYC. It enhances safety and minimises anti-social behaviour in a key public area in the Penrith City Centre. Council delivers a weekly program of youth engagement activities for up to 250 young people. 2012-13 program highlights included careers nights, youth health activities, open mike performances and local youth DJ and band performances.

There have been measurable changes in the Mondo space since the project's inception. The Mondo area was perceived as an intimidating, crime active and antisocial area with significant numbers of disengaged young people. Through engagement activities and having young people take leadership in delivering the project we have seen significant increases in safety and the community perception of this space has been transformed.

The Mondo Project was successful in the 2013 National Local Government Awards, being commended in the Youth Engagement and Participation category, and was also a finalist in the 2012 NSW Local Government Cultural Awards Public Art and Place Making category, and highly commended in the 2013 ZEST Western Sydney Out of the Box project award.

National Youth Week 2013 was celebrated between 5 and 14 April 2013. Youth Week is an opportunity to celebrate the contributions of young people in the community, with the theme for 2013 'Be Active. Be Happy. Be You'. Young people were actively involved in developing and delivering the program of activities, which included festivals with live music and dance performances, sporting activities, art activities, skate/scooter competitions and information stalls. We took Youth Week 2013 as an important opportunity to consult with young people about community safety concerns and other community issues.

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Women

Council hosted the 'Women, Work and Policy Setting Forum' in July 2012, an initiative of the Penrith Women's Services Network. The forum included a presentation by Professor Marian Baird of Sydney University, who discussed the government policy framework and outlined a range of issues affecting women's participation in the workforce. The forum attracted 40 participants including representatives from the community sector and Council staff.

In partnership with the Penrith Women's Health Centre and some local community organisations, Council organised a very successful International Women's Day celebration on 6 March 2013. The event attracted over 100 Penrith women from diverse backgrounds who celebrated women's achievements by participating in a range of educational and fun activities.

Men

To help improve access to services and programs for men in the Penrith LGA, Council staff worked closely with local men's groups who would like to establish a men's shed in Penrith. Regular meetings were held with local groups to help them explore the different options. Monthly newsletters were distributed to all men's groups informing them about services and projects.

Council staff continued to attend the Western Sydney Men and Relationship Services Network, a peak body representing and advocating for the interests of men in Western Sydney. More than 400 copies of the service directory promoting services for men, 'Western Sydney Blokes Book', were distributed by Council staff during the year.

Homelessness

Council is an active participant in the Nepean Blacktown Regional Taskforce on Homelessness.

Following the adoption of the Protocol for Service Delivery to People Experiencing Homelessness in 2011, Council has developed a training package and embarked on a training program to ensure Council staff are supported in responding to and working with homeless people in Penrith. Two training sessions were run in October 2012, with more than 30 staff members from across the organisation attending.

Cultural Participation

To promote Council's multipurpose St Marys Corner Community and Cultural Precinct and encourage the participation of local residents in cultural activities, St Marys Fun Day was held on 18 November 2012 at St Marys Corner. The successful event attracted over 500 people who enjoyed a range of entertainment and cultural performances. The event was also attended by local community groups and service providers who set up and ran information stalls.

The Queen Street Riches and Textures project was a community engagement and mentoring project led by professional photographer John Slaytor. Through photography, 25 retail businesses in Queen Street, St Marys were highlighted by students from Caroline Chisholm College and the Nepean TAFE College of Arts and Design.

The photographs were included in an exhibition of the students' work at the St Marys Corner Community and Cultural Precinct in November 2012 that was attended by around 80 people. The project was successful in raising the profile of Queen Street, St Marys and gave the businesses an opportunity to see the potential of engaging in more creative ways with the community.



SERVICES AND PROGRAMS THAT PROVIDE FOR THE NEEDS OF CHILDREN

Council provided a range of programs and services to provide for the needs of children within our City.

Children's Library Services

Penrith City Library provides access to a range of quality children's resources at four physical library service points, plus a 'digital branch' via the web. These include picture books, board books, graded readers, junior fiction and non-fiction, DVDs, music CDs, talking books (books on CD), parenting magazines and books, as well as a small but growing digital collection of eBooks and downloadable audio items available from any PC or compatible mobile device.

Council also runs a community toy library that caters for children from 0 to 8 years old, with a huge collection of educational toys that are suitable for indoor and outdoor play. There are seven sessions available each week at Penrith, St Marys, St Clair and Emu Plains libraries during school terms. A specialised outreach service is available for children with disabilities and high support needs including the opportunity for home visits and extended loans.

Council's Library service has a dedicated Children's Librarian to develop and implement a range of programs and activities for kids of all ages.

One of the key activities is the delivery of free weekly storytime sessions for children, aged between 1 and 5 years at Penrith, St Marys and St Clair libraries.

Programs were also developed and run during each school holidays to provide activities and workshops for children aged 3 to 16 years. These programs and events are very popular, with 95-100% of places filled consistently.

Penrith Library hosts weekly after school activities, with a focus on science and chess over the reporting period. We hosted a series of lectures to help local Higher School Certificate (HSC) students in key areas such as English and Maths and with general study skills. Another digital service for school age children (Years 4 to 12) is yourtutor, an online homework help service that offers library members free access to personalised help from qualified, experienced tutors in Maths, Science, English, research and study skills. The service is available from Monday to Friday between 4pm and 8pm.

This year saw the introduction of monthly 'Babytime' sessions at Penrith Library. Each month focuses on a different topic such as singing, baby massage or playing with your baby, followed by a presentation by a special guest speaker. Another new initiative is the incorporation of at least two outreach visits to local childcare centres each month.

A range of special events were also held at the library throughout the year, including:

- annual Book Week Show at Penrith Library in August
- Paint the Town REaD special storytime in August
- Children's Week Activities in October and
- special storytime sessions and library tours as requested by local play groups, child care centres and schools.



Early Childhood Education and Care

Council achieved its objective of providing diverse and extensive quality education and care services to meet the needs of local families in 2012-13 through the following services managed by a Cooperative Board:

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

There are also two services directly managed by Council - the Glenmore Park Child and Family Precinct, and the Mobile Playvan service.

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

- providing childcare (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 0-6 in sessional occasional care generally for parents not working outside the home.
- providing a Mobile Playvan that supports social networking for families in residential areas that do not have established services and in the rural sector. The service now extends to the older, established area of North St Marys
- implementing a Family Links Project with a focus on supporting the most vulnerable sections of the community including a strong focus on Aboriginal families as part of the Federal Government's commitment to the Closing the Gap initiative
- rolling out the ArtKids program to all children attending Council services to explore different art mediums and enhance creativity
- implementing the Active Out Of School program to promote physical activity and healthy lifestyles, and linking families with sports groups and
- participating in local forums and networks to share information with other service providers and distribute information to services and families.

Council also supported families' needs by providing resources to enhance inclusion of children:

- with additional needs and disabilities
- with diverse family backgrounds including Indigenous



- whose home language was other than English and
- from vulnerable families.

This was achieved through appropriate programs in all our services including:

- facilitating the Supporting Aboriginal Access to Children's Services project to encourage Indigenous families to use Council's preschools, long day and occasional care services and to offer practical guidance to build the capacity of staff around cultural awareness and responsiveness
- ensuring Children's Services staff participate in local NAIDOC Week celebrations, disability expos and information sessions for specific culturally and linguistically diverse (CALD) community groups and children from a refugee background
- providing Children's Services staff with access to professional development about inclusion of children with additional needs
- providing support to access flexible support funding, specialist equipment, bicultural support, Indigenous professional support units and general resources through the Professional Support Coordinators directly linked with the Inclusion Support Agency
- providing support to services to access Inclusion Support Subsidies, Supporting Children with Additional Needs and Inclusion Support Program funding and ongoing assistance to include children with high ongoing support needs and children with additional needs and
- providing ongoing coaching and mentoring, tailor made to individual children's centres, to ensure the implementation of the Early Years Learning and the My Time: Our Place curriculum frameworks.

In 2012-13 Council continued to review its Children's Services and:

- continued to upgrade our centres with improvements to playgrounds and buildings to ensure compliance with legislation and regulations
- improved customer service with the centralisation of Children's Services administration

- attended career expos and university open days to promote child care as a career of choice and our children's services as an employer of choice
- provided a trainee program to encourage child care as a career of choice and help maintain a skilled workforce - this included child care, hospitality and business administration traineeships
- provided work experience opportunities for TAFE and university students
- implemented a five year business plan that identifies four key areas of leadership, resources, people and quality
- 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 care and education across the City.

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

- delegating management of 39 services to the Penrith City Children's Services Cooperative Ltd



under Section 377 of the Local Government Act 1993, successfully operating since 2001

- establishing parent advisory committees at the childcare centres
- conducting parent meetings and annual surveys for evaluation of the services directly managed by Council
- holding open days, festivals and functions across the 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, brochures, open days and Children's Week.

ArtKids

Council rolled out the ArtKids program to all our child care centres to contribute to children's cognitive development and artistic literacy as part of the Early Years Learning Framework. Indigenous artists provided opportunities for the children to explore a variety of art media. An exhibition of the works produced by the children will be launched later in 2013.



ARTKIDS

CHILDREN CREATING AND EXPLORING ART

WORK CARRIED OUT ON PRIVATE LAND

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

SITE	WORKS UNDERTAKEN	COST (\$) EX GST	% FUNDED BY COUNCIL
21-25 Wedmore Road, Emu Heights	New kerb and gutter due to disturbance caused by land slide resulting in loss of access to private land	9,500	100%

FINANCIAL ASSISTANCE

CLAUSE 217(1)(A5)

Council allocated a total of \$16,900 to 85 amateur sportspeople or representatives in the fields of art, music and culture for overseas and interstate travel in 2012-13. These donations were made to assist residents of the Penrith LGA, members of clubs based in the Penrith LGA as well as students from schools within the Penrith LGA.

This included donations to 41 recipients to assist with travel costs to overseas destinations to a total value of \$10,200, as well as donations to 44 recipients to assist with travel to interstate destinations to the value of \$6,700.

In 2012-13 Council provided financial assistance to community groups to fund a variety of projects. A total of \$37,000 was allocated through Council's Community Assistance Program to fund 37 projects targeting Aboriginal and Torres Strait Islander people, older people, children, people from culturally and linguistically diverse backgrounds, people with disability, women and young people.

To celebrate the contribution and involvement of older people in community life and to support their continued participation in local events and activities, Council allocated \$5,426 through its Seniors Week

Grant Program to 11 community groups to assist each with organising activities for older residents across Penrith City.

Council provided a range of financial assistance targeting young people in the community in 2012-13, including \$3,075 granted to a range of local organisations for Youth Week 2013. These funds were matched by the NSW Government. Council also provided funding contributions of \$1,686 to assist seven local youth services run school holiday programs targeting young people aged 12-18. An annual contribution of \$33,200 was made to a major local youth centre that runs Friday and weekend activities for local young people.

To encourage the provision of (and participation in) cultural programs and activities, Council allocated a total of \$24,375 to 10 local bands, musical and performance groups for a variety of projects in 2012-13. The subsidies were used to purchase equipment, work with guest musicians and performers, and for venue hire, publicity and marketing.



EQUAL EMPLOYMENT OPPORTUNITY (EEO) MANAGEMENT PLAN

CLAUSE 217(1)(A9)

Council has adopted a variety of strategies that seek to ensure all employees have equal access to the opportunities available at work. Council is committed to developing a workplace culture that displays fair practices and behaviours, and improved employment access and participation for Equal Employment Opportunity groups identified as:

- women
- Aboriginal and Torres Strait Islander people
- people with disability (including those requiring adjustment at work) and
- people from culturally and linguistically diverse backgrounds

Council is required to prepare and implement an Equal Employment Opportunity (EEO) Management Plan. Activities in 2012-13 as part of this plan included:

- implementation of the traineeship program to provide for young people and those wishing to re-enter the workforce or change career direction opportunities to develop some great skills, gain a nationally recognised qualification and earn a wage. Each year Council provides various targeted trainee positions for people from Aboriginal or Torres Strait Islander (ATSI) background, and people with a disability. Two people with a disability commenced traineeships in January 2013.
- Council's Children's Services Department entered into a services agreement for ATSI trainee engagement with NGROO Education. This has led to the recruitment of ATSI trainees who are based at two child care centres with high enrolments of ATSI children. Cultural awareness training was also undertaken by NGROO for Council child care staff at these centres.
- Partnership with Max Employment to deliver a 12 week training program for 10 people of ATSI background to complete on the job training and components of their Certificate II in Horticulture.
- Council hosted its first Parental Leave Morning Tea in March 2013 to give employees currently on parental leave an opportunity to find out what is happening in their team or department while they are away. It also enabled networking between parents, and Workforce and Workplace staff were able to speak about return to work options and other support available. 24 staff were invited, with 16 attending.
- Council introduced a Family and Domestic Violence Leave policy for staff, providing up to 3 days special leave on full pay per calendar year to be used for absences to attend to matters arising from family violence situations.

- Council has an ongoing program of diversity and refresher training that incorporates EEO, access and equity, disability awareness and diversity in the workplace, with 59 staff attending in 2012-13.
- Training and development opportunities targeting women included a variety of training courses, seminars, conferences, workshops and opportunities to act in higher positions. During the reporting period, 4 women completed the 'Springboard' development program, while 115 women accessed career development opportunities by relieving in a higher position. There are 53 women who are currently accessing educational assistance.
- Workplace adjustments for employees who have disclosed having a disability were also undertaken. This included modified work spaces, use of computer accessories or modifications and the accommodation of companion animals.

For more information please refer to the Our People section on page 39.



EXTERNAL BODIES EXERCISING COUNCIL FUNCTIONS

CLAUSE 217 (1)(A6)

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

Council Committees and Entities

CLAUSE 217 (1)(A6)

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

COMMITTEE NAME	TYPE	STATUS
Emu Plains Tennis Courts Management Committee	Section 355 Committee	Functional
Jamison Park Netball Complex Management Committee	Section 355 Committee	Functional
Penrith Schools Boatshed Management Committee	Section 355 Committee	Functional
Ray Morphett Pavilion Management Committee	Section 355 Committee	Functional
Samuel Marsden Road Riding and Facility Committee (Disbanded July 2012)	Section 355 Committee	Disbanded
Penrith Valley Senior Citizens' Centre Management Committee	Section 355 Committee	Functional
Andromeda Neighbourhood Centre Management Committee	Section 355 Committee	Functional
North Penrith Community Centre Management Committee	Section 355 Committee	Functional
Regentville Hall Management Committee	Section 355 Committee	Functional
Werrington Community Cottage Management Committee	Section 355 Committee	Functional
Nepean Community and Neighbourhood Services (under licence agreement)	Community Development Organisation	Functional
St Clair Youth and Neighbourhood Team Inc (under licence agreement)	Community Development Organisation	Functional
North St Marys Neighbourhood Centre Inc (under licence agreement)	Community Development Organisation	Functional
Arms of Australia Inn Management Committee	Section 355 Committee	Functional
Penrith International Friendship Committee	Section 355 Committee	Functional
St Marys Development Committee	Section 355 Committee	Functional
Western Sydney Regional Committee for Illegal Dumping	Section 355 Committee	Functional
Access Committee (Advisory)	Section 355 Committee	Functional
Heritage Advisory Committee (Advisory)	Section 355 Committee	Functional
Senior Staff Recruitment / Review Committee	Section 355 Committee	Functional
Policy Review Committee	Standing Council Committee	Functional
Audit Committee (This committee has no authority granted to it)	Advisory	Functional
Penrith Valley Community Safety Partnership (This committee has no authority granted to it)	Advisory	Functional

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

COMPANIES IN WHICH COUNCIL HELD A CONTROLLING INTEREST

CLAUSE 217(1)(A7)

Companies in which Council held a controlling interest during 2012-13 were:

- Penrith Aquatic and Leisure Limited (Former name: The City of Penrith Regional Indoor Aquatic and Recreation Centre Ltd)
- The Penrith Performing and Visual Arts Limited
- The Penrith Whitewater Stadium Ltd
- Penrith CBD Corporation Limited
- St Marys Town Centre Ltd, and
- Penrith City Children's Services Co-Operative Limited (including 23 advisory committees).

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

- Apprentice Power (WSROC Group Apprentices Limited)
- Community Relations Commission of NSW Nepean Blacktown Regional Advisory Council
- Floodplain Management (Authorities) Association
- Hawkesbury River County Council
- Joint Regional Planning Panel
- Nepean Blacktown Regional Taskforce on Homelessness
- Penrith Business Alliance (which Council funds)
- Penrith Valley Regional Sports Centre Ltd. (formerly Penrith Sports Stadium)
- The Museum of Fire
- The Penrith City and District Business Advisory Centre Ltd – Business Enterprise Centre
- United Independent Pools
- Western Sydney Academy of Sport Advisory Forum
- Western Sydney Regional Committee for Illegal Dumping
- Western Sydney Regional Organisation of Councils Limited (WSROC Ltd)
- Westpool

Council also provided a council Ambassador to Lachlan Shire Council.

PARTNERSHIPS, CO-OPERATIVES AND JOINT VENTURES INVOLVING COUNCIL

CLAUSE 217(1)(A8)

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

Through Westpool, Council is also a member of United Independent Pools, which focuses on implementing risk management solutions within organisations and encouraging the growth of insurance pools.

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

COMPANION ANIMALS ACTIVITIES

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

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

The lodgement of pound data collection returns is conducted annually in accordance with section 15 and 15.2 of the guidelines on the Exercise of Functions under the *Companion Animals Act 1998* and provided to the Division of Local Government by 31 August 2013.

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

Council's budget for companion animal management and activities in 2012-13 was \$542,485.

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

- providing information regarding cheaper registration fees for desexed animals
- Council's Companion Animals staff offer public education face-to-face and by telephone
- conducting a free microchipping and education day in conjunction with Housing NSW
- conducting education days throughout Penrith City, including information on the benefits of desexing cats and dogs at locations such as community events and shopping centres

- advertising and organising editorial coverage about companion animal issues in the local media
- monitoring companion animal compliance within Council's parks and reserves, and
- issuing notices to residents who have yet to lifetime register their companion animals under section 10(b) of the *Companion Animals Act 1998*. Around 1,000 notices were issued in 2012-13.
- The strategies Council has in place to comply with the requirements under section 64 of the *Companion Animals Act 1998* to seek alternatives to euthanasia for unclaimed animals are to:
 - return animals to the owner when identified rather than being impounded at the animal shelter
 - send seizure letters to identified owners within 24 hours to advise of their animal's impounding
 - advertise impounded unidentified animals for sale in the local media and online
 - offer dogs and cats to animal rescue organisations that hold a section 16(d) exemption under the *Companion Animals Regulation 2008*, and
 - maintain an animal holding facility agreement which sees Council use Hawkesbury City Council's Animal Shelter as an impounding facility.

In accordance with section 16(2) of the *Companion Animals Act 1998*, Council has lodged the Survey of Council Seizures of Cats and Dogs 2012-13 to the Division of Local Government. For the period, 92% of dogs were returned to their owner or sold or given to relevant animal rescue organisations.

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

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

In accordance with section 85(1)(a) of the *Companion Animals Act 1998*, Council received \$96,000 from the Companion Animals Fund in 2012-13, rather than the expected amount of \$140,000.

VOLUNTARY PLANNING AGREEMENTS

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

There were six applicable agreements for the reporting period.

1. Caddens Release Area Planning Agreement
 - In accordance with the agreement the Affordable Housing Contribution of \$344,294 has been received.
 - Transfer of E2 land is still to occur. Timing is in accordance with the agreement.
2. St Marys Planning Agreement
 - In accordance with the agreement the first contribution instalment for District Open Space of \$1,712,922 has been received.
 - Delivery of infrastructure and further contributions are to occur in accordance with the delivery schedule in the agreement.
3. Glenmore Park Stage 2 Planning Agreement
 - In accordance with the agreement the second Affordable Housing Contribution of \$272,363 has been received.
 - In accordance with the agreement the second Employment Contribution of \$217,891 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 \$556,889 have been received.
 - Infrastructure delivered e.g. pathways, parks in accordance with the agreement.
 - Further contributions and infrastructure are to occur in accordance with the delivery schedule in the agreement.
5. Panthers Penrith Planning Agreement Roadworks
 - New agreement, no effect this period.
6. Panthers Penrith Planning Agreement Outlet Centre
 - New agreement, no effect this period.

GOVERNMENT INFORMATION REQUESTS

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

In accordance with section 7 of the *Government Information (Public Access) Act 2009* Council has undertaken a review of programs for the release of government information to identify the kinds of information that can be made publicly available.

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

Council's policy register was updated to include any new or revised policy documents for 2012-13 and the documents are freely available on Council's website. Council's Information Guide was updated to include reference to any new or revised information held by Council under the following categories:

- Information about Council
- Plans and Policies
- Information about Development Applications

- Approvals, Orders and other documents
- Other Information that may be contained in a record held by Council.

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

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

During 2012-13 Council received a total of 37 formal access applications, including withdrawn applications but not invalid applications, as detailed below. Council refused a total of 10 formal access applications because the information requested was information referred to in Schedule 1 of the Act. Of those, one was refused in full, and nine 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	2	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	4	0	0	0	0	0	0	2
Not for profit organisations	0	0	0	0	0	0	0	0
Members of the public (applications by legal representative)	5	0	0	0	0	0	0	0
Members of the public (other)	7	9	1	0	0	0	0	5

*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 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*	7	9	1	0	0	0	0	5
Access applications (other than personal information)	11	0	0	0	0	0	0	2
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 of the Act) about the applicant (the applicant being an individual).

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	0
Excluded information	0
Documents affecting law enforcement and public safety	0

	NUMBER OF TIMES CONSIDERATION USED*
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

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

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

	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	0
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

Table F: Timelines

	NUMBER OF APPLICATIONS
Decided within the statutory timeframe (20 days plus any extensions)	18
Decided after 35 days (by agreement with applicant)	10
Not decided within time (deemed refusal)	0
Total	28

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	2	2
Review by Information Commissioner*	0	0	0
Internal review following recommendation under section 93 of the Act	0	0	0
Review by the Administrative Decisions Tribunal	1	0	1
Total	1	2	3

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

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

	NUMBER OF APPLICATIONS FOR REVIEW
Applications by access applicants	1
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	1

PUBLIC INTEREST DISCLOSURES

SECTION 6CA OF THE *PUBLIC INTEREST DISCLOSURES ACT 1994*

The following information was submitted to the Ombudsman on 7 February and 25 July 2013 in accordance with requirements under the Public Interest Disclosures Act 1994.

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

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

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

Council has established an internal reporting policy for all public interest disclosures. Staff have been made aware of their obligations through an all staff email message as well as the posting of relevant information and advice on Council's intranet site. A program of training for staff is currently being developed and will be rolled out to all staff members, from September 2013.



INTRODUCTION
GOVERNANCE
OUR PEOPLE
OUR ENVIRONMENT
OUR PERFORMANCE
STATUTORY
FINANCIALS



FINANCIALS

Financial sustainability

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

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

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

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

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

FINANCIALS

This section provides analysis on the 2012-13 Financial Statements. It compares the reported financial results to Council's own financial objectives. Readers of the Statements are encouraged to contact Council's Financial Services Department on (02) 4732 7815 for any assistance required in understanding the reported results.

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

exhibition and lodged with the Division of Local Government (DLG) by early November each year.

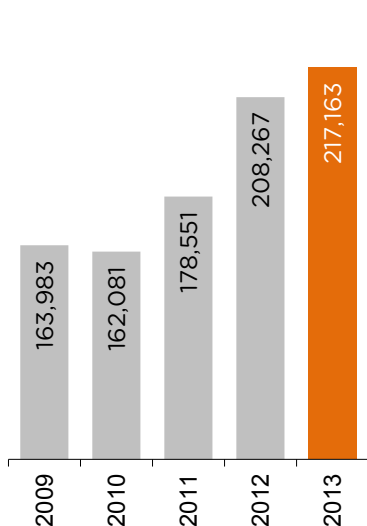
Under the 1993 NSW Local Government Act, Council is required to produce an audited set of Financial Statements. Key statements produced, and included in this document are:

- Income Statement and Statement of Comprehensive Income,
- Statement of Financial Position,
- Statement of Cash Flows.

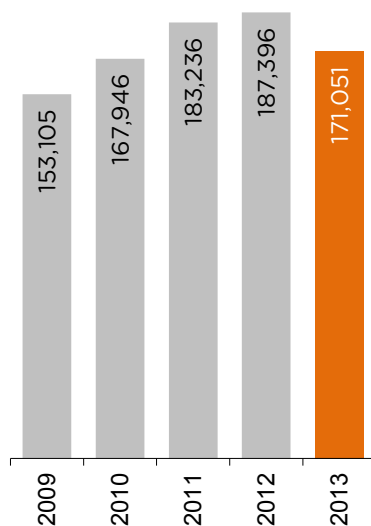
SUMMARY OF 2012-13 KEY RESULTS AND EVENTS

- Overall income ▲ 4.3% to \$217.2m
- Total Expenses ▼ 8.7% to \$171.1m
- Total Assets ▲ 3.1% to \$2,699m
- Net Assets p 3.3% to \$2,589m
- Asset \$ per head of population is \$14,434
- Liabilities ▼ 1.1% to \$110.4m
- Liabilities per head of population is \$590
- Infrastructure, Property Plant & Equipment ▲3.3% to \$2,591m

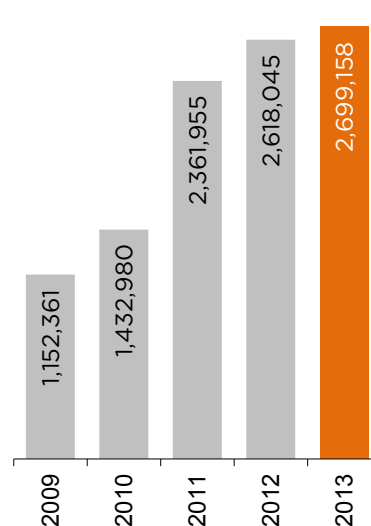
TOTAL INCOME (\$'000)



TOTAL EXPENSES (\$'000)



TOTAL ASSETS (\$'000)



FIVE-YEAR FINANCIAL SUMMARY

FOR THE YEAR ENDED 30 JUNE	UNITS	2013	2012	2011	2010	2009	2008
Total Income from Continuing Operations	\$000	217,163	208,267	178,551	162,081	163,983	149,075
Total Expenses from Continuing Operations	\$000	171,051	187,396	183,236	167,946	153,105	136,759
Net Operating Result for Year	\$000	46,112	20,871	(4,685)	(5,865)	10,878	12,316
Grants and Contributions	\$000	69,612	64,919	46,888	33,176	42,603	35,951
Net Operating Result before Capital Grants and Contributions	\$000	841	(7,564)	(18,020)	(10,340)	(1,190)	(2,059)
Further breakdown of Income Statement items are shown in Appendix 1							
Current Assets	\$000	78,617	74,779	71,355	55,571	56,588	60,302
Non-Current Assets	\$000	2,620,541	2,543,266	2,290,600	1,377,409	1,095,773	1,100,426
Current Liabilities	\$000	52,224	50,493	50,385	45,762	43,352	39,763
Non-Current Liabilities	\$000	58,185	61,117	61,527	64,092	59,077	58,455
Total Equity	\$000	2,588,749	2,506,435	2,250,043	1,323,126	1,049,932	1,062,510
Further breakdown of Balance Sheet items are shown in Appendix 1							
Cash Flows from Operating Activities	\$000	37,902	46,789	22,003	22,288	30,500	24,119
Cash Flows from Investing Activities	\$000	(40,165)	(10,022)	(15,684)	(27,901)	(27,903)	(32,221)
Cash Assets at the end of Reporting Period	\$000	41,880	45,453	8,361	4,049	5,035	809
Rates Outstanding	%	4.83	5.73	5.60	5.67	4.94	5.04
Unrestricted Current Ratio	Ratio	1.19:1	1.31:1	1.19:1	1.03:1	1.17:1	1.15:1
Debt Service Ratio	%	7.80	7.40	7.65	7.82	7.45	7.13
Asset Renewal	%	53.5	34.0	46.6	51.6	56.9	43.2

OUR FINANCIAL PERFORMANCE

Council's financial performance for 2012-13 is characterised by:

- a net surplus result of \$46.1m for the year
- a balanced Budget after transferring \$168,548 to reserves for future contingencies
- an Unrestricted Current Ratio of 1.19:1, down from 1.31 in 2011-12
- an increase in assets from \$2,618m in 2011-12 to \$2,699m in 2012-13, with assets per capita increasing from \$14,176 per person to \$14,434 (ABS population estimate of 184,681) per person during this period
- an increase in the value of Council's Investment Properties to \$20.7m
- a slight decrease in liabilities to a total of \$110.4m in 2012-13 – with liabilities per capita of \$590
- a decrease in Rates and Annual Charges outstanding to 4.83% (2011-12, 5.73%)
- a larger capital works program of \$67.9m in 2012-13 compared to \$53.7m in 2011-12, including the Erskine Park Intersection upgrade (\$6.4m) and an increase in roads and drainage dedications
- a total of 48% of Council's income being derived from Rates and Annual Charges
- other key ratios are outlined in Note 13 in the full Financial Statements.

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. The recent TCorp review demonstrated that Council remains in a sound and stable financial position, due in part to the recent SRV which focused on asset renewal and securing the right level of resources to ensure that Council's current services and service levels can be maintained. This financial sustainability however has not been achieved without challenges in both the current and recent years. Council's capacity to accommodate additional priorities can only be achieved through the reprioritisation of current service levels. Future budgets continue to demonstrate Council's commitment to productivity improvements and this continued pursuit and actively managing programs ensures that Council will remain financially sustainable and is building a sustainable long term platform.

Council's investment policies and strategies have been effective in producing strong returns on ratepayers' funds in 2012-13. Council's average return on investments for 2012-13 is 4.48%, which has considerably outperformed the average 90 day BBSW rate of 3.15%. Council was also able to complete its 2012-13 borrowing program at a lower rate than the average return on our investments in recent years. The weighted interest rate on borrowings has continued to decrease due to the lower cost of capital. Council continues to use borrowings to fund an accelerated infrastructure program, however Council's level of debt is continually monitored to ensure it is sustainable without risking service levels.

Council's operating result for the year was a surplus of \$46.1m. The 2012-13 result was influenced by Council undertaking a review of its useful lives and residual values for its building, roads, and drainage assets with the aim of more accurately reporting the consumption of these assets. The result of this review reduced the depreciation expense for 2012-13 by half, which provides a more realistic representation of this consumption of these assets. This review process will continue going forward to ensure that Council's calculation of depreciation remains contemporary.

The 2012-13 financial year provided the second instalment of Council's recent Special Rate Variation (SRV). The additional funding has ensured that asset renewal programs could be fully implemented and essential City Centre Renewal could be undertaken while maintaining the services and service levels being demanded by our community. Council's LTFP demonstrates that the 2011-12 Special Rate Variation has ensured that Council's Long Term Financial Sustainability, highlighted in Special Schedule 8, has been secured.

Delivering infrastructure

Local Government in NSW faces a large backlog of work to bring roads, drainage, and building assets to a satisfactory standard. Council's commitment to addressing our infrastructure backlog has seen increased funding for asset maintenance and renewal, and development of renewal programs for all key asset classes in recent years. The review of the LTFP and Resource Strategy during 2010-11 highlighted that while progress is being made in a number of asset classes, Council did not have the capacity to fully fund all identified asset renewal programs and addressing our infrastructure backlog was one of the key drivers for the recently approved Special Rate Variation. As a result, Council now has a program in place to address the identified infrastructure backlog for all key asset classes. Special Schedule 7 provides further information about the condition of these assets.

Developer contribution reforms

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

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

Following analysis of the physical, social and financial impacts of the cap on the WELL Precinct and the Penrith City community, Council, on 27 June 2011, resolved to require new development within the WELL Precinct to provide all drainage and most roadworks by way of conditions of development consent. Contributions up to \$30,000 per lot would be levied for open space, community and cultural facilities. The consequence of this resolution would be no infrastructure funding gaps under the three contributions plans applying to the WELL Precinct.

Council has completed a review of its section 94 plans, as directed by the Minister for Planning, and these revised plans have been adopted by Council and submitted to the Minister for Planning for determination and remaking. The Minister has not made the revised Plans.

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 \$126 million in contributions income would be affected, or a significant reduction in the nature and scale of facilities being funded. 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, when these have been developed Council will be better informed as to the effect on those plans that have been forward funded and thus the gap that would be required to be funded by Council.



Andrew Moore
Financial Services Manager

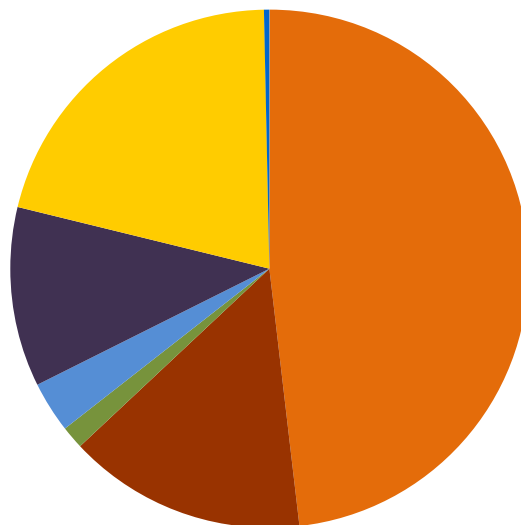


Vicki O'Kelly
Executive Manager - Corporate
Responsible Accounting Officer

INCOME

Overall income ▲ 4.3% to \$217.2m

- Rates & Annual Charges (\$104.6m)
- User Charges & Fees (\$32.3m)
- Investment Revenues (\$3.1m)
- Other Revenues (\$6.9m)
- Grants & Contributions - Operating (\$24.3m)
- Grants & Contributions - Capital (\$45.3m)



INCOME ITEM	2013 (\$'000)	2012 (\$'000)	% CHANGE
Rates & Annual Charges	104,564	98,524	6.1%
User Charges & Fees	32,265	31,414	2.7%
Investment Revenues	3,118	4,215	(26.0%)
Other Revenues	6,877	8,862	(22.4%)
Grants & Contributions - Operating	24,341	36,484	(33.3%)
Grants & Contributions - Capital	45,271	28,435	59.2%
Profit from interests in Joint Ventures & Associates	727	333	118.3%
Total Income from Continuing Operations	217,163	208,267	4.3%

Rates & Annual Charges

The increase in property numbers from 65,996 in 2011-12 to 67,259 in 2012-13, together with the approved rate increase of 5.3% (including the SRV) has added \$6m to Operating Revenue. Rates Outstanding, a key industry indicator, decreased to 4.83% in 2012-13 from 5.73% in 2011-12 and is below the industry target of 5%. Council has been and will remain active in debt recovery, with a view to maintaining this indicator below 5%.

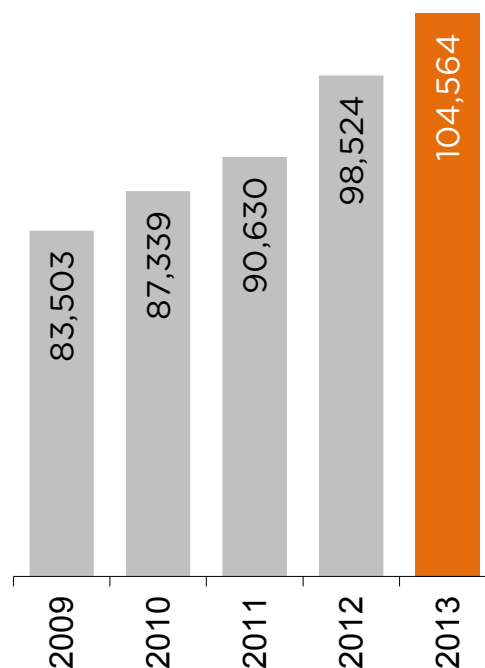
User Charges & Fees

User Charges and Fees increased 2.7% over the 2012-13 Financial Year, in line with expectations.

Investment Revenues

Council's investment portfolio as at 30 June 2013 has remained in line with 2011-12, at a total of \$69.8m (2011-12, \$71.1m). The reduction in interest rates over 2012-13 and the Fair Value of Council's investments in Mortgage Backed Securities, has seen investment revenues decrease in 2012-13 by \$1.1m.

RATES & ANNUAL CHARGES (\$'000)



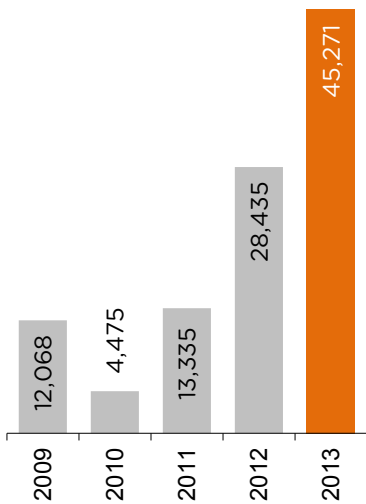
Other Revenues

Other Revenues decreased by \$2m (22.4%) during 2012-13. This was mainly due to the revaluation of Council's Investment Properties seeing an increase of \$169,000 in 2012-13 compared to an increase of \$1.9m in 2011-12. The Environmental Performance Rebate has also increased \$107,000 during 2012-13.

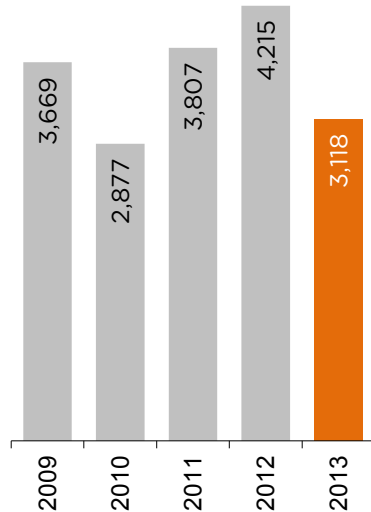
Grants & Contributions

Grants & Contributions have increased overall by \$4.7m (7.2%). This is primarily due to increases in subdivider dedications (up by \$14.7m) and increased S94 developer contributions (up by \$6.2m), offset by a deduction of \$12.1m in government grants.

CAPITAL GRANTS & CONTRIBUTIONS (\$'000)



INVESTMENT REVENUE (\$'000)



PROPERTY NUMBERS

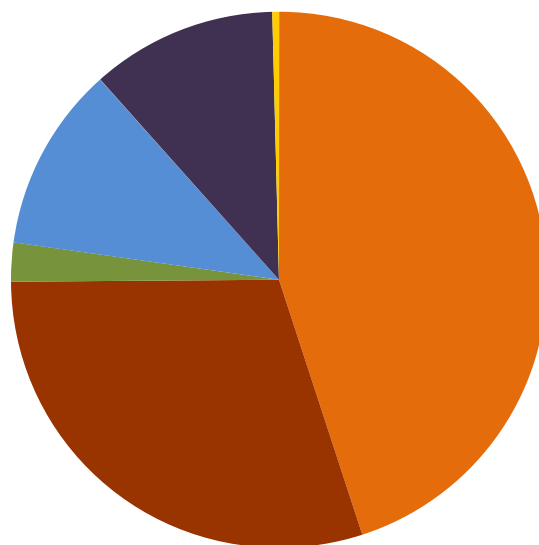


EXPENSES

Total Expenses ▼ 8.7% to \$171.1m

Employee costs ▲ 1.4% to \$76.9m

- Employee Costs (\$76.9m)
- Materials & Contracts (\$51.2m)
- Borrowing Costs (\$4m)
- Depreciation, Amortisation & Impairment (\$19.1m)
- Other Expenses (\$19.2m)
- Loss from Disposal of Assets (\$0.7m)



EXPENSE ITEM	2013 (\$'000)	2012 (\$'000)	% CHANGE
Employee Costs	76,933	75,899	1.4%
Materials & Contracts	51,166	49,673	3.0%
Borrowing Costs	3,995	4,064	(1.7%)
Depreciation, Amortisation & Impairment	19,114	39,034	(51.0%)
Other Expenses	19,159	18,462	3.8%
Loss from Disposal of Assets	684	264	100%
Total expenses from Continuing Operations	171,051	187,396	(8.7%)

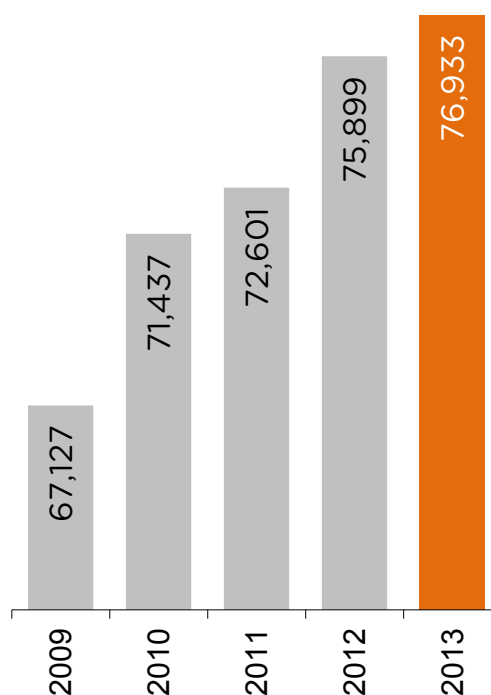
Employee Costs

Total employee costs increased \$1m in 2012-13. This equates to a 1.4% increase, after accommodating an award increase of 3.25% in July 2012, and also includes:

- Increase in total Superannuation costs - \$306,000
- Skills and knowledge progression - \$440,000
- Employee performance bonuses - \$508,000
- Decreases for the provision for Employee Entitlements - \$476,000

Council contributes 9% Superannuation for all employees except those who are members of the Local Government Superannuation Defined Benefits Scheme (DBS). In March 2009, the Local Government Super Scheme (LGSS) advised that it had been impacted by the Global Financial Crisis and contributions rates from 2009-10 were doubled. In 2011-12 the LGSS revised their methodology of calculating Council's additional contribution, and have advised Council of a flat annual fee going forward of approximately \$1.1m per year from 2013-14 with Council's required contribution for these employees being returned to the original rates.

EMPLOYEE COSTS (\$'000)



Council's transition to Workcover's Retro-paid Loss model for worker's compensation insurance continues to provide significant cost savings and efficiencies for Council compared to the traditional claims experience insurance. The total worker's compensation expense for 2012-13 was \$1.2m (2011-12, \$1.1m), compared to the 2009-10 costs under the traditional premium of \$3.1m. In addition to these cost savings, a continued focus on and acceptance of safe work practices by staff has seen a 25 year low in lodged claims during the 2012-13 period.

Depreciation

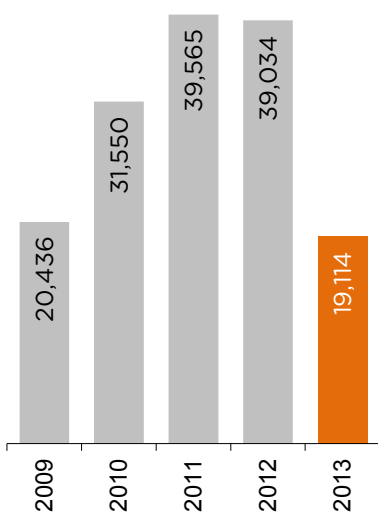
Depreciation is the allocation of the costs of an asset, based on the likely period of its useful life. The depreciation rates used by Council are set out in Note 1 of this document. For 2012-13, Council reviewed and amended the useful lives and residual value for its road, drainage, and building asset classes to more accurately reflect the consumption of these assets. The result is a decrease in depreciation expense from the previous year and more realistically represents the consumption of these assets. This review will also be conducted in future years.

Total depreciation for the year was \$19.1m (2011-12, \$39.0m).

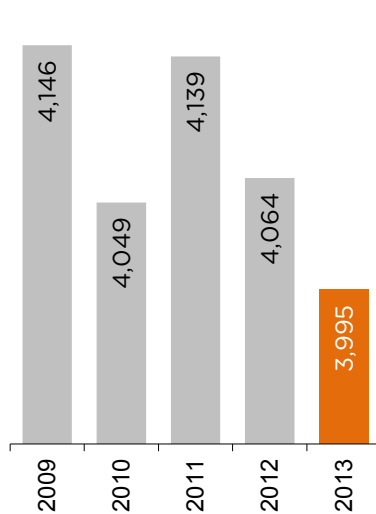
Other Expenses

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

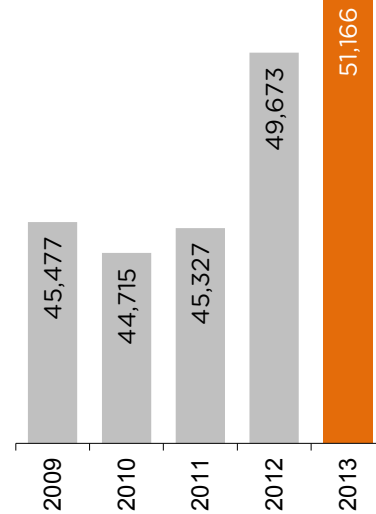
DEPRECIATION (\$'000)



BORROWING COSTS (\$'000)



MATERIALS & CONTRACTS (\$'000)

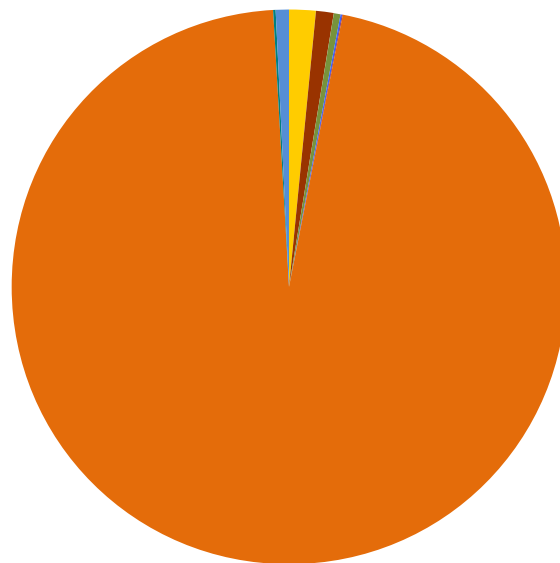


ASSETS

Total Assets ▲ 3.1% to \$2,699m

Net Assets ▲ 3.3% to \$2,589m

- Cash & cash equivalents (\$41.9m)
- Investments (\$28m)
- Receivables (\$10.5m)
- Inventories (\$2.4m)
- Other (\$1.1m)
- Infrastructure, Property, Plant & Equipment (\$2590.7m)
- Equity accounted investments (\$4m)
- Investment Property (\$20.7m)



ASSET ITEM	“ 2013 (\$'000) “	“ 2012 (\$'000) “	“% CHANGE”
CURRENT ASSETS			
Cash & cash equivalents	41,880	45,453	(7.9%)
Investments	24,966	16,784	48.7%
Receivables	8,316	9,068	(8.3%)
Inventories	2,353	2,357	(0.2%)
Other	1,102	1,117	(1.3%)
TOTAL CURRENT ASSETS	78,617	74,779	5.1%
NON-CURRENT ASSETS			
Investments	3,000	8,894	(66.3%)
Receivables	2,215	2,468	(10.3%)
Infrastructure, Property, Plant & Equipment	2,590,652	2,508,126	3.3%
Equity accounted investments	3,955	3,228	22.5%
Investment Property	20,719	20,550	0.8%
TOTAL NON-CURRENT ASSETS	2,620,541	2,543,266	3.0%
TOTAL ASSETS	2,699,158	2,618,045	3.1%

Cash Position

An assessment of Council’s cash holdings at the end of the Financial Year provides a different view of the year’s financial information. Council’s Cash Flow Statement provides information relating to actual payments and receipts of cash. Investments have decreased slightly over the 2012-13 year. At 30 June 2013, Council reduced the value of its Mortgage Backed Securities (MBS) by \$1m after Council received valuations for these

investments that took into account the lack of a market 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. The reduction in the value is a reflection of the minimal market there is for these investments. Council continues

to hold funds on call to ensure funds are immediately available if required. This amount can fluctuate and for 2012-13 the holdings of \$2.4m are in line with Council's targets. For the 2012-13, Council has moved its term deposits that had a maturity date of 3 months or less at 30 June 2013 into Cash and Cash Equivalents to more accurately reflect the amount of liquid funds Council has access to within these 3 months.

Reserves

Council operates a number of internally and externally restricted reserves. External reserves include unspent Section 94 funds received, special purpose grants or unexpended loans, along with domestic waste and sillage 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. An increase in unrestricted funds held at 30 June 2013 of \$1.3m, offset by a decrease in externally restricted funds, is also a contributing factor to the maintenance of the strong level of Council's investment portfolio.

Council continues to maintain a number of internal reserves as detailed in Note 6. These reserves have been established by Council resolution, and include provisions for Employee Leave Entitlements, Property Development activities, and Council's Children's Services operations. The maintenance of these reserves ensures that Council has sufficient capacity to respond to planned calls for funding in these areas and also provides some ability to fund unplanned expenditure for these purposes.

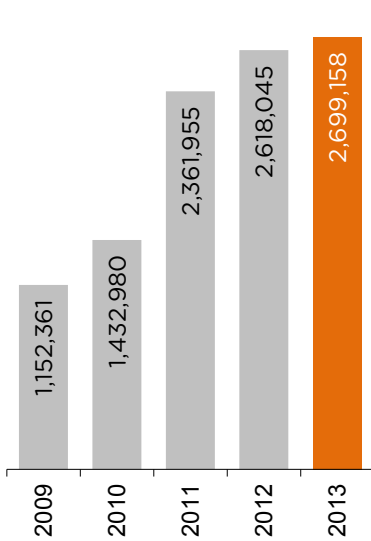
Unrestricted Current Ratio

The unrestricted current ratio for 2012-13 was 1.19:1. 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 2013, there were six Section 94 plans in deficit totalling \$7.9m (compared to 2011-12, \$8.4m). Two plans, the Cultural Facilities Plan and the Civic Improvement Plan, accounted for \$5.8m of this deficit. Once adjusted for these internal borrowings, the adjusted indicator is 1.48:1 and is above Council's adopted benchmark of 1.25:1, but slightly below the Division of Local Government's benchmark of 1.5:1.

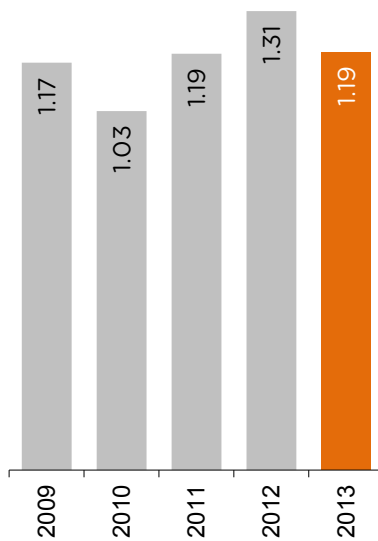
Receivables

Receivables for 2012-13 totaled \$10.5m, a decrease of \$1m compared to 2011-12. The Rates Outstanding percentage decreased from 5.73% in 2011-12 to 4.83% in 2012-13, which is below the industry benchmark of less than 5%. Council has a long established policy of not actively pursuing pensioners for outstanding Rates and Annual Charges. Excluding pensioners from this calculation decreases this indicator to 3.96% (4.33% in 2011-12), below Council's target of 4.50%.

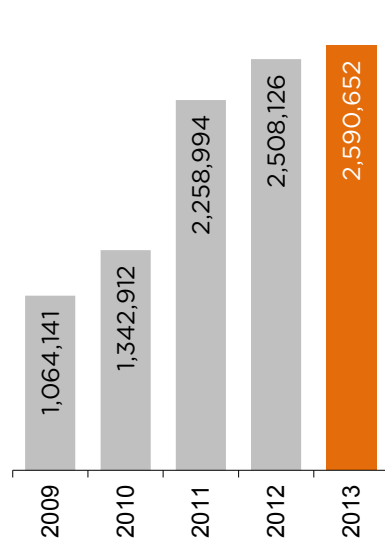
TOTAL ASSETS (\$'000)



UNRESTRICTED CURRENT RATIO



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



Infrastructure, Property, Plant & Equipment

Infrastructure, Property, Plant & Equipment (IPPE) increased \$82.5m (3.3%) over the 2012-13 year to \$2,591m. This increase is mainly due to the revaluation of Council's Buildings and Operating Land, which resulted in a net increase of \$36.2m and Council's asset additions throughout the year of \$67.9m. These asset additions included asset renewals of \$7.5m and new infrastructure asset purchases and constructions of \$39.5m. A summary of IPPE activity for 2012-13 is shown below, and is provided in greater detail in Note 9.

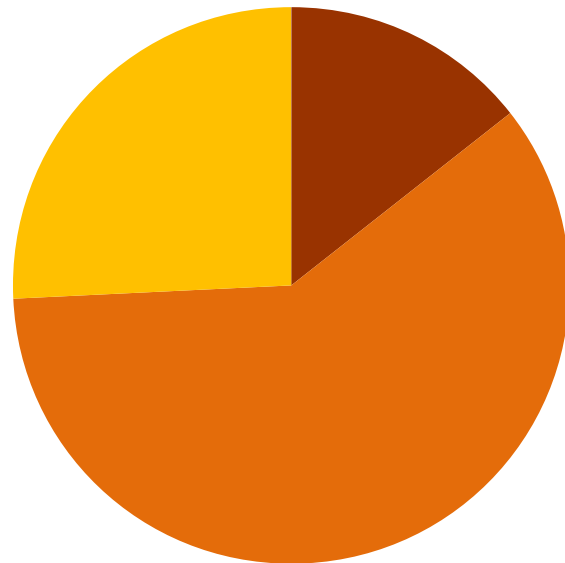
Plant and Equipment		Infrastructure	
Vehicles Purchased	109	Road Dedication	\$12.7m
Vehicles Sold	108	Drainage Dedications	\$9.2m
Plant items purchased	10	Major Capital Projects worth of note, either completed or underway during the year include:	
Total value of plant and equipment purchases was \$3.7m, and includes:		Erskine Park Intersection Upgrade	\$6.4m
Toro Groundmaster Mowers (x4)	\$233,166	Road Resealing/Resheeting	\$4.8m
Toyota Hiace Community Bus (x2)	\$92,175	Organic Bins	\$1.4m
Toyota Hilux Utility (x3)	\$89,053	Building Asset Renewal Program	\$930,411
Montabert Rock Breaker	\$10,000	Parks Asset Renewal Program	\$566,304
		Public Amenity Replacement Program	\$368,401
Office Equipment		Community Safety Program	\$239,353
New Computer Purchases	\$124,594	Children's Services Playground Upgrades	\$254,610
Other Hardware and Systems	\$62,880		
		Other Assets	
Buildings and Other Structure		Library Resources	\$540,532
Londonderry Neighbourhood Centre	\$175,258		
Penrith Gallery – Ancher House	\$129,637		
Jamison Park Netball	\$120,615		
Road Works and Drainage			
Drainage Works (ex. Dedications)	\$185,399		
Road Works (ex. Dedications)	\$17.1m		
Includes:			
Bus Shelters	\$264,632		
Paths and paving	\$661,590		

LIABILITIES

- Liabilities ▼ 1.1% to \$110.4m
- Borrowings ▼ 3.2% to \$66.1m

- Payables ▲ 10.0% to \$15.9m
- Provisions ▼ 1.65% to \$28.4m

- Payables (\$15.9m)
- Borrowings (\$66.1m)
- Provisions (\$28.4m)

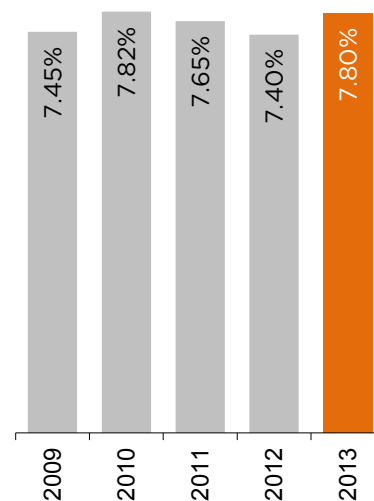


LIABILITY ITEM	“ 2013 (\$’000) “	“ 2012 (\$’000) “	“% CHANGE”
CURRENT LIABILITIES			
Payables	15,890	14,439	10.0%
Borrowings	8,853	8,413	5.2%
Provisions	27,481	27,641	(0.6%)
TOTAL CURRENT LIABILITIES	52,224	50,493	3.4%
NON-CURRENT LIABILITIES			
Borrowings	57,233	59,849	(4.4%)
Provisions	952	1,268	(24.9%)
TOTAL NON CURRENT LIABILITIES	58,185	61,117	(4.8%)
TOTAL LIABILITIES	110,409	111,610	(1.1%)

The 2012-13 Debt Service Ratio was 7.80% (7.40% in 2011-12). This means that 7.80% of Council’s revenue (excluding capital grants and contributions and specific purpose operating grants and contributions) is used to meet Council’s annual loan repayments. The Debt Service Ratio indicator can be misleading if comparisons are made without understanding the underlying situation. Much of Council’s recent additions to the loan portfolio have income streams to fund the loan repayments. Knowledge of the principal and interest components of loan payments, along with any revenue streams used to fund these repayments, is required if any comparison to other Councils is to be meaningful.

Total borrowings now stand at \$66.1m, a decrease of \$2.2m (3.2%) over 2011-12. Council’s recent approval under the Local Infrastructure Renewal Scheme (LIRS) also provides an interest rates subsidy from the NSW Government.

DEBT SERVICE RATIO



CONTROLLED ENTITIES

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

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

	\$'000		
	PPVA	RIPPLES	PWS
Operating Expenses	3,596	3,564	1,823
Operating Revenues (Excluding Council's Subsidy)	2,057	2,704	1,686
Surplus / (Deficit) before Subsidy	(1,539)	(860)	(137)
Subsidy	1,507	1,057	—
Surplus / (Deficit) from Ordinary Operations	(32)	197	(137)
Capital Grants	—	—	—
Surplus / (Deficit)	(32)	197	(137)
Current Assets	983	173	279
Non-Current Assets	556	354	1,242
Total Assets	1,539	527	1,521
Current Liabilities	771	652	619
Non-Current Liabilities	146	10	728
Total Liabilities	917	662	1,347
Net Assets	622	(135)	174

BUSINESS ACTIVITY REPORTING

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

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

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

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

In these statements all the businesses have generally been assumed to be operators and not owners of the applicable lands. This means for example, that Ripples is a business activity but the ownership of the land and building is outside the business activity. The business activity is then nominally charged a rental for use of the premises. The business activity reports show that if rentals, taxes and similar costs were charged some of the activities would then need a subsidy in order to pay these costs. As these costs are not charged, only assumed, the "Subsidy from Council" does not represent an amount actually paid or ever likely to be paid. It represents the difference between actual surplus and the assumed profit of a commercial operation.

CATEGORY 1 (TURNOVER GREATER THAN \$2M)	2013 SURPLUS / (DEFICIT)	2012 SURPLUS / (DEFICIT)	2011 SURPLUS / (DEFICIT)	2010 SURPLUS / (DEFICIT)	2009 SURPLUS / (DEFICIT)
Children's Services	(609)	137	(606)	(1,170)	(1,486)
Council Pools	(2,653)	(1,715)	(2,044)	(3,501)	(2,940)
Penrith Whitewater Stadium	(182)	(142)	182	(226)	(7)
Property Development	(930)	1,338	2,911	1,609	1,663
Penrith Performing & Visual Arts	(1,372)	(955)	(3,086)	(2,862)	(3,106)

CATEGORY 2 (TURNOVER LESS THAN \$2M)	2013 SURPLUS / (DEFICIT)	2012 SURPLUS / (DEFICIT)	2011 SURPLUS / (DEFICIT)	2010 SURPLUS / (DEFICIT)	2009 SURPLUS / (DEFICIT)
Cemeteries	(156)	(86)	(152)	(164)	(133)
Tennis Courts	(369)	(216)	(299)	(1,309)	(115)
St Clair Recreation Centre	(332)	(159)	(196)	(378)	(358)
Lemongrove Retirement Village (sold 2011)	n/a	n/a	80	(289)	(255)
Halls	(1,198)	(1,106)	(1,161)	(4,571)	(427)
Contestable Services	71	(80)	(4)	106	60

INCOME STATEMENT

FOR THE YEAR ENDED 30 JUNE 2013

BUDGET ⁽¹⁾ 2013	\$ '000	NOTES	ACTUAL 2013	ACTUAL 2012
Income from Continuing Operations				
Revenue:				
104,104	Rates & Annual Charges	3a	104,564	98,524
31,245	User Charges & Fees	3b	32,265	31,414
3,375	Interest & Investment Revenue	3c	3,118	4,215
6,853	Other Revenues	3d	6,877	8,862
27,820	Grants & Contributions provided for Operating Purposes	3e,f	24,341	36,484
7,326	Grants & Contributions provided for Capital Purposes	3e,f	45,271	28,435
Other Income:				
Net Share of interests in Joint Ventures & Associated				
50	Entities using the equity method	19	727	333
180,773	Total Income from Continuing Operations		217,163	208,267
Expenses from Continuing Operations				
78,419	Employee Benefits & On-Costs	4a	76,933	75,899
4,194	Borrowing Costs	4b	3,995	4,064
56,537	Materials & Contracts	4c	51,166	49,673
37,931	Depreciation & Amortisation	4d	19,114	39,034
17,042	Other Expenses	4e	19,159	18,462
537	Net Losses from the Disposal of Assets	5	684	264
194,660	Total Expenses from Continuing Operations		171,051	187,396
(13,887)	Operating Result from Continuing Operations		46,112	20,871
(13,887)	Net Operating Result for the Year		46,112	20,871
(21,213)	Net Operating Result for the year before Grants and Contributions provided for Capital Purposes		841	(7,564)

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

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STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 30 JUNE 2013

\$ '000	NOTES	ACTUAL 2013	ACTUAL 2012
Net Operating Result for the year (as per Income Statement)		46,112	20,871
Other Comprehensive Income:			
Amounts which will not be reclassified subsequently to the Operating Result			
Gain (loss) on revaluation of I,PP&E	20b (ii)	36,202	235,521
Total Items which will not be reclassified subsequently to the Operating Result		36,202	235,521
Total Other Comprehensive Income for the year		36,202	235,521
Total Comprehensive Income for the Year		82,314	256,392

STATEMENT OF FINANCIAL POSITION

AS AT 30 JUNE 2013

		NOTES	ACTUAL 2013	ACTUAL 2012
	\$ '000			
ASSETS				
Current Assets				
Cash & Cash Equivalents		6a	41,880	45,453
Investments		6b	24,966	16,784
Receivables		7	8,316	9,068
Inventories		8	2,353	2,357
Other		8	1,102	1,117
Total Current Assets			78,617	74,779
Non-Current Assets				
Investments		6b	3,000	8,894
Receivables		7	2,215	2,468
Infrastructure, Property, Plant & Equipment		9	2,590,652	2,508,126
Investments accounted for using the equity method		19	3,955	3,228
Investment Property		14	20,719	20,550
Total Non-Current Assets			2,620,541	2,543,266
TOTAL ASSETS			2,699,158	2,618,045
LIABILITIES				
Current Liabilities				
Payables		10	15,890	14,439
Borrowings		10	8,853	8,413
Provisions		10	27,481	27,641
Total Current Liabilities			52,224	50,493
Non-Current Liabilities				
Borrowings		10	57,233	59,849
Provisions		10	952	1,268
Total Non-Current Liabilities			58,185	61,117
TOTAL LIABILITIES			110,409	111,610
Net Assets			2,588,749	2,506,435
EQUITY				
Retained Earnings		20	1,920,875	1,874,763
Revaluation Reserves		20	667,874	631,672
Total Equity			2,588,749	2,506,435

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STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED 30 JUNE 2013

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

\$ '000	NOTES	RETAINED EARNINGS	RESERVES (REFER 20b)	COUNCIL INTEREST	TOTAL EQUITY
2012					
Opening Balance as per Last Year's Audited Accounts		1,853,892	396,151	2,250,043	2,250,043
Revised Opening Balance (as at 1/7/11)		1,853,892	396,151	2,250,043	2,250,043
Net Operating Result for the Year		20,871	20,871	20,871	
Other Comprehensive Income					
- Revaluations : IPP&E Asset Revaluation Rsve	20b (ii)		235,521	235,521	235,521
Other Comprehensive Income		235,521	235,521	235,521	
Total Comprehensive Income (c&d)		20,871	235,521	256,392	256,392
Equity - Balance at end of the reporting period		1,874,763	631,672	2,506,435	2,506,435

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 30 JUNE 2013

BUDGET ⁽¹⁾ 2013	\$ '000	NOTES	ACTUAL 2013	ACTUAL 2012
	Cash Flows from Operating Activities			
	Receipts:			
104,099	Rates & Annual Charges		105,206	98,811
38,596	User Charges & Fees		34,218	32,612
3,379	Investment & Interest Revenue received		3,385	4,370
38,986	Grants & Contributions		40,522	49,644
-	Bonds, Deposits & Retention amounts received		2,604	2,057
3,178	Other		13,960	21,036
	Payments:			
(77,806)	Employee Benefits & On-Costs		(77,780)	(76,371)
(66,855)	Materials & Contracts		(57,390)	(54,282)
(4,194)	Borrowing Costs		(3,995)	(4,064)
-	Bonds, Deposits & Retention amounts refunded		(2,436)	(1,926)
(13,471)	Other		(20,392)	(25,097)
25,912	Net Cash provided (or used in) Operating Activities	11b	37,902	46,789
	Cash Flows from Investing Activities			
	Receipts:			
154,813	Sale of Investment Securities		212,691	184,385
750	Sale of Real Estate Assets		10	-
1,463	Sale of Infrastructure, Property, Plant & Equipment		1,792	784
-	Transfers between Cash & Cash Equivalents		-	40,500
	Payments:			
(148,594)	Purchase of Investment Securities		(215,000)	(196,500)
(31,387)	Purchase of Infrastructure, Property, Plant & Equipment		(38,647)	(39,134)
-	Purchase of Real Estate Assets		(11)	(57)
-	Transfers between Cash & Cash Equivalents		(1,000)	-
(22,955)	Net Cash provided (or used in) Investing Activities		(40,165)	(10,022)
	Cash Flows from Financing Activities			
	Receipts:			
5,713	Proceeds from Borrowings & Advances		7,108	8,263
4	Deferred Debtors Receipts		2	-
	Payments:			
(12,693)	Repayment of Borrowings & Advances		(8,420)	(7,656)
-	Deferred Debtors & Advances Made		-	(282)
(6,976)	Net Cash Flow provided (used in) Financing Activities		(1,310)	325
(4,019)	Net Increase/(Decrease) in Cash & Cash Equivalents		(3,573)	37,092
4,953	plus: Cash & Cash Equivalents - beginning of year	11a	45,453	8,361
934	Cash & Cash Equivalents - end of the year	11a	41,880	45,453
	Additional Information:			
	plus: Investments on hand - end of year	6b	27,966	25,678
	Total Cash, Cash Equivalents & Investments		69,846	71,131

Please refer to Note 11 in the full Financial Statements for information on the following:
- Non Cash Financing & Investing Activities
- Financing Arrangements



ACKNOWLEDGEMENTS

- Proudly designed and printed in house

DESIGN & PRINT PENRITH CITY COUNCIL

- Cover photos and some internal photos by Michael Chin
- Some internal photographs by Adam Hollingworth
- Rowing photographs supplied by Rowing Australia
- North Penrith Commuter Carpark photographs supplied by HBO and EMTB

Environmental profile of paper used in Annual Report

As part of Council's ongoing commitment to organisational sustainability, the Annual Report has been printed on paper certified to meet sustainability guidelines.

The Onyx paper used is 100% recycled - a combination of 60% pre consumer and 40% post consumer waste, with the recycled pulp brightened in a Processed Chlorine Free environment (PCF). Onyx is produced in an ISO14001 accredited facility and is Chain of Custody certified by the Forest Stewardship Council. The Onyx range is also endorsed as Carbon Neutral by the Federal Government's Department of Climate Change and Energy Efficiency.




ENGLISH	If you do not understand this, please contact the Telephone Interpreting Service on 131 450 and ask them to contact Penrith City Council on your behalf on (02) 4732 7777. Or come to the Council offices and ask for an interpreter.
ARABIC	إذا لم يكن بإمكانك قراءة النص أعلاه، الرجاء الاتصال بخدمات الترجمة الفورية الهاتفية (TIS) على الرقم 131 450 والطلب منهم الاتصال بدورهم بمجلس مدينة بنريث نيابة عنك على الرقم 4732 7777 (02). أو يمكنك الحضور إلى المجلس وطلب ترتيب مترجم فوري لك.
CHINESE	如果您无法阅读这些文字，请致电 131 450 联系电话传译服务中心，请他们代您拨打 (02) 4732 7777 联系 Penrith 市议会。您也可以亲自到市议会来并要求获得口译服务。
GREEK	Αν δεν μπορείτε να το διαβάσετε αυτό, τηλεφωνήστε στην Τηλεφωνική Υπηρεσία Διερμηνέων στο 131 450 και ζητήστε τους να επικοινωνήσουν με το Δήμο Penrith (Penrith City Council) για λογαριασμό σας στον αριθμό (02) 4732 7777, ή ελάτε στη Δημαρχία και ζητήστε διερμηνέα.
HINDI	यदि आप इसे नहीं पढ़ पाते हैं, तो कृपया 131 450 पर टेलीफोन दुभाषिया सेवा से संपर्क करें और उनसे कहें कि वे आपकी ओर से पेनरथि सिटी काउंसिल से (02) 4732 7777 पर संपर्क करें. या आप काउंसिल आएँ और एक 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 پنریث 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 පෙන්නි නගර සභාව (Penrith City Council) හා සම්බන්ධ කර දෙන ලෙස ඉල්ලා සිටින්න. නැතිනම් නගර සභාව වෙත පැමිණ හඹා පරිවර්තකයකු ලබා දෙන ලෙස ඉල්ලා සිටින්න.
TAMIL	இதை உங்களால் வாசிக்க இயலவில்லை என்றால், 'தொலைபேசி உரைபெயர்ப்பு சேவை'யை 131 450 எனும் இலக்கத்தில் அழைத்து 'பென்றித் நகரவையுடன் (02) 4732 7777 எனும் இலக்கத்தில் உங்கள் சார்பாக தொடர்பு கொள்ளுமாறு கேளுங்கள். அல்லது நகரவைக்கு விஜயம் செய்து உரைபெயர்ப்பாளர் ஒருவர் வேண்டுமெனக் கேளுங்கள்.
VIETNAMESE	Nếu quý vị không thể đọc được thông tin này, xin liên lạc Dịch Vụ Thông Dịch Qua Điện Thoại ở số 131 450 và yêu cầu họ thay mặt quý vị liên lạc với Hội Đồng Thành Phố Penrith ở số (02) 4732 7777. Hoặc hãy tới Hội Đồng và yêu cầu có thông dịch viên.



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PENRITH
CITY COUNCIL