

PENRITH



Penrith's Bicentenary: Celebrating 200 Years

PENRITH
CITY COUNCIL

ANNUAL REPORT
2014-15



OUR VISION

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

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

About the Cover: Penrith's Bicentenary – Celebrating 200 Years

2015 marks 200 years since the first Government building opened in Penrith. In this, our bicentenary year, we have included a number of historical images on our cover, alongside modern photographs to show how much the City has grown and changed. All of these historical images were sourced from the Penrith in Pictures collection.

The Penrith in Pictures collection, held by Penrith Library, includes more than 30,000 photographs capturing life in the local area from the mid 19th Century to today. It includes several important personal collections that once belonged to well known people and families in the area. These generous donations have helped make the collection an invaluable contribution to the preservation of our City's past.

The collection can be accessed in all branches of the Library or via the library catalogue, and online at photosau.com/penrith/. For more information on the collection contact Council's Research Officer on 02 4732 7687.

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.

THE YEAR IN REVIEW

Council's activities and projects were set out in the Operational Plan 2014–15 and the Delivery Program 2013–17. Of the 346 projects and actions identified for completion in 2014–15 81% were on track with 228 completed and 52 on target.

Council's financial position remains strong, achieving a net surplus result of \$61.4 million for the year.

Key Financial Results for 2014-15

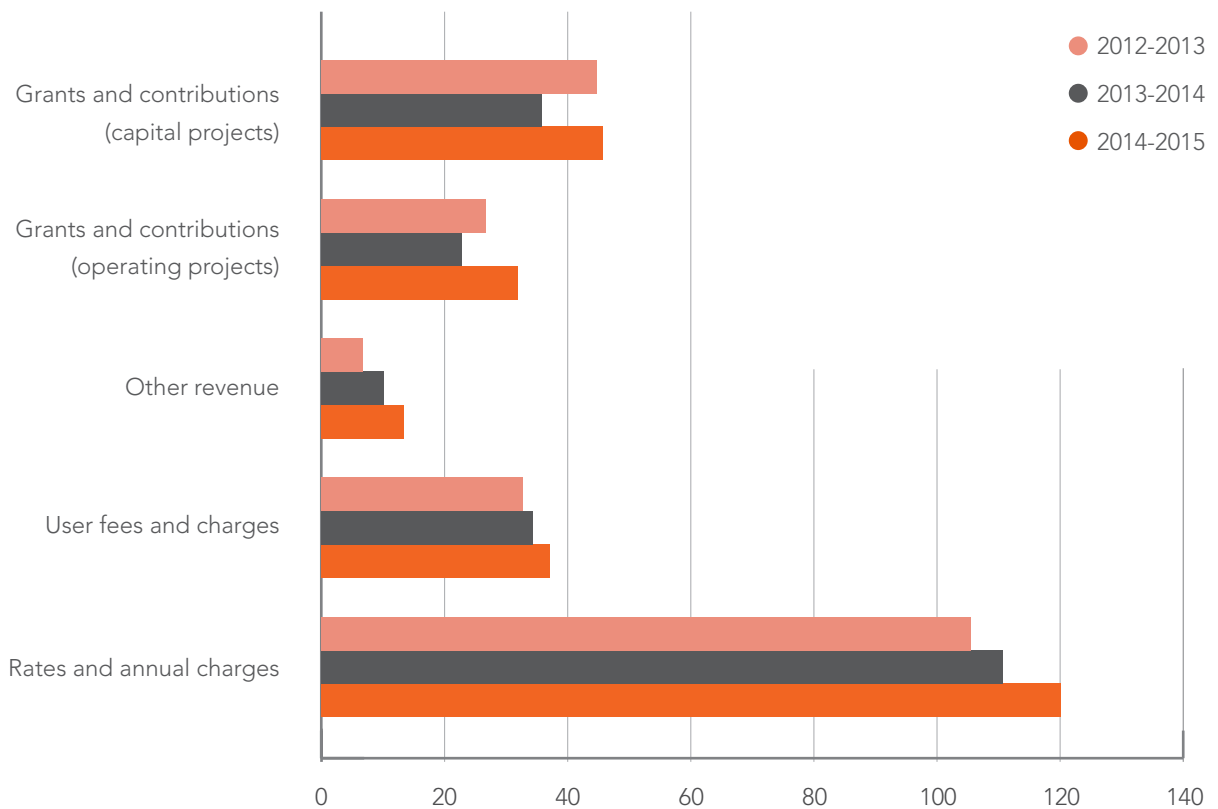
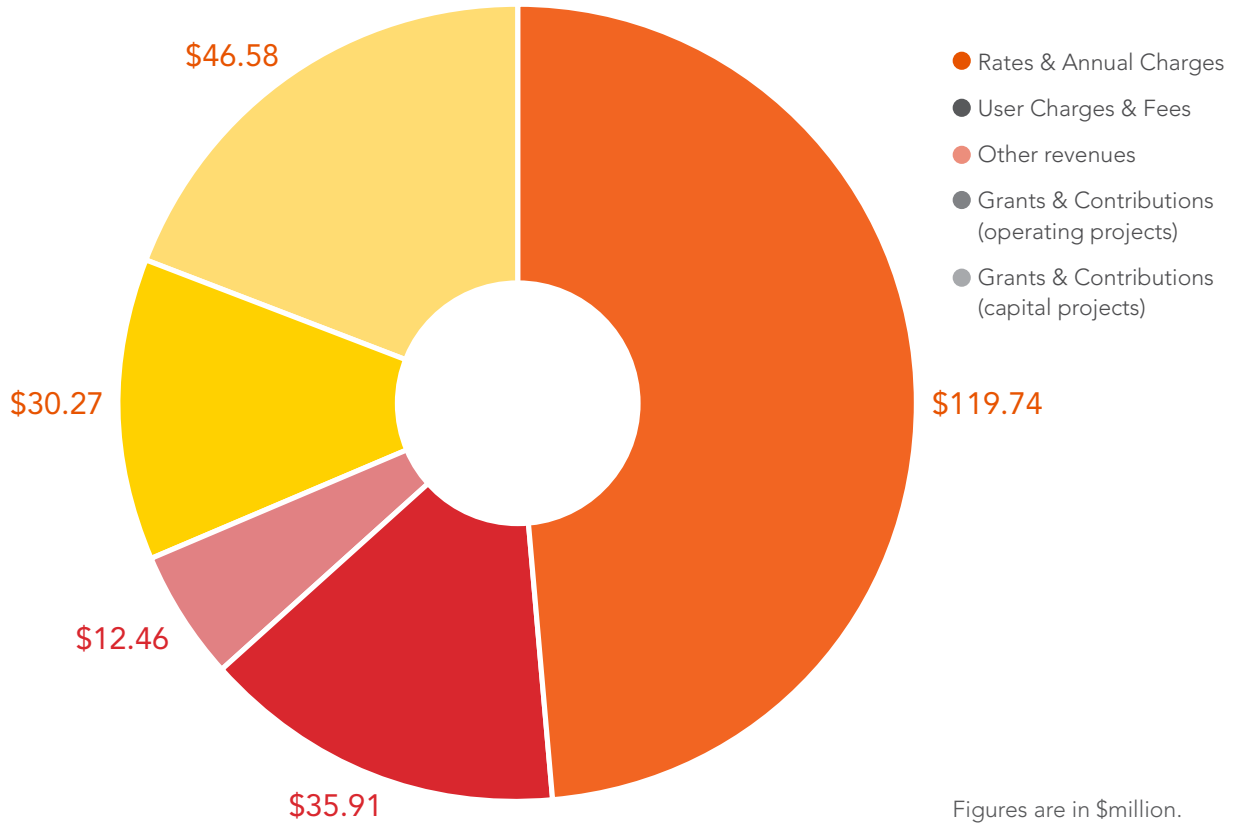
- Overall income up by 14% to \$245million
- Total expenses down by 4.7% to \$183.5million
- Total assets up by 9.8% to \$2,990million
- Asset \$ per head of population up by 7.0% to \$15,643
- Liabilities up by 1.8% to \$113.4million
- Infrastructure, property, plant & equipment up by 9.2% to \$2,868million



Red Cow Hotel,
Station Street, Penrith
circa 1910.

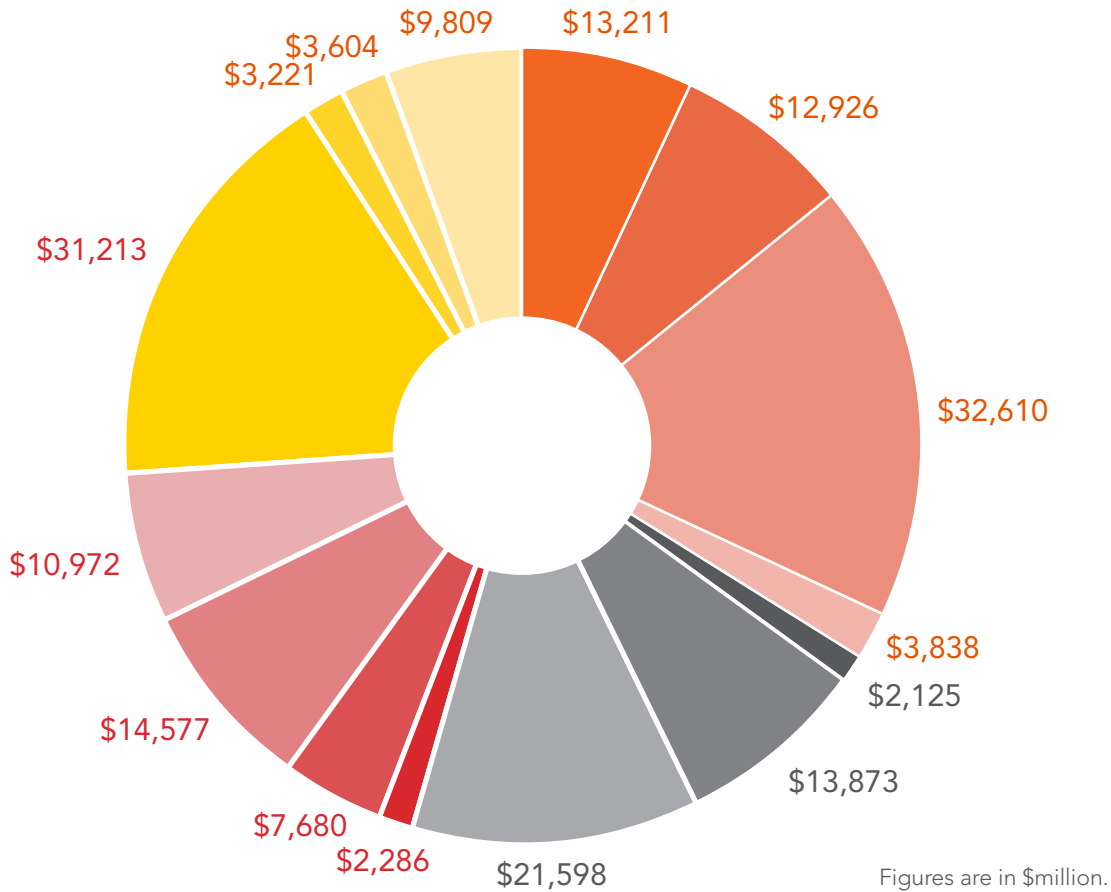
WHERE DOES OUR MONEY COME FROM?

In 2014–15 our income increased by 14% to \$245million, with almost half of this (49%) coming from rates and annual charges. Almost a third of our income came from grants and contributions (31%) which goes towards capital and operating projects. The remainder came from user fees and charges (15%), and other revenue (5%).



WHERE DID WE SPEND IT?

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



- Governance & Corporate Services
- Corporate Finance & Workforce
- Emergency Services, Regulation & Waste
- Environment & Health
- Community Wellbeing
- Parks & Recreation
- Children's Services
- Community Facilities
- Libraries
- Public Spaces & Community Safety
- Advocacy, Planning & Development
- Roads, Footpaths & Buildings
- Traffic, Parking & Drainage
- City Places & Projects
- Entities (PWS, PPVA & PALL)

PENRITH AT A GLANCE

Located 55 kilometres west of Sydney's CBD, Penrith City is home to an estimated 191,134 people. The City encompasses a land area of 404 square kilometres, of which around 80% is rural or rural-residential.

Over the past 30 years Penrith has evolved from its traditional farming, manufacturing and agricultural roots to become a Regional City with a diverse and involved community.

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

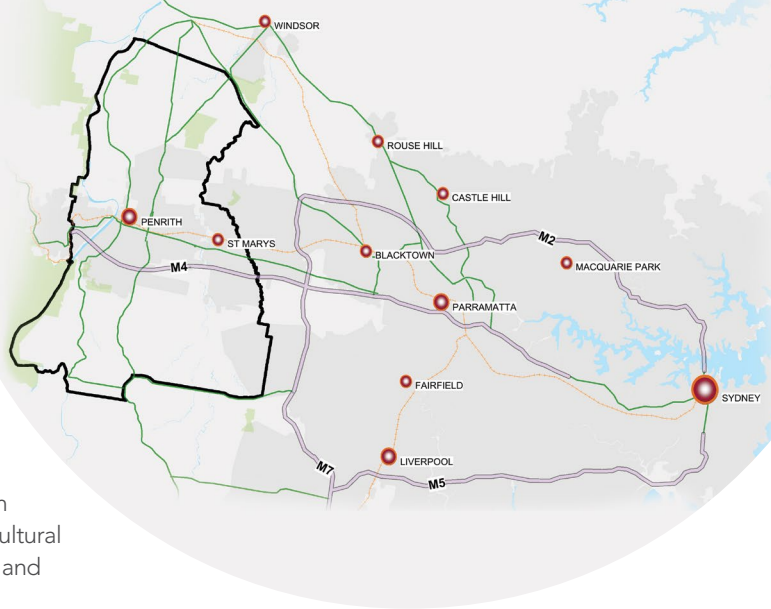
The City's diversity is what sets it apart. Penrith offers friendly residential neighbourhoods, picturesque natural settings, rural landscapes and a range of cultural and entertainment experiences alongside world class facilities including a respected university, major teaching hospital and substantial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

Our City has experienced significant growth in recent years, with this growth expected to continue into the future. Between the 2006 and 2011 Census the population increased by more than 6,000 people. While this requires careful planning to ensure we protect our local environments, build strong communities and provide adequate services and infrastructure, it also brings with it great opportunities. Opportunities for

new industries and investment, opportunities for further cultural events and facilities and opportunities for education and innovation.

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

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



FAST FACTS

194,134
ESTIMATED
RESIDENT
POPULATION
(2014)

12%
OF OUR
COMMUNITY
VOLUNTEER

WE HELD
NINE CITIZENSHIP
CEREMONIES WITH
637 PEOPLE BECOMING
NEW AUSTRALIAN
CITIZENS

38%
USE COUNCIL'S
WEBSITE FOR
LOCAL
INFORMATION

34
IS THE
MEDIAN
AGE

70,443
LOCAL JOBS

PEOPLE
VALUE OUR
COMMUNITY SPIRIT
AND FAMILY FRIENDLY
ATMOSPHERE
MOST

12,424
LOCAL
BUSINESSES

THE MOST
PROLIFIC LANGUAGES
SPOKEN AT HOME, OTHER
THAN ENGLISH, ARE
ARABIC, FILIPINO/
TAGALOG AND
ITALIAN

56%
OF PENRITH'S
WORKFORCE
ARE LOCAL
RESIDENTS

13%
COME FROM A
NON-ENGLISH
SPEAKING
BACKGROUND

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George Howell Business on the Penrith Plaza site, 1951.

MAYOR'S MESSAGE

This year marks our City's Bicentenary – 200 years since the establishment of the first government building, a military depot, in High Street. To celebrate this milestone we've honoured our past, celebrated Penrith of today and looked forward to our bright future.

This annual report captures a more immediate past. It reflects on a productive and rewarding year for Council and our City.

In February we launched *Penrith Progression – A Plan for Action*. The Plan includes 100 actions to transform our City Centre and deliver jobs for the future. Together, the projects outlined in the Plan represent smart growth, smart density and smart investment.

We also launched the Our River Masterplan. It provides us with a blueprint to create more connections to the river and capitalise on its potential as a regional gathering space with a range of events and activities. Already, our Sunday Siestas, Music by the River and Cinema in the Park events have used this amazing backdrop and proved very popular.

As in previous years, we have worked closely with the state and federal governments to improve infrastructure and boost local jobs in our City and region. We also formed a Regional Strategic Alliance with Blue Mountains City and Hawkesbury City Councils in a bid to capitalise on economies of scale, efficiently use resources and maximise benefits for all our residents.

Council has given its support to the Federal Government's Western Sydney airport. However, we're calling on the government to include the new airport under the *Sydney Airport Curfew Act 1995* to protect us from noise and reduced amenity. We are also calling for investment in local roads and other infrastructure to reflect Penrith's role as a Regional City and gateway to the airport. We have already experienced significant investment on the back of the decision, and interest in our region can only grow as the project moves forward.

Plans for a Science Park at Luddenham also continue to gather pace and generate interest in Penrith. Along with quality residential, educational and retail offerings, this development will realise 12,000 'smart' jobs and be a catalyst for the Broader Western Sydney Employment Area.

Through the Science Park and the Penrith Health and Education Precinct, Penrith is set to become an innovation hub, home to new and emerging industries related to research, education and technology.

This is already evident at the \$30 million Werrington Park Corporate Centre on the Werrington South Campus of Western Sydney University. Council worked



with the university to secure significant funding under the Suburban Jobs Program. In line with this direction we formalised our partnership with the University in 2014 by signing a Memorandum of Understanding – a commitment to pursue common aims and objectives in the interest of those who live and work in our region.

Once again, Council's work was recognised with several awards. We received two excellence awards for risk management in 2014 and, for a second year in a row, our last Annual Report won a Silver Award in the 2014 Australasian Reporting Awards reflecting our ongoing commitment to quality reporting to our community.

In May, I was thrilled to launch the Penrith Mayoral Challenge. The Challenge follows on from the success of Council's collaboration with students from Cranebrook High to upgrade and redesign Callisto Reserve Playground. It gives school students the opportunity to work with Council staff to design, develop and deliver an upgraded playground in their neighbourhood. This year's challenge was taken up by students from Bennett Road Public School and Colyton High Trade School who will shape Barr and Bass Street Park, Colyton.

I have thoroughly enjoyed this term as Mayor of Penrith City. I would like to thank the community, my fellow Councillors and Council staff for their ongoing support. I look forward to continuing the work of making Penrith a significant Regional City, the "capital" of Western Sydney and an inclusive city that people of all races and religions are proud to call home.

COUNCILLOR ROSS FOWLER OAM
MAYOR OF PENRITH

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.

It was heartening to hear, through an independent Community Survey, that once again overall customer satisfaction with Council rated above the State benchmark.

This year we achieved a strong budget outcome and a moderate surplus. Over the year favourable budget variations allowed us to address several priorities, including significant Information Communications and Technology infrastructure upgrades. The final budget review saw us allocate \$1.2m to advance the development of a 1,300 space multi-deck car park in Penrith's city centre.

Renewing important infrastructure and providing improved pathway connections is a huge challenge and top priority for us. This year we have resurfaced or reconstructed 182,000 square metres of road as well as constructing 2.5 kilometres of pedestrian paths and 3 kilometres of shared path. A further 100,000 square metres of pavement was rejuvenated.

We continue to advocate for important projects and improved infrastructure, including in relation to the new airport. Council secured State government commitment for the expansion of the commuter car park at Penrith Station and for the start of planning for the widening of Mulgoa Road.

We understand our growing population requires a diverse and affordable range of housing options and we have worked hard to provide this for them. In the past year Council has approved close to 1,500 Development Applications worth an estimated \$647 million. New applications worth an estimated \$1 billion have also been submitted.

But we haven't lost focus on the established areas of our community. In particular our Magnetic Places Neighbourhood Renewal Community Grants Scheme has resulted in some wonderful collaborative projects such as a Visual Picnic in Wainwright Park, Kingswood.

In the past 12 months, Council has also renewed or established seven playgrounds across our city. This included a playground in Callisto Drive Reserve, Cranebrook which was transformed through a unique collaboration between Council and local school students.

We've continued to make improvements, big and small, to our childcare, sporting and neighbourhood facilities. We've also built and upgraded a number of amenities, facilities and canteens at parks and ovals across our city, reconstructed six fields, improved fencing, replaced



roofs, lighting and shade and made improvements and additions to several of our neighbourhood halls and centres.

Council's Children's Services has had another successful year providing quality care and education programs for close to 4,000 children in our 32 centres. External assessment has shown that our Centres implement a first rate curriculum enhanced by a range of programs such as art and music.

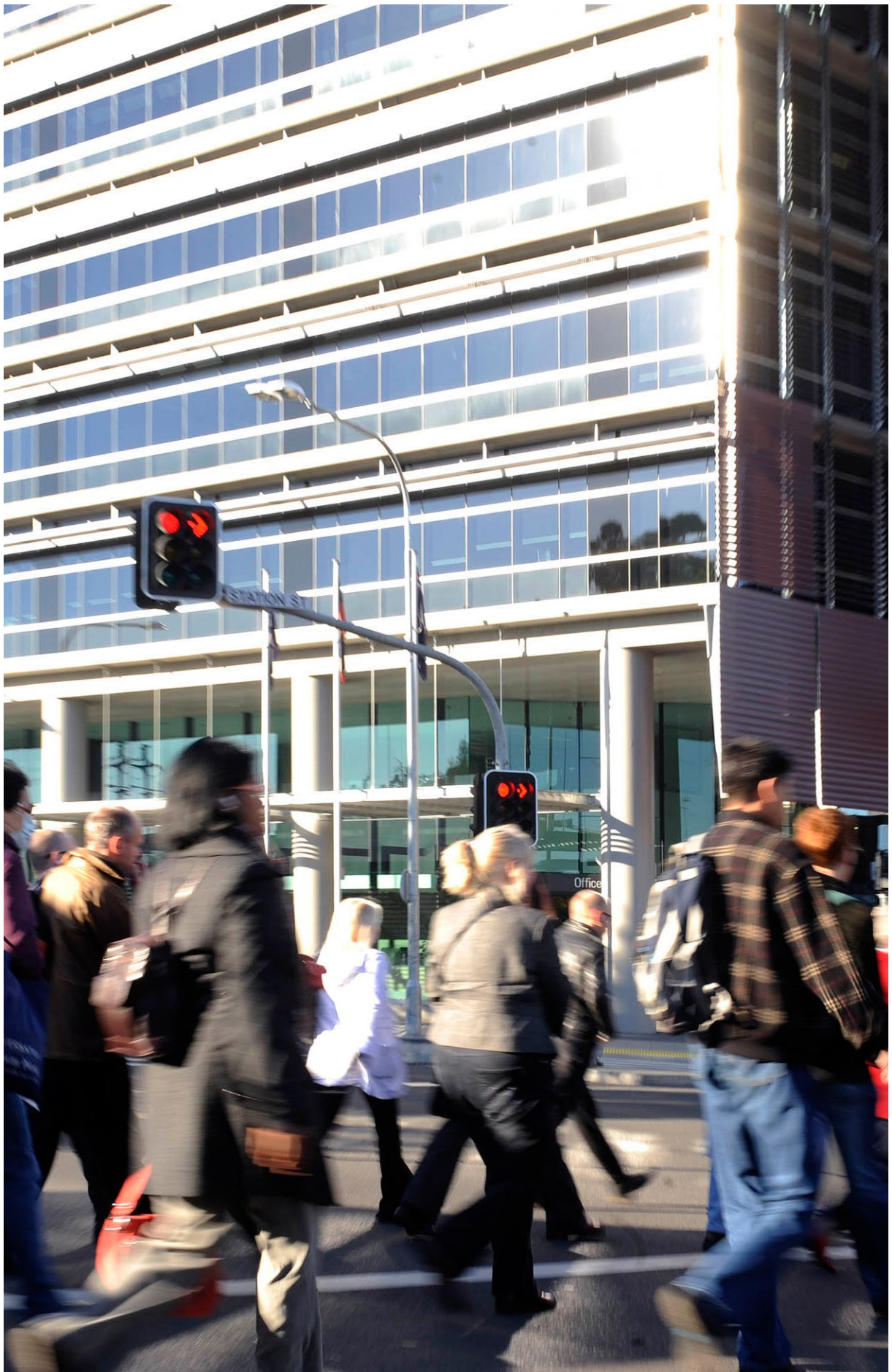
The way our community uses our library services continues to evolve. Close to 714,000 items were borrowed over the past 12 months. While this represents an 8.5% decline in physical item loans, there has been a 37% increase in digital downloads.

In addition to the services under its direct control, Council also oversees the operation of the Joan Sutherland Performing Arts Centre, Penrith Regional Gallery and Lewer's Bequest, Penrith Aquatic and Leisure Ltd and the Penrith Whitewater Stadium. The Boards that run these entities must also be commended for managing facilities that bring so much to the cultural and sporting life of our city.

As part of our ongoing efforts to improve productivity, we are undertaking a Council-wide Capacity Review to improve the quality and efficiency of our service delivery and build capacity for future projects. We are in a good position with our Fit for the Future submission to IPART which shows we will meet all the benchmarks by 2018-19.

And, as we look to the future, I look forward to delivering even more for the people and city of Penrith.

ALAN STONEHAM
GENERAL MANAGER



Penrith Progression encourages investment, development and business growth in the city.

HIGHLIGHTS

PENRITH PROGRESSION

Penrith Progression is a collaborative process of active community and stakeholder participation to identify new economic, social and environmental drivers that will underpin the urban renewal of Penrith's City Centre and deliver jobs for the future.

February saw the official launch of *Penrith Progression: A Plan for Action* which sets out the outcomes, actions and performance measures to transform the vision of this project into reality. It has the potential to bring 10,000 jobs and 5,000 dwellings to the City Centre. Through investment, development and business growth, it will help meet the 2031 target of 40,000 new jobs in the City.

This document is the result of more than 12 months of collaboration bringing together investors, landowners, business groups, government agencies, not-for-profit / community organisations, and creative and cultural groups for workshops and forums.

Since the launch, the message has focussed on **Invest in New West**, and many of the 100 actions are underway. Consistent with the priorities set out in the Action Plan, the Central Park Village and the Living Well Precinct have been the focus of our efforts.

For more information on the [Penrith Progression](http://www.PenrithNewWest.com.au) visit www.PenrithNewWest.com.au.

CAPACITY REVIEW

A Financial Capacity Review began in 2013 to look at whether our current long term financial strategies were appropriate to meet our current and long term needs. The initial results of this review indicated that although we could continue to meet day to day operational costs, addressing the infrastructure maintenance backlog and planning for larger capital projects presented a challenge. In response, an organisation wide Capacity Review started in July 2014 with a Steering Committee established to oversee the process.

There are four key components to the Capacity Review including development of a priority setting tool, a review of each of Council's 44 services to identify constraints and opportunities, an assets review to improve the efficiency of our asset management practices and a review of supply and procurement, which has identified potential for \$1million of savings in the next 12 months.

This work is being complemented by a community engagement program which commenced in November 2014 and will continue into the next financial year. We hope to confirm which issues are most important to our community, the levels of service expected, the quality of assets expected and willingness to pay for increased service and quality. This will inform the development of

Council's Asset Management Strategy and Plans, the development of our new Community Strategic Plan, as well as the application for a Special Rate Variation to provide project funding.

KEY PARTNERSHIPS

Penrith City Council has entered into a Memorandum of Understanding (MoU) with the Western Sydney University (WSU) to formalise its partnership with the University. The MoU extends the working relationship between the Council and WSU in pursuing common aims and objectives in the interest of all those working and living in the Penrith region.

The MoU will focus on three key areas, economy, people and place. Council and WSU will be working together to attract businesses, investment and jobs to Penrith while building on an already strong relationship.

Council has also formed a Regional Strategic Alliance with Blue Mountains City Council and Hawkesbury City Council, entering into a Cooperation and Management Agreement on 12 June 2015. The Agreement provides the councils with a framework to formally cooperate with each other and to enhance each council's strategic capacity through the development of an action plan, and the identification of projects and programs that will strengthen our ability to deliver some of our key priorities and those of the broader region, home to around 400,000 people.

STAGE 2 LEP NOW IN PLACE

The Penrith Local Environmental Plan 2010 (LEP) is now in force and applies to most of the City. The first stage of the LEP was published in 2010 and applied to Penrith's rural and industrial areas, along with the St Marys town centre. The second stage of the Penrith LEP came into effect on 25 February 2015 and sets the planning controls for much of the Local Government Area, including the City's important residential and commercial areas.

HOMELESSNESS SUMMIT

On 4 September 2014 Council held the Penrith Homelessness Summit at the Joan Sutherland Performing Arts Centre. The Summit was an opportunity for relevant service providers and government agencies to identify and develop strategies to meet some of the challenges relating to homelessness in Penrith and the Nepean Region.

The Summit was attended by more than 100 delegates from government, non-government agencies and local volunteer groups. An action plan has been developed based on the workshop discussions from the Summit. All participants appreciated the leadership shown by Council in assisting the homelessness service sector to develop innovative responses in tackling the issue of homelessness.

MAKING THE MOST OF OUR PROPERTY

Council established a Property Development Advisory Panel in February 2015 to help us make the most of our property portfolio. Initially the Panel will focus on the Penrith City Centre, assisting Council with implementation of the Penrith Progression, particularly through the development of Council property, including joint ventures.

The Panel is comprised of four external representatives: Sean O'Toole, Peter Dransfield, John Elvy and Michael Scott. Together these representatives have a wealth of experience across residential and commercial property and town planning.

Established as a Committee of the Council, the Panel has been granted delegated authority to provide advice to the Council under the Local Government Act. The inaugural meeting of the Panel was held in May 2015 and it will continue to meet on a monthly basis. Already the Panel is proving to be an active and strong sounding board for Council initiatives such as the City Park, Living Well Precinct, stimulating City Centre investment and other property projects.

AWARDS AND RECOGNITION

This year Council has been recognised for achievements across a wide range of our services. Details of these awards can be found on page 10.

CHALLENGES

FIT FOR THE FUTURE

In October 2014 the NSW Office of Local Government (OLG) announced the 'Fit for the Future' program, which is their response to the issues raised through the work of the Independent Local Government Review Panel and the inquiry into the financial sustainability of local government, undertaken by TCorp.

Under Fit for the Future councils must assess whether they have appropriate scale and capacity to operate and, if so, report on seven benchmarks which assess financial and asset management capabilities.

In its final report the Independent Local Government Review Panel indicated that Penrith has appropriate scale and capacity and therefore does not need to consider options to merge with other councils. Accordingly Council was required to prepare a submission on the seven benchmarks to identify those that we currently meet, and what actions we intend to take to improve our performance for those indicators we don't meet.

Our response was submitted to the Independent Pricing and Regulatory Tribunal (IPART) on behalf of OLG in June 2015, identifying that we currently meet three of the seven benchmarks. Council's submission identifies key strategies to improve performance against those benchmarks we do not currently meet. This improvement plan will be implemented by Council to ensure we meet all benchmarks in the future.

Council's submission to IPART is available at www.ipart.nsw.gov.au.

ICT STRATEGY

During 2013–14 Council identified that Information, Communication and Technology (ICT) needed significant improvements in efficiency across all areas of the operation. The advent of the National Broadband Network (NBN) as well as the growth in mobile technologies were recognised as key areas where Council should improve its performance. It was acknowledged that major investment was needed to transform our ICT environment, guided by the development of a comprehensive ICT Strategy.

Council undertook an independent review into ICT and the findings and the recommendations of the Strategy were wide reaching, involving a substantial refocus and restructure of the ICT Department, along with a significant investment in hardware, software and training. These recommendations were endorsed in January 2015 and work to implement the Strategy is underway.

The ongoing reform of ICT in line with the Strategy will enable business innovation, improve business efficiency and productivity and assist with improved quality and timeliness of service to the community across the range of Council's services.

GROWTH AND DEVELOPMENT IN THE CITY

Growth in the City is continuing, and a significant increase in the number of large-scale proposals lodged since February 2015 has been experienced, requiring close management of resources to maintain the level of service and engagement with the industry. This increase in proposals is also linked to the implementation of Stage 2 of Council's City wide Local Environmental Plan 2010 (LEP) which came into effect on 25 February 2015.

A greater diversity of housing types are now being approved and built in new release areas across the City, including Glenmore Park Stage 2, Jordan Springs and Thornton. In the past year Council has approved almost 1,500 Development Applications worth an estimated \$647 million. New applications worth an estimated \$1 billion have also been submitted reflecting a strong demand for new residential apartment buildings close to the city centre.

Three Development Applications generated significant community interest – two places of public worship at Kemps Creek and a residential flat building at Glenmore Park. Ensuring that due process was followed in assessing these applications and taking account of public comment while still adhering to the legal framework for applications required a coordinated approach across the organisation.

The announcement that the Western Sydney Airport will go ahead has continued to present challenges, as we work to have a more proactive relationship with the relevant government agencies and key stakeholders to ensure the proposed airport and associated infrastructure bring maximum benefits to Penrith and Western Sydney.

The NSW Government is undertaking reforms to the NSW Planning System. The focus of the reform agenda has shifted with the proposed new planning act being placed on hold. Reforms are currently centred on revisions to exempt and complying development and the Department of Planning and Environment's initiatives for e-planning systems. Council has been an active participant in this process through attendance at workshops, viewing and trialling software systems that are under development and making formal submissions where the opportunity is available.

MAJOR FACTORY FIRE AND OIL SPILL

In January 2015 a fire broke out on an industrial site at Severn Street, St Marys. The site was used for recycling of waste vegetable oil to produce biodiesel and two buildings were damaged along with two neighbouring properties. Contaminated water entered Ropes Creek and South Creek as a result of the fire.

Emergency response agencies initially attended the fire, including the NSW EPA who issued clean-up directions to the occupier of the site. Controls instigated by the EPA at the time of the incident included containment, sucker trucks to remove polluted water and flushing the creek to dilute any pollutants and minimise impacts on the creek ecosystem.

Management for ongoing clean-up was handed over to Council after the incident site was brought under control by emergency response agencies. Council Officers monitored the condition of affected creeks while overseeing containment and clean-up works at and around the incident site.

Council worked closely with the agencies involved to minimise and control environmental impacts as a result of the fire, which represented a significant unplanned draw on resources.



Councillor Ross Fowler, OAM and Vice-Chancellor, Barney Glover of UWS signing the MoU.

CALENDAR OF EVENTS

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

Council hosts and supports a wide variety of events across our City each year, with 78 Council run events held in 2014–15. Some highlights of events held in 2014–15 include:

July 2014

- Winter Light Exhibition
- Art from Detention
- NAIDOC Family Fun Day
- Queen's Birthday Honours
- Mayors Cup in association with Penrith Harness Racing Club
- Bicentenary – Building of the Road Re-enactment, William Cox

August

- Book Week Celebrations
- Winter Light Film Screening and Prize Ceremony Event

September

- Soundlapse Official Launch
- Homelessness Summit
- Nepean Disability Expo
- Bushcare Major Day Out
- St Clair Leisure Centre Family Fun Day
- Defcon. 1 music festival

October

- Sunday Siestas
- Children's Week Activities

November

- White Ribbon Day Twilight River Walk
- Sustainable Living Workshops

Council was proud to support local businessmen Owen and Martin Rogers to establish a Poppy Park in Judges Park. Thousands of people visited to witness the 102,000 poppies planted to honour Australians who gave their lives on the battlefield.

- Water: The Source of Life – Environmental Photography Competition
- ANZAC Remembrance Services
- Ripples St Marys Family Fun Open Day

December

- Penrith Celebrates International Day of People with Disability (IDPwD) 2014
- ArtAbility – Nepean No Boundaries Art Exhibition

January 2015

- Australia Day at the Lakes

February

- Cinema in the Park
- Cranebrook Wetland Community Workshop

March

- Clean Up Australia Day
- City of Plenty Exhibition
- International Women's Day Celebration
- Seniors Week Celebrations
- Household Chemical Clean Out Day
- 14th Annual History Conference – Makings of a City: From Guard House to Gallipoli
- Hello Colyton Community Fun Day
- Music by the River
- Family History Fair
- Harmony in Action Forum
- Community Celebration Day – 25 Years of The Joan





Harmony Day Celebrations.

April

- Home/Front – 100 Year Commemoration of the Gallipoli Campaign
- The Australians at War Kiosk Launch
- ANZAC Day Services & Marches
- Poppy Park
- Treasures of Penrith's Past Exhibition
- Cinema in the Park
- Sunday Siestas

May

- ARTWEST St Marys Art and Craft Exhibition 2015
- Trees for Mum Planting Event
- Relay for Life
- Sunday Siestas
- Sydney Writers' Festival @ Penrith Library

June

- Bicentenary of Penrith – Ghost Investigation



Bicentenary Celebrations.

INTRODUCTION
OUR COUNCIL
OUR PEOPLE
OUR PERFORMANCE
STATUTORY
FINANCIALS

AWARDS

Council was proud to win a number of awards this year.

WASTE MINIMISATION

Penrith City Council was awarded the Waste Minimisation Award as part of the Keep NSW Beautiful Sustainable Cities Awards Program. This award recognises Council's achievement in engaging with the local community in a bid to reduce contamination levels in recycling and organic waste by creating a character, "The Green Bin Bloke", and his team who provide tailored education and assistance to residents at their homes.

LIBRARY MEMBERSHIP DRIVE

Council was awarded the Australian Library and Information Association NSW Public Libraries Marketing Award for 2014 for a membership drive over the summer of 2013–14. The campaign's target was to join 1,500 new library members with 2,045 new members signing up.

ENGAGING WITH OUR COMMUNITY

Council was a finalist in the 'Organisation of the Year' category of the International Association in Public Participation's (IAP2) annual awards. Council was Highly Commended for our community engagement efforts with our submission covering many aspects of our engagement and public consultation work with the input of staff from across the organisation.

POP UP PARK IS SOMETHING SPECIAL

Council and Place Partners were Highly Commended in the Planning Institute of Australia's 'Great Place' Award category for the Penrith Triangle Park. The Pop Up Park was acknowledged for its success in turning a poor quality space into a fantastic public meeting space. The judges described the Park as an exemplar of Council working with community to deliver something special.

Council, Place Partners, Mike Lydon of the US-based The Street Plans Collaborative, The Lot, UTS architecture students and local community members worked together to deliver the park – Australia's first major tactical urbanism project.

NEIGHBOURHOOD RENEWAL PROGRAM

At the National Growth Areas Alliance Congress Council received a Highly Commended in the category of 'Building Community Capacity' in recognition of the work undertaken as part of the Neighbourhood Renewal Program that assists communities of Penrith to respond to the challenges of growth and change.

RISK MANAGEMENT PRACTICES AWARDED

Penrith City Council was acknowledged for its risk management practices as part of its Automated Footpath Assessment project, winning the Westpool Local Government Risk Management Excellence Award and a United Independent Pools Members Choice Award for Risk Management Excellence.



Waste Management staff at the Keep NSW Beautiful Sustainable Cities Awards.



Library staff with their Public Libraries Marketing Award.

EXCELLENCE IN REPORTING

Council's 2013–14 Annual Report won a Silver Award in the 2015 Australasian Reporting Awards – Celebrating Excellence in Reporting.

INDIVIDUAL AWARDS

David Durie, a Senior Environmental Health Officer was named the NSW EHA Environmental Health Professional of the Year for 2014, a prestigious award that recognises excellence and outstanding contributions to the environmental health field.

Sarah Sampson received a Minister's Award for Women in Local Government for initiating the Fitness Passport at Penrith Council to improve staff wellbeing.

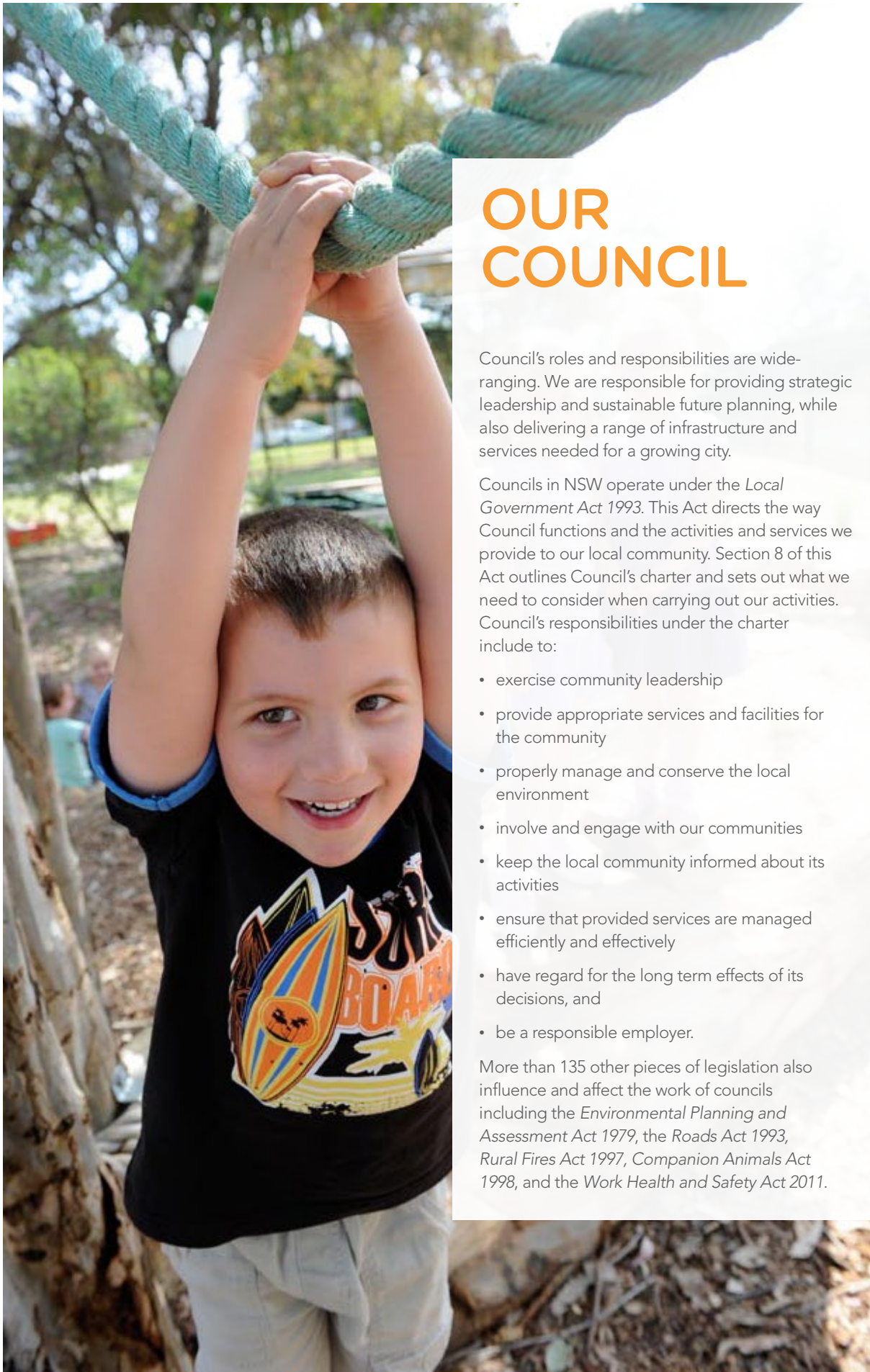
Building Compliance Coordinator Colin Wood was awarded the Ron Coffey Award for academic excellence in March. Colin received the award for achieving the highest marks in the Graduate Diploma in Bushfire Design course at the University of Western Sydney.



Colin Wood received the Ron Coffey Award 2015.

FAST FACTS





OUR COUNCIL

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

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

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

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

OUR CODE OF CONDUCT

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

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

A copy of [Council's Code of Conduct](http://www.penrithcity.nsw.gov.au) can be found on our website at: www.penrithcity.nsw.gov.au.

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

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

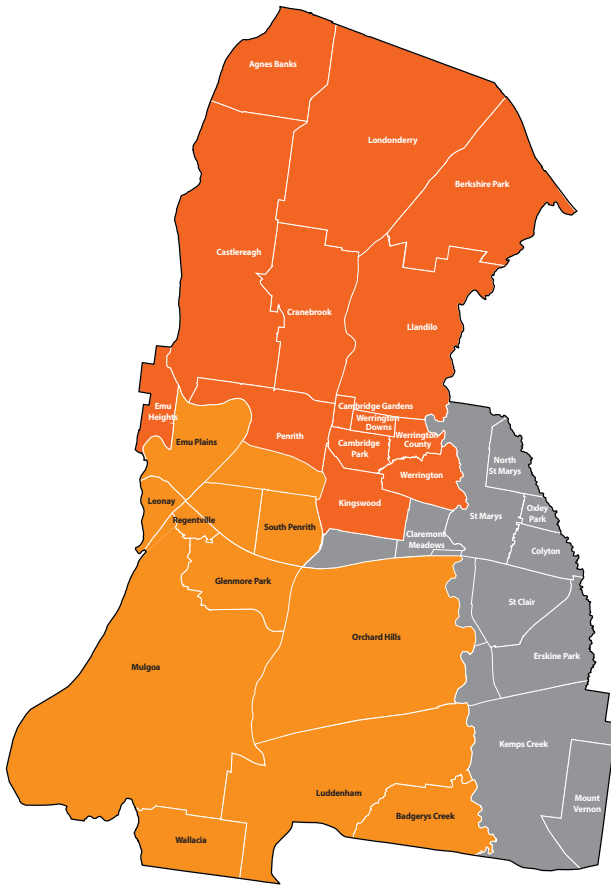
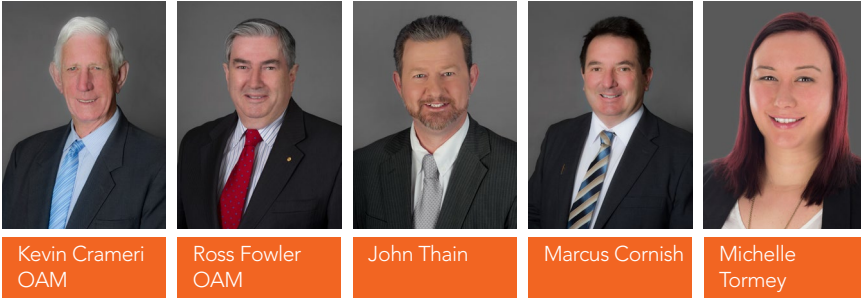
- I treat others fairly and objectively
- I value and accept other people's differences
- I treat others with dignity, kindness and in the spirit of service
- I treat people how I would like to be treated
- I recognise the worth of individuals

OUR COUNCILLORS

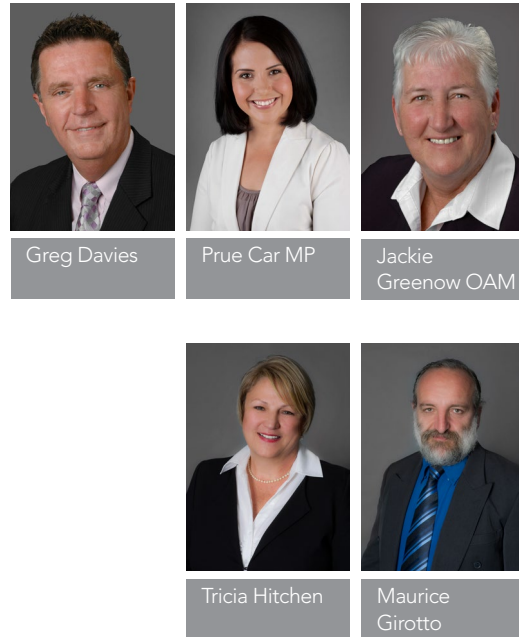
The Penrith local government area is made up of three wards, with five Councillors representing each ward. Our Councillors were elected in September 2012 to represent the interests of our community and the Penrith region and will serve until the next local government election in September 2016. Each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

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

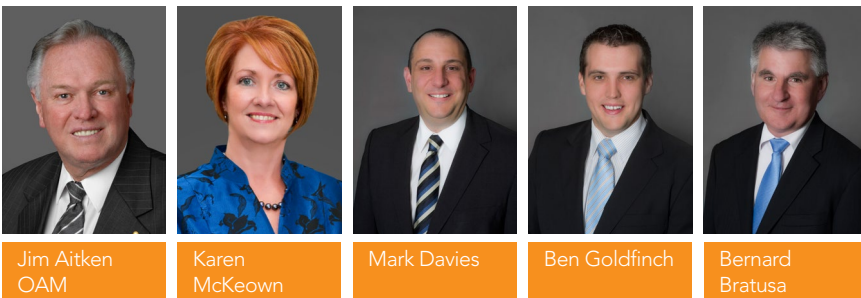
NORTH WARD COUNCILLORS



EAST WARD COUNCILLORS



SOUTH WARD COUNCILLORS



OUR MAYOR

Councillor Ross Fowler OAM

North Ward Councillor
Penrith City Council
PO Box 60, Penrith NSW 2751

Mobile: 0419 738 484

Email: ross.fowler@penrithcity.nsw.gov.au

Fax: 02 4732 7958



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

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

OUR DEPUTY MAYOR

Councillor Greg Davies

East Ward Councillor
Penrith City Council
PO Box 60, Penrith NSW 2751

Mobile: 0419 177 259

Email: greg.davies@penrithcity.nsw.gov.au

Fax: 02 9670 5083



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

NORTH WARD COUNCILLORS

Councillor Marcus Cornish

Penrith City Council
PO Box 60, Penrith NSW 2751

Mobile: 0481 033 419

Email: marcus.cornish@penrithcity.nsw.gov.au

Fax: (02) 4732 7958



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

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

Councillor Kevin Crameri OAM

Penrith City Council
PO Box 60, Penrith NSW 2751

Mobile: 0401 995 825

Email: kevin.crameri@penrithcity.nsw.gov.au

Fax: 02 4777 5435



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

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

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

Councillor Michelle Tormey

Penrith City Council
PO Box 60, Penrith NSW 2751

Mobile: 0481 033 420

Email: michelle.tormey@penrithcity.nsw.gov.au

Fax: 02 4732 7958



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

Councillor John Thain

Penrith City Council
PO Box 60, Penrith NSW 2751

Mobile: 0411 427 812

Email: john.thain@penrithcity.nsw.gov.au

Fax: 02 9623 3246



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

EAST WARD COUNCILLORS

Councillor Prue Car MP

Penrith City Council
PO Box 60, Penrith NSW 2751

Phone: (02) 9833 1122

Email: prue.car@penrithcity.nsw.gov.au



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

Councillor Maurice Giroto

Penrith City Council
PO Box 60, Penrith NSW 2751

Mobile: 0481 033 418

Email: maurice.giroto@penrithcity.nsw.gov.au

Fax: (02) 4732 7958



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

Councillor Jackie Greenow OAM

Penrith City Council
PO Box 60, Penrith NSW 2751

Mobile: 0407 464 088

Email: jackie.greenow@penrithcity.nsw.gov.au

Fax: (02) 9833 4697



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

Councillor Tricia Hitchen

Penrith City Council
PO Box 60, PENRITH NSW 2751

Mobile: 0417 365 313

Email: tricia.hitchen@penrithcity.nsw.gov.au

Fax: 02 4732 7958



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

SOUTH WARD COUNCILLORS

Councillor Jim Aitken OAM

Penrith City Council
PO Box 60, PENRITH NSW 2751

Mobile: 0418 288 488

Email: jim@jimaitken.com.au

Fax: 02 4736 6588



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

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

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

Councillor Bernard Bratusa

Penrith City Council
PO Box 60, Penrith NSW 2751

Mobile: 0420 581 225

Email: bernard.bratusa@penrithcity.nsw.gov.au

Fax: (02) 4732 7958



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

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

Bernard lives in Glenmore Park with his wife Katheryne and three children. Hobbies include all sports, particularly

rugby league, football and golf. He is a member of Wallacia Panthers Golf and Country Club and refutes the suggestion a game of golf spoils a good walk. Bernard's Council goal is to represent the residents of Penrith to the best of his ability and ensure everyone gets a fair go.

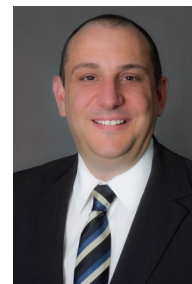
Councillor Mark Davies

Penrith City Council
PO Box 60, PENRITH NSW 2751

Mobile: 0416 085 597

Email: mark.davies@penrithcity.nsw.gov.au

Fax: (02) 4732 7958



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

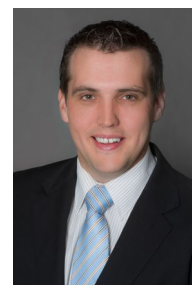
Councillor Ben Goldfinch

Penrith City Council
PO Box 60, PENRITH NSW 2751

Mobile: 0404 034 218

Email: ben.goldfinch@penrithcity.nsw.gov.au

Fax: (02) 4732 7958



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

Councillor Karen McKeown

Penrith City Council
PO Box 60, PENRITH NSW 2751

Mobile: 0401 995 945

Email: karen.mckeown@penrithcity.nsw.gov.au

Fax: (02) 4732 7958



Cr Karen McKeown was elected to Council in 2004 and re-elected in 2008 and 2012. She served as Deputy Mayor in 2006–07. She is an active member on many community organisations and committees including the Australian Local Government Women's Association NSW, previous

Director of Local Government NSW, State Records, Local Area Health Network and a member of the Penrith Performing and Visual Arts Board.

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

COUNCIL MEETINGS

Council is committed to ensuring all Council meetings are conducted in accordance with legislative requirements, and that our community has real opportunities to participate in the decision making process. Council generally holds one Ordinary Council meeting and one Policy Review Committee meeting each month, with these meetings usually held on a Monday night at the Penrith Civic Centre. These meetings are held in an open environment, with our Code of Meeting Practice outlining how meetings are to be conducted,

and what is required of members of the public who wish to address a meeting.

Policy Review Committee Meetings allow Councillors to discuss and review policy issues and ask questions of Council officers in a more informal environment, and all recommendations made are then presented to the next Ordinary Meeting for formal adoption. At times, Council needs to deal with highly sensitive issues and may decide to work in confidence. This is known as 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 Council.

In 2014–15 Council held 16 Ordinary Meetings and 11 Policy Review Committee Meetings, with 51 members of the public addressing Council on various issues and items of business. See our website for how to address a Council meeting.

Councillor Attendance at Meetings: 2014-15

COUNCILLORS	ORDINARY MEETINGS		POLICY REVIEW COMMITTEE MEETINGS	
	Number	Attended	Number	Attended
Cr Jim Aitken OAM	16	10◆◆◆◆◆	11	9■
Cr Bernard Bratusa	16	14◆◆	11	10◆
Cr Prue Car	16	13◆◆◆	11	10◆
Cr Marcus Cornish	16	16	11	10◆
Cr Kevin Crameri OAM	16	15■	11	10■
Cr Greg Davies	16	14■	11	8■
Cr Mark Davies	16	12◆◆◆	11	7◆◆◆
Cr Ross Fowler OAM	16	16	11	11
Cr Maurice Giroto	16	15■	11	10◆
Cr Ben Goldfinch	16	15■	11	7◆◆◆
Cr Jackie Greenow OAM	16	12◆◆◆	11	9■
Cr Tricia Hitchen	16	14◆■	11	10◆
Cr Karen McKeown	16	15■	11	11
Cr John Thain	16	15■	11	7◆◆◆
Cr Michelle Tormey	16	15■	11	7◆◆◆

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

Councillor Committees

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

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

Internal committees with Councillor representatives include:

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

During 2014–15, Council also had delegates or directors elected/appointed to the Boards and/or the Committees of the following organisations:

- Apprentice Power (WSROC Group Apprentices Limited) (Now dissolved)
- Australian Local Government Women's Association
- Community Relations Commission of NSW Nepean Blacktown Regional Advisory Council

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

Council also had representation on the following incorporated associations:

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

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





Junior Mayor participants with Councillor Jim Aitken, OAM.

INTRODUCTION
OUR COUNCIL
OUR PEOPLE
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STATUTORY
FINANCIALS

GOVERNANCE FRAMEWORKS

Risk Management

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

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

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

Council's achievements in this area were recognised with the 2014 Westpool Risk Management Excellence Award and the 2014 United Independent Pools Members Choice Risk Management Award.

The continued improvement of our risk management is also reflected in Council's insurance outcomes which have resulted in a growth in equity with Westpool and United Independent Pools, and returns of equity over the last three years.

Internal Audit

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

Internal audit helps maintain accountability, transparency and continuous business improvement and is overseen by an independent Audit Committee which is an advisory committee to help the elected Council fulfil its oversight responsibilities in line with an adopted charter. The Committee consists of 3 Councillors and 3 external representatives. The current Councillor members of the Committee are Cr Jim Aitken OAM, Cr Ross Fowler OAM and Cr John Thain. The independent members of the Committee are appointed by Council and their current term expires on 18 September 2015. The independent members are Frank Gelonesi MEd CA FCPA (Chair), Darren Greentree BBus MBA CPA and Jayant Gulwadi MBA FCMA CA FCPA.

The Audit Committee met four times over the past year to discuss audits conducted over areas such as Building Maintenance, Workplace Health and Safety, Compliance with Legislation, and Personnel and Recruitment, as well as the preparation of the 2014–15 Financial

Statements. The Audit Committee also considered issues related to Information Technology and the State Government's Fit for the Future program.

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

Legal Services

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

Details of legal proceedings conducted throughout the year can be found in the Statutory section of this report on page 99.

Information Assets

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

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

Access to Information

Council's website has been improved to provide information on all Council's services, activities and positions. We are working hard towards compliance with the Web Content Accessibility Guidelines 2.0 (Level AA) to ensure our online information is easily accessible for as many people as possible. More than 50 staff have been trained in how to develop accessible web content and this program will continue into coming years.

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 to be lodged before Council is able to release it. Council may also withhold information it deems to be against the public interest.

50 formal requests for information were received and processed within the statutory time frames. Further details of information requests for the 2014–15 financial year can be found in the Statutory section of this report on page 120.

Sustainability

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

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

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

OTHER INTERESTS

National Growth Areas Alliance (NGAA)

Council is a member of the NGAA, which represents the interests of 24 of Australia's fastest growing councils with a combined population of more than 4 million people. 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 represents.

Council's Assistant General Manager, Craig Butler, is a member of the Executive representing NSW, 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. For more information on the [NGAA](http://www.ngaa.org.au) visit www.ngaa.org.au.

Western Sydney Regional Organisation of Councils (WSROC)

Penrith is a member of WSROC, which represents 10 local councils in Western Sydney. The organisation provides a strong focus on advocacy on a wide range of issues affecting the councils and communities of Western Sydney. WSROC has worked closely with councils for improvements in the region, particularly in transport, employment and regional planning.

WSROC is also active in the development of cooperative projects between member councils, and Penrith Council participates in a number of WSROC committees. For more information on [WSROC](http://www.wsroc.com.au) visit www.wsroc.com.au.

Advocacy for a Regional City

Penrith will only reach its full potential with state, federal and local government working together. Council has a consistent record of advocating to external bodies and other tiers of government on behalf of the community, promoting projects and programs that will benefit Penrith's growth as a Regional City.

We have a strong track record in applying a regional focus and working together with our strategic partners including WSROC and the NGAA. This year has seen progress with a number of important projects and programs.

Council is lobbying for a role in the Greater Sydney Commission. It's important that Penrith has a seat at the table, working directly in the cross government planning for the development of the airport and associated land uses, to represent and maximise opportunities for the area.

Council resolved to accept the Federal Government's decision to build an airport on the Government owned land at Badgerys Creek subject to the precondition that current curfew legislation be amended to apply to the future Western Sydney Airport. The challenge ahead is to work proactively with Government agencies and other key stakeholders to ensure the proposed airport and associated infrastructure bring maximum benefits and uplift to Penrith and Western Sydney.



Council has played an active advocacy role, with the development of submissions on a range of topics relevant to the region. In response to these, the Federal and State Governments jointly announced in October 2014 a commitment of \$70 million funding for Stage 1 of the Werrington Arterial as part of the Western Sydney Infrastructure Plan, a key transport infrastructure project for the region.

Council's state election advocacy earlier this year was also instrumental in securing commitment for the expansion of the commuter car park at Penrith Station and for the commencement of planning for the widening of Mulgoa Road.

The \$30 million Werrington Park Corporate Centre was officially opened on 16 April 2015. The Centre was a joint project between Western Sydney University, Penrith Business Alliance and Penrith City Council, with Federal Government funding under the Suburban Jobs Program.

Economic Development

The Penrith Business Alliance (PBA) Ltd was created in November 2009, by signing a five year Deed of Agreement with Council to deliver economic outcomes for the City.

This Deed of Agreement ended in November 2014 and was extended until June 2015 while an independent review was completed to assist in clarifying the future direction for economic development in the City.

In June 2015 Council resolved that a fresh approach to economic development was required and funding of the PBA ceased. Council acknowledged that the PBA's role in planning for Penrith's economic future has been significant, however, contemporary requirements indicate a substantial shift from planning to action, requiring capacity and expertise beyond current arrangements.

The focus is now on the implementation of a new Economic Development Strategy, and Penrith Progression, as a way forward to action wider economic outcomes for the City. For more information on Penrith Progression and its implementation refer to page 5 of this report.

Governance Partnerships

Council has established important partnerships with a number of cities on a regional and international level, recognising the opportunities and value that these partnerships bring. The partnerships give Penrith an opportunity to learn from the successful practices of other cities, to look for ways to work more closely together and to foster friendship, communication and cooperation.

Our partnerships and alliances with our international partners have continued to flourish. Council maintains

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

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

This year saw a successful visit to Fujieda and Hakusan in late October 2014 to commemorate significant anniversaries of the signing of the agreements with these cities. Penrith also received a highly successful Mayoral delegation from Xicheng District in the Peoples Republic of China in March 2015. The highlight of this visit was the presentation of a memorial statue to the citizens of Penrith which has been permanently installed in the garden at the front of the Civic Centre.

Council also has a Friendship Agreement with Lachlan Shire in regional NSW. Both councils act as facilitators within their communities, bringing together local community groups and organisations to encourage exchanges between the two areas. Our councils also undertake activities that benefit each area through exchanges of staff and sharing of information on processes and procedures, and have formed some strategic alliances in areas of mutual interest.

This year has seen several activities facilitated between Lachlan Shire and Penrith Performing & Visual Arts Limited (PPVA) including Condobolin High School students participating in the 2014 Flannofest at the Joan Sutherland Performing Arts Centre, and the River to River exhibition at the Penrith Regional Gallery that featured Aboriginal artworks from Lachlan Shire.

Council has formed a Regional Strategic Alliance with Blue Mountains City Council and Hawkesbury City Council, entering into a Cooperation and Management Agreement on 12 June 2015. The Agreement provides the councils with a framework to formally cooperate with each other and to enhance each council's strategic capacity through development of an action plan, and the identification of projects and programs that will strengthen our ability to deliver some of our key priorities and those of the broader region. The Alliance was initiated as a response to the NSW Government's Fit for the Future reform package for local government.



Mayor of Penrith, Councillor Ross Fowler, OAM, and Mayor of Xicheng District, Wang Shaofeng at the memorial statue unveiling.

CONTROLLED ENTITIES

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

Controlled entities in which Council held a controlling interest were:

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

Penrith Performing and Visual Arts Limited

Established in 2007, the PPVA is an innovative combination of visual and performing arts education, production and presentation. It brings together the Joan Sutherland Performing Arts Centre (The Joan), its Penrith Conservatorium of Music and Q Theatre programs, and the Penrith Regional Gallery and The Lewers Bequest. PPVA has a workforce of 47 across a mix of employment types, with almost 25 full time equivalents.

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

PPVA produces award-winning and community relevant contemporary performance through the Q. With an increasing focus on supporting independent artists and partnership programs across the arts sector, highlights for 2014–15 included:

- QLab artist residencies
- the successful commencement of Penrith Strings – with partners Penrith Symphony Orchestra and the Australian Chamber Orchestra and
- Twinkle – a children's theatre piece inspired by local primary students, delivered as a professional touring production involving around 100 student performers across 3 seasons in Sydney CBD (Seymour Centre Sydney Children's Festival), Penrith (Q Theatre) and Lachlan Shire (Condobolin and Lake Cargelligo).



River to River Exhibition at the Penrith Regional Gallery.



Hua Tunan performance at Penrith Regional Gallery.

- Penrith Regional Gallery and The Lewers Bequest in Emu Plains continues to grow its impact, programs and community presence. Exhibition highlights this year included River to River – Interwoven Landscapes, Take a Seat – Australian Modernist Chairs and Home/Front. Many thousands attended the gallery and its heritage grounds for artisan markets, artist-led workshops and public talks. A focus on collection development has seen the creation of the Modernist Research Centre, postgraduate student internships, and receipt of gifts of artwork into the Collection.

PPVA had a surplus of \$27,672 at the end of the 2014–15 financial year. For more information on the [PPVA](http://www.thejoan.com.au) visit www.thejoan.com.au or www.penrithregionalgallery.org.

Penrith Aquatic and Leisure Centre Limited (PALL)

PALL operates Ripples St Marys Leisure and Hydrotherapy Centre, and the Penrith War Memorial Swimming Pool. The workforce at PALL is seasonal with peak employment during February 2015 of 127 people or 59 full time equivalent employees.

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

Both Centres offer learn to swim lessons for all ages and a squad program which saw Ripples Swim Club ranked 24th in the NSW State Swimming Championships. The Hydrotherapy Centre offers special needs learn to swim classes, as well as a range of other services including Exercise Physiologists and a Dietician.

Ripples Leisure Centre maintains 'gold' status with Fitness Australia, the fitness industry's peak body, for its proven ability to provide customer service, programs, people, safety and business management.

Ripples St Marys is a finalist in the Local Business Awards, AustSwim Swim School of the Year, and NSW Water Safety Awards with final results pending. It was also audited by Royal Life Saving, achieving a 5 star rating.

PALL had a surplus of \$149,183 at the end of 2014–15. For more information on PALL visit www.ripplesnsw.com.au.

Penrith Whitewater Stadium Limited

Penrith Whitewater Stadium (PWS) was built as a joint venture between Penrith City Council, the International Canoe Federation, and the Olympic Coordination Authority as a competition venue for the canoe and kayak slalom events for the Sydney 2000 Olympic Games. PWS had a workforce of 61 employees during the financial year comprising 6 permanent staff and 55 casuals the equivalent of just under 12 full time positions.

The facility has been successfully adapted for ongoing use and is a great resource that is strongly supported by locals and visitors for sport and leisure activities. It offers recreational whitewater rafting as well as swiftwater rescue training courses for emergency services.

The Stadium is a well established venue for whitewater canoeing and kayaking offering a variety of courses, lessons and activities to suit all levels. The Stadium regularly hosts national and international competitions and events, with the Australian Canoe Slalom Team based at the Stadium for training. This year Penrith Whitewater Stadium hosted a range of events including the NSW Championships and the Australian Open Championships.

PWS had a deficit of \$230,000 at the end of the 2014–15 financial year. For more information on the [Stadium](#) visit www.penrithwhitewater.com.au.

Penrith City Children's Services Co-operative Limited

The Penrith City Children's Services 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
- 9 before and after school care centres
- 7 vacation care services
- 1 occasional care service and
- 5 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 of this report (p 112). Staff for the Penrith City Children's Service Co-operative are included within Council's corporate workforce, reported in the Our People chapter of this report.

Financial information on the Co-operative is included in Council's Financial Statements (p 139).



Council delivers extensive quality childcare services.

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STATUTORY

FINANCIALS

93
TRAINEES
GRADUATED

26 TEAMS
OR 182 PEOPLE
PARTICIPATED IN THE
GLOBAL CORPORATE
CHALLENGE

76%
OF OUR WORKFORCE
IS PERMANENT

9.4%
STAFF TURNOVER

57%
OF OUR WORKFORCE
IS FEMALE

34
MY IDEA
SUGGESTIONS

1 in 6
COUNCIL STAFF HAVE
WORKED HERE FOR
20 YEARS OR
MORE

416
DAYS LOST
TO INJURY



OUR PEOPLE

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

OUR LEADERSHIP TEAM

Council's leadership team is made up of the General Manager, Alan Stoneham, supported by two experienced Assistant General Managers, Craig Butler and Barry Husking.

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

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

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

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

Assistant General Manager Barry Husking is also Council's Chief Financial Officer, bringing significant experience in the finance, property, strategic planning and risk management areas. Barry holds a Bachelor of Business (Accounting), Associate Diploma in Local Government Administration and successfully completed the Australian Institute of Company Directors course. He is a fellow of CPA Australia and a member of Local Government Professionals Australia.

This leadership team is responsible for positioning the City to capture its full potential as a major Regional City, and is supported by five Executive Managers accountable for ensuring Council's programs and services are implemented effectively.

» General Manager, Alan Stoneham (center) and Assistant General Managers, Craig Butler and Barry Husking (left and right)



Executive Managers.



Stephen Britten



Vicki O'Kelly



David Burns



Ruth Goldsmith



Wayne Mitchell

Organisational Structure 2014-15

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

WHO ARE WE?

Council employs 1,187 staff in part time, full time, temporary and casual positions. We have a diverse workforce including a wide range of professional, semi-professional, skilled and unskilled workers including engineers, planners, labourers, mechanics, child care workers, environmental officers, youth workers, enforcement officers, administrators, IT professionals, accountants, librarians, learn to swim instructors and life guards. Many of our staff are also residents, which shows the importance of Council as a local employer and helps us understand our community.

Of our permanent staff, 57% are women, which is well above the Council of Australian Governments (COAG) target of 50% and the community average. The balance of age and tenure of our staff provides a strong environment for mentoring and information sharing between our long term and newer employees. In February, managers attended a forum to investigate strategies to support mature age staff in the workplace, making the most of their knowledge and experience while helping them transition into the next stage of life.

Our staff turnover remains relatively stable. This year we had a total of 85 people leave Council, 16 of them being retirees. In many cases, those retiring took advantage of phased-in retirement policies, allowing them to work fewer hours or take extended leave leading up to their formal retirement date.

Staff employed by the Controlled Entities are not included in these figures. For information on the entities refer to page 25.

WORKFORCE PROFILE 2011-15

	2011-12	2012-13	2013-14	2014-15
Total Staff	1,245	1,218	1,209	1,187
Female	62%	55%	55%	57%
Male	38%	45%	45%	43%
Retention rate	8.30%	7.95%	7.62%	9.40%

EMPLOYMENT TYPE 2011-15

	2011-12	2012-13	2013-14	2014-15
Total staff	1,245	1,218	1,209	1,187
Permanent	74%	76%	77%*	76%
Temporary	12%	12%	13%*	15%
Casual	14%	12%	10%	9%

* Figure incorrect in 2013-14 Annual Report

AGE PROFILE OF PERMANENT STAFF 2011-15

	2011-12	2012-13	2013-14	2014-15
15-24	56	56	74	62
25-34	198	202	208	209
35-44	205	216	196	195
45-54	237	226	229	218
55-64	182	194	200	192
65+	25	24	25	28



Bennett Wagon Workers at St. Marys in 1890.

Valuing our staff

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

Workplace Health and Safety

Council is committed to providing a safe and healthy workplace for our staff, volunteers and contractors. In 2013–14 the total days lost due to work injuries was the second lowest in 25 years, and although we couldn't match this performance this year, losing 416 days to injury, the overall days lost continues to trend downwards even with increasing staff numbers. We will continue to take a proactive approach to Work Health and Safety, with a focus on education and prevention for all employees. All our employees deserve a safe place to work, and all of us are responsible for ensuring we provide it.

Equal Employment Opportunity (EEO)

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

Specific initiatives to support EEO and highlights from 2014–15 include:

- Targeted traineeship opportunities for people from an Aboriginal or Torres Strait Islander background, and for people with disabilities. These programs support EEO and demonstrate Council's commitment to creating a workplace culture that is welcoming to all.
- Council has an ongoing program of diversity and refresher training initiatives that incorporate EEO, access and equity, disability awareness and diversity in the workplace. All new staff participate in diversity training as part of Council's orientation process.
- Training and development programs for women include a variety of courses, seminars, conferences, workshops, including a Financial Literacy for Women workshop.
- Council continues to progress Gender Equity initiatives with a program of ongoing forums and workshops to support employees with regards to family friendly policies, professional development opportunities and pathways, health and wellbeing. The 'Work Your Way' booklet was updated to incorporate relevant changes to legislation and policy, providing an overview of Council's flexible employment policies and leave entitlements.

- Approximately 141 women accessed career development opportunities by relieving in a higher position, with a further 65 women accessing Council's education assistance program.

For more details of our performance with regards to EEO see the Statutory section of this report on page 110.

Learning and Development

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

This year 378 staff took advantage of an opportunity to work in a higher position for a period of time, gaining skills, confidence and experience of the challenges and rewards of operating at the next level.

Council held 81 internal training sessions this year, and staff attended a further 297 external training sessions. The drop in internal training from last year is a result of our commitment in 2013-14 regarding mandatory Code of Conduct training. Significant training, particularly around ICT programs and systems, is planned for 2015–16.

Council also provides staff with financial assistance and study leave for approved tertiary courses. Not only does this help us retain qualified staff, but gives our staff the chance to improve their qualifications or take a new direction in their careers. In recent years this has helped us address identified areas of skill shortage in planning, early childhood teaching and engineering, with staff gaining qualifications to fill new roles within the organisation. In 2014–15, 85 staff were supported to undertake approved tertiary education courses.

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 2014–15, 93 trainees graduated and another 71 started at Council. Traineeships were offered in child care, hospitality, IT and business administration, and undergraduate traineeships were offered in health and building, planning, environmental health, engineering and library.

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



CASE STUDY: HAROLD DULAY

Harold Dulay started his traineeship with Council's Legal and Governance Department in 2009, as a way to undertake a gap year and explore different career options.

Harold found that during his traineeship he developed a deep understanding of government processes, workplace environments and a diverse range of real business skills. This has allowed him to move around other Council departments including environmental health, city works, major projects and ICT.

These opportunities have proven a big step in the right direction, as Harold has continued full time work while tackling part time studies in a Bachelor of Science (majoring in Environment and Information Systems) and Bachelor of Law through Council's Education Assistance Program.

The experience he has gained at Council has helped him understand his studies and see how theory can be applied in practice. In return, Council benefits from the highly developed problem solving and analytical skills his studies allow him to bring to tasks and projects at work.

"Undertaking my course through Council's subsidy program has been an excellent experience. It helps me to cover the cost of course materials and reduce the amount of payments deferred to HECS therefore reducing my university fees," Harold says. "It's so valuable to be getting on-the-job training in a course that goes hand-in-hand with my work while also being assisted financially."

Harold has been able to use Council's flexible working arrangements to help balance work and study, including exam and study leave for mandatory university tutorials, exams and fieldwork as well as preparation for assessments.



CASE STUDY: MENTORING FOR MEN IN CHILDREN'S SERVICES

Council's gender equity program is not just about assisting women in the workplace. A roll call of Children's Services staff confirms what you may expect – the majority of our early childcare educators are women. Council is running a professional learning program to support men in the industry and build on the value they offer in this environment.

Men working in a predominantly female environment face challenges just as women working in a male

dominated environment do, but they bring with them different perspectives and different ways of interacting with the children. The program allows male staff to reflect on the challenges and rewards of working in the early childhood field and attend professional development sessions with male leaders in the field. It will also help centre supervisors better understand and support male staff.

Gender Equity

Council is committed to gender equity and has received a Bronze Award in the *50:50 Vision: Councils for Gender Equity Program*. Our Gender Equity Steering Committee led several successful initiatives in 2014–15, strengthening our culture of a supportive and inclusive workplace.

This year 3 female staff participated in the 'Springboard' course which Council has run successfully for several years now. The course boosts women's confidence in the workplace and has been very useful to previous participants.

We also undertook an education program encouraging women to apply for a salary step increase to recognise the growth in their skills and knowledge. Of the 183 successful applicants, 117 were women, showing both the development of our female staff and the benefits of the campaign in encouraging them to apply.

Council held a morning tea for staff on parental leave to provide an opportunity to catch up with their managers and hear about what has been happening within the workplace while they have been on leave. These have proved very popular, with staff feeling valued, supported and better prepared for their return to work, with a better understanding of their return to work options such as flexible working arrangements, and the use of Council's child care facilities with the option of salary sacrificing.

ECT Professional Development Program

Council started an Early Childhood Teaching professional development program with funding received under the Cost Contribution Scheme. Initial strong interest in the program has continued, with 21 educators now undertaking formal study towards their Bachelor of Teaching and one educator working towards her Bachelor of Education. Under the program, educators have access to monthly study days in addition to the support they receive through the Educational Assistance Program and Children's Services Tertiary Bonus. We had 8 staff complete an early childhood degree this year, with the others on track to complete within the next 12 months. The availability of highly trained, experienced early childhood teachers helps us provide a high quality service to local families.

Employee Satisfaction

Over the past year we have continued to act on the issues raised in the Employee Opinion Survey conducted in November 2013. ICT was identified as a significant issue for staff and we have undertaken a major review of our systems, programs and structure within this area. It's a long journey, but the benefits are being realised and it is clear that staff generally support the changes and are willing to be patient as we implement them.



CASE STUDY: BROOKE CONROY

Brooke Conroy is one of our Parks staff, spending her days mowing parks and sports fields, maintaining playgrounds and generally making sure our parks and

sports fields are clean and inviting. Brooke plays and coaches football in her spare time. She loves working outdoors and being involved in sport full time by maintaining sports fields during the week and playing on them at the weekend.

Brooke is one of the newly elected members of our Gender Equity committee, looking at ways to provide opportunities and break down gender barriers for women in male dominated environments and for men in female dominated environments across Council. Brooke's motivation to join the committee came from working in a male dominated environment and wanting to be a strong voice for women in the workplace. She's a firm believer that equal ability should mean equal opportunities and equal rights, regardless of gender.

Brooke has certificates in turf management, sports turf management and landscaping, and is about to start a qualification in project management. She aims to stay with Council, improve her skills and one day help make decisions about parks and sportsgrounds in the City. Her work with the Gender Equity committee will help ensure women across Council have the opportunities to achieve their career goals no matter where they work.

Increasing employee engagement has also been a big focus. October 2014 saw the inaugural meeting of the Service Review Communications Panel – a panel of staff who volunteered to participate which is representative of the different work areas and staff levels across Council. The panel meets monthly, and is there to provide a more informal way to disseminate information across the organisation, and provide a forum for staff to raise questions on what's happening.

Health and Wellbeing

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

Our Employee Assistance Program (EAP) is another key initiative to support our staff. This program gives staff and their immediate families access to free and confidential counselling if and when required, and can provide help with personal and work related issues.

Other health and wellbeing initiatives delivered throughout the past year include:

- Council supported 26 teams in the Global Corporate Challenge, a worldwide workplace health program that improves staff health and wellbeing and promotes teamwork through daily walking goals.
- The continuation of Council's Fitness Passport, a corporate health and fitness program allowing members to access a wide range of their local health and fitness suppliers at a discounted rate.

- Staff health programs such as Weight Watchers at Work, lunchtime Pilates classes, a walking club and healthy heart checks.
- A *Work/Life Balance* lunchtime session to promote healthy eating and the range of health and wellbeing initiatives offered by Council.

Our People Supporting Our Community

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

- Staff supported the Olive Ribbon campaign developed by the Western Sydney Community Forum and launched at Harmony Day celebrations in March 2015. The ribbons symbolise our living and working together peacefully and respectfully.
- Council staff and visitors raised funds for the Cancer Council by supporting Daffodil Day in August 2015.
- A Council team walked to help raise money for cancer research and awareness through the annual Relay for Life in May 2015. Teams participate in a relay style walk or run overnight. The team from Public Domain, Amenity and Safety joined with others across Council to not only assist with the logistics or organising the day, but participated in the event raising \$3,500.
- Council continues to be a long term supporter of the Australian Red Cross Blood Service and organises regular 'donation buses' to encourage staff to support this important cause.



CASE STUDY: MY IDEA

Council has had the My Idea program in place for some time and in 2014 it was refreshed and relaunched as a way for staff to submit their ideas to improve the way we work. A panel including managers from finance, workforce and governance assess each idea based on the quadruple bottom line for environmental, financial, social and governance benefits.

Over 2014–15, staff submitted a total of 34 ideas, of which 14 were given the green light and 17 were referred for further investigation.

The ideas approved this year include:

- better and safer access to storage boxes on Ranger vehicles through installing a trundle tray
- water bottle refill stations in Council parks
- secure bike parking for Council staff, and
- investigation into how to allow customers to undertake basic transactions at a wider range of Council facilities.

My Idea continues to be a great way for staff from all areas to suggest new ways to work or improve customer service. The fact that so many suggestions (over 90%) pass the assessment for implementation or further investigation shows that our staff really are a great source of new ideas.

CASE STUDY: SARAH SAMPSON

Sarah Sampson is proof that the benefits run both ways at Penrith Council.

Sarah joined Council in 2005 as a Sport and Recreation Trainee at the then Penrith Swimming Centre. At the end of her traineeship she took up a temporary role as a Customer Service Officer and was made permanent in 2008.

With support from the Education Assistance Program she has since completed a Diploma of Building Surveying. She was also given the opportunity of a secondment as Fire Safety Compliance Officer and a temporary role as Development Compliance Officer.

Sarah, in turn, has supported Council by championing and coordinating the Fitness Passport initiative. Her efforts to improve staff fitness and wellbeing were recognised through the 2015 Minister's Award for Women in Local Government.

"I think it's important for everyone to keep active to improve their own health as well as workplace productivity," she said.

Sarah is also a member of the Staff Social Club executive – a group that also improves employee wellbeing. "It's always great to see everyone enjoy themselves at our events and it's a chance to get to know people from across the organisation," she said.



CASE STUDY: PUKAR PRADHAN

Pukar Pradhan is active both in the community and here at Council. Born in Kathmandu, Pukar is well travelled thanks to his father's career as a diplomat and opportunities to study high school in London and higher

education in both Russia and Thailand. Pukar encourages an ongoing appreciation for multiculturalism at Council and is heavily involved in festivals such as 'Spicy Penrith' which celebrates the diversity of cuisine and culture, song and dance from other countries like Nepal, Indi, Sri Lanka and Bhutan right here in Penrith. Pukar was a very active supporter of the local Nepalese community following the earthquake in Nepal, raising money to assist the devastated community through nCOWS (Nepalese Community of Western Sydney).

Pukar works in Council's Development Services, but is known across the organisation for his work in setting up and running the annual inter Council table tennis competition played against Hawkesbury City Council. Pukar is also one of Council's fluent linguists, able to help some of the 13% of Penrith residents who speak a language other than English at home. Pukar speaks Urdu, Russian, Newari, Nepalese, Thai and Hindi.

FAST FACTS

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OUR PERFORMANCE

STATUTORY

FINANCIALS

1,482

DEVELOPMENT
APPLICATIONS
LODGED

369,151

PEOPLE USED
COMMUNITY
BUILDINGS

5%

REDUCTION IN
CORPORATE
ELECTRICITY
USE

11

BUSHCARE
GROUPS

1,363

REQUESTS FOR TREE
MAINTENANCE ON
PUBLIC LAND

25,000m²
OF GRAFFITI
REMOVED

78

COUNCIL RUN
COMMUNITY
EVENTS

35.8km

OF PEDESTRIAN
AND SHARED
PATHWAYS IN NEW
RELEASE AND
OTHER AREAS

66

HERITAGE
ADVISORY SITE
VISITS

180,000m²

OF ROAD PAVEMENT
RESURFACED AND
RECONSTRUCTED

7

MOBILE PLAYVAN
SESSIONS EACH
WEEK

1,200

ILLEGAL DUMPING
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OUR PERFORMANCE

Penrith City Council is committed to providing transparent reporting and accountability to the community. In addition to our Annual Report we report twice a year on progress towards our 4 year Delivery Program and 4 times each year on progress towards our current year Operational Plan. These [reports](#) are available on our website at www.penrithcity.nsw.gov.au.

This section of our Annual Report outlines our performance against the work program we committed to in our 2014–15 Operational Plan, as part of our 4 year Delivery Program 2013–17.

A number of strategies and service activities were outlined in the 2014–15 Operational Plan across seven outcome areas. For each outcome area we provide an overview of the highlights and challenges experienced over the past year and our plans for the future. Information on how we are progressing against each of our service activities is also provided, along with information against each of our service measures.

Outcome 1 – We can work close to home

Outcome 2 – We plan for future growth

Outcome 3 – We can get around the City

Outcome 4 – We have safe, vibrant places

Outcome 5 – We care about our environment

Outcome 6 – We are healthy and share strong community spirit

Outcome 7 – We have confidence in our Council



OUTCOME 1 WE CAN WORK CLOSE TO HOME

The message from our community in planning for the future was that they would like more jobs close to home, particularly for young people. Outcome 1 looks at how Council together with other partners can attract investment, facilitate employment diversity and growth, and encourage local workforce training so we can be more resilient to changes in economic circumstances.

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

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

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

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

HIGHLIGHTS

- Penrith Progression has continued to progress over the last 12 months. Following the collaboration and engagement phase, the *Penrith Progression – A Plan for Action* was successfully launched on 26 February 2015. The collaboration and engagement phase included 3 workshops and an economic analysis that identified the key industries to provide the best opportunities for future growth. It provided valuable insight into opportunities and potential projects for the renewal and revitalisation of the City Centre. The *Plan for Action* has 5 outcomes and 25 key performance indicators that provide a fresh vision for the transformation of our City.
- Council's advocacy program *Build a better Penrith* was launched in January 2015, identifying 16 priority projects to build, grow and connect our City and attract investment. To date the program has resulted in the State Government's commitment to support and provide funding for 9 projects including the plan to widen Mulgoa Road, from Andrews Road to Glenmore Parkway.
- Our child care services continue to deliver a quality service. Of our 26 services, 21 were assessed as Meeting or Exceeding the National Quality Framework standards. This is above the national average. The five remaining services have either not yet been assessed or are working towards achievement of the rating.
- iWork@Penrith, an innovative shared office space committed to facilitating work-life balance, was launched in February. This hub is one of five throughout Western Sydney and the Central Coast, and was established under the NSW Government's \$1.5 million Smart Work Hub pilot project.

CHALLENGES

- The *Penrith Health and Education Precinct* was prioritised as a 'Strategic Centre' for targeted investment in the State Government's metropolitan strategy *A Plan for Growing Sydney* in December 2014. Key challenges facing the Precinct are securing the commitment from the State Government to a Growth Infrastructure Plan; securing health and education-related land uses and infrastructure around Nepean Hospital and Western Sydney University; and linking the Precinct with future transport corridors. Council continues to engage with the Department of Planning and Environment in a review of the barriers to economic growth facing this Precinct.

LOOKING FORWARD

- We know how important it is to stay active in promoting economic development in the region. Our new Economic initiatives Manager, starting in August 2015, will drive the implementation of our *Plan for Action* and identify opportunities to build sustainable long term job growth in the City.

Our performance against what we said we would do

SERVICE ACTIVITIES	STATUS	HIGHLIGHTS AND COMMENTS
1.1.1 Build on our partnerships and alliances to achieve shared aspirations for the City's future	On Target	<ul style="list-style-type: none"> ✓ Fujieda Elementary School and Llandilo Public School joined together in a formal school-to-school partnership to explore each other's culture through technology such as skyping. ✓ Connections established between the Penrith RSL Junior Rugby Club and the Hakusan City Rugby Football Association with a view to undertaking sporting exchanges between the clubs in the future.
1.1.2 Market the City through campaigns that build on its strengths and identity	On Target	<ul style="list-style-type: none"> ✓ Launch of the Adventure Capital Strategy.
1.1.3 Utilise Council's property portfolio to stimulate growth and development opportunities in the City	On Target	<ul style="list-style-type: none"> ✓ The Property Advisory Panel was established in February 2015 and met for the first time in May. The Panel has been created to provide Council with expert advice on the potential development options for Council property, including joint ventures, with an initial focus on property in the Penrith City Centre.
1.2.1 Develop and implement a program of advocacy that targets the delivery of key infrastructure and regional employment growth	On Target	<ul style="list-style-type: none"> ✓ Council's advocacy program <i>Build a better Penrith</i> launched in January 2015.
1.3.1 Contribute to the health and wellbeing of the City's community	On Target	<ul style="list-style-type: none"> ✓ Support is provided to the Hawkesbury Harvest Markets and the Western Sydney Agricultural Reference Group.
1.4.1 Deliver high quality children's services	On Target	<ul style="list-style-type: none"> ✓ 81% of our services meet or exceed the National Quality Standard with the remaining services either yet to be assessed or working towards achieving the standard.
1.4.2 Support families with young children through advocacy program	On Target	<ul style="list-style-type: none"> ✓ Family Support Workers attended 6 childcare services to assist vulnerable families. ✓ Parent workshops were held to provide vulnerable families with strategies and contemporary parenting information. ✓ The Imagination Library provides a free book to children every 6 months up to 5 years of age.
1.4.3 Implement education and participation programs for identified target groups	On Target	<ul style="list-style-type: none"> ✓ Munch and Move implemented in 18 Long Day Care Centres. ✓ 7 male educators and staff participating in a male mentoring program.
1.4.4 Deliver quality library services that respond to the community's information and leisure needs	On Target	<ul style="list-style-type: none"> ✓ The library added 26,940 items to the collection including 3,203 digital download items.

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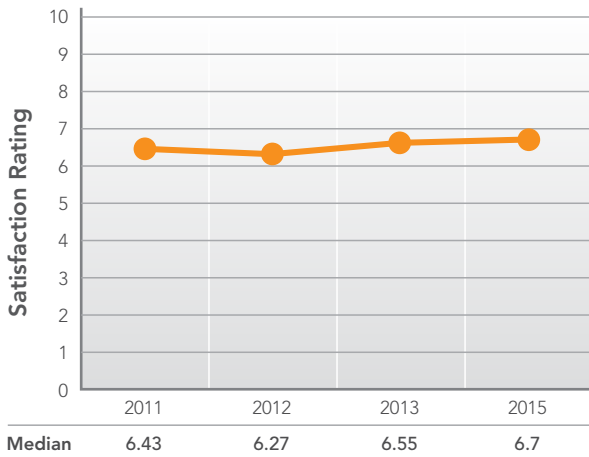
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Our Performance Measures (0 – very dissatisfied and 10 – very satisfied)

The following measures of performance are taken from Council's most recent Community Survey which was undertaken in May 2015, and other feedback mechanisms. They relate to the performance measures outlined in Council's Delivery Program. Results from the customer survey will vary between surveys due to random sampling, however a difference of more than 0.2 is considered to be statistically significant.

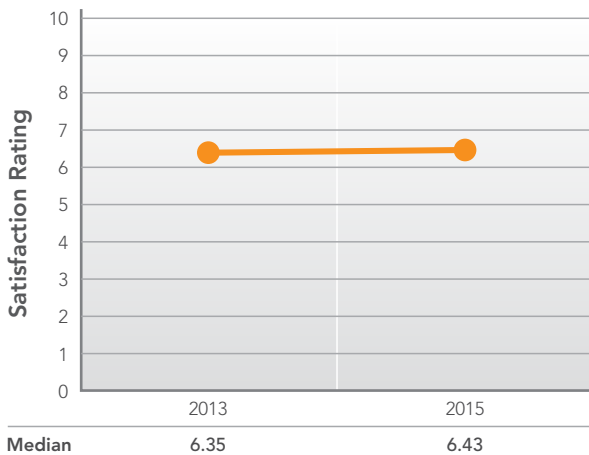


% OF RESIDENTS SATISFIED THAT COUNCIL IS SUPPORTING AND ENCOURAGING LOCAL INDUSTRY AND JOBS

Satisfaction with Council supporting and encouraging local jobs has remained constant since 2011.

During 2014–15 there have been multiple initiatives to support the development of local industry and business:

- The *Penrith Progression – A Plan for Action* to transform the City centre and deliver jobs was launched in February 2015.
- Council's Advocacy program 'Building a better future' designed to advance the interests of the City to State election candidates and key stakeholders.
- iWork Hub launched in February 2015.



% OF RESIDENTS THAT ARE SATISFIED WITH COUNCIL'S MARKETING OF THE CITY

Resident satisfaction with Council's marketing of the City remained constant between 2013 and 2015.

During 2014–15 the main city marketing strategy was the "Adventure Capital". The Penrith Progression economic development project also included a community communications/marketing campaign.

% OF CAREGIVERS WHO REPORT THEY ARE ABLE TO PARTICIPATE IN WORK OR STUDY DUE TO THE AVAILABILITY OF CHILD CARE

Enrolment data shows that 82% of caregivers are able to participate in work or study because child care is available. This data considers one caregiver in the family unit either working or studying.

% OF PARENTS WHO REPORT THAT SERVICE PROVIDED GOOD EDUCATIONAL OUTCOMES FOR THEIR CHILD

In March 2015 a survey was rolled out to all families attending a Penrith City Council childcare centre. Parents were asked to provide feedback on the daily program at the centre, the individual planning for their child, the child development checklist and the transition to school checklist. Based on the 450 completed surveys returned, 82% of parents believe their service provides excellent or good educational outcomes for their children.

% OF CHILDREN'S CENTRES THAT MET OR EXCEEDED THE NATIONAL QUALITY STANDARDS

Currently 81% of our services have received a rating of "Meeting" or "Exceeding" the National Quality Standard (NQS), which is above the national average.

% OF LIBRARY PROGRAMS THAT ACHIEVE A 90% OR GREATER PARTICIPATION RATE

Library programs and events have achieved an average participation rate of 93%.



OUTCOME 2 WE PLAN FOR OUR FUTURE GROWTH

Outcome 2 looks at the challenge of managing our City's urban growth so the things that make Penrith special are not lost, and the necessary services and facilities grow with our population.

It looks at how we protect our rural lands, respect our heritage, and provide quality housing choices without compromising the character and amenity of our neighbourhoods. Penrith is a rapidly growing City and we are continuing to actively pursue investment opportunities, jobs and improved infrastructure through various projects and initiatives.

STRATEGY 2.1 Facilitate development that encourages a range of housing types

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

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

HIGHLIGHTS

- In September 2014, Council held a Development Services Forum to enable local industry and the business community to talk with Council officers on relevant issues. During this forum we also sought feedback from participants about our performance, and 83% of respondents rated Council's services 'good' or 'excellent'.
- With the newly endorsed City-wide LEP and Penrith's new urban release areas, our City has been a hub of development activity. New release areas at Jordan Springs, Caddens, Thornton and Mulgoa Rise have provided a diverse range of housing development.
- The Joint Regional Planning Panel approved four major proposals: the Western Sydney Community & Sports Centre; St Marys Rugby League Club; seniors living housing at Thornton; and an affordable housing residential flat building at Phillip Street, St Marys.
- We continue to advocate for regional infrastructure that is needed to support growth. We made a submission to Transport for NSW on the proposed corridor for the South West Rail Link extension; undertook advocacy on the proposed rail corridor; and responded to community letters, emails and phone enquiries on the proposed rail corridor and the Outer Sydney Orbital corridor.

CHALLENGES

- There has been a significant increase in the number of large-scale proposals due to the commencement of Stage 2 of Council's City-wide LEP. This increase provides a challenge in maintaining the current level of service, engagement with the industry and ensuring that adequate local infrastructure is delivered to support new communities.

LOOKING FORWARD

- In April 2014 the Federal Government announced that the new Western Sydney Airport at Badgerys Creek will be going ahead. Council aims to ensure that, as well as minimising the impact of the new airport, we seize the numerous opportunities this represents for things like improved road and rail services.
- Since the announcement of the new airport, Council has been proactive in planning for the future. We have established an internal airport team, are working with other councils to facilitate an independent review of the Environmental Impact Statement, and we have made plans to lobby on behalf of the community for roads, trains, jobs and environmental outcomes.

Our performance against what we said we would do

SERVICE ACTIVITIES	STATUS	HIGHLIGHTS AND COMMENTS
2.1.1 Delivery timely assessment, regulation and certification of development and building work in accordance with statutory requirements	On Track	<ul style="list-style-type: none"> ✓ Applications determined – 1,474 (\$647 million cost of development, an increase of 86 applications from the previous financial year). ✓ Applications lodged – 1,482 (\$1.08 billion cost of development).
2.1.2 Facilitate quality development that contributes to a growing Regional City	On Track	<ul style="list-style-type: none"> ✓ Pre-lodgement meetings – 124. ✓ Urban design review panel meetings – 33. ✓ A Developers Forum held in September 2014 to discuss important issues to the development industry and seek feedback on Council's performance.
2.1.3 Advocate Council's position and respond to planning legislation, building certification and related policies of government	On Track	<ul style="list-style-type: none"> ✓ Council continues to respond to opportunities to comment on proposed changes to legislation as they arise.
2.1.4 Provide engineering advice for development applications, strategic planning and policy development	On Track	<ul style="list-style-type: none"> ✓ Engineering Services continued to provide assessment, advice and input into a range of strategic and development related activities across the City.
2.1.5 Plan for and facilitate delivery of release areas and urban renewal in the City	On Track	<ul style="list-style-type: none"> ✓ Penrith's new urban release areas are planned to: <ul style="list-style-type: none"> • deliver a range of housing types • meet community needs for infrastructure • achieve targeted dwelling numbers
2.2.1 Maintain a contemporary framework of land use and contribution policies, strategies and statutory plans	On Track	<ul style="list-style-type: none"> ✓ Penrith DCP 2014 was adopted by Council on 23 March 2015 and came into effect on 17 April 2015. ✓ The Penrith LEP (2010) came into effect in February 2015.
2.2.2 Undertake priority planning projects and statutory processes that contribute to Penrith's role as a Regional City	On Track	<ul style="list-style-type: none"> ✓ Council has participated in preparation of a revised structure plan for the Broader Western Sydney Employment Area with the Department of Planning and Environment.
2.2.3 Facilitate quality development that contributes to a growing regional City	On Track	<ul style="list-style-type: none"> ✓ The Heritage Advisory Service undertook 66 site visits to provide advice on potential developments affecting heritage buildings; contributed to pre-lodgement advice and provided comments on development applications.
2.3.1 Maintain a contemporary framework of land use and contributing policies, strategies and statutory plans	On Track	<ul style="list-style-type: none"> ✓ Work commenced on the Housekeeping Amendment to Penrith LEP 2010 set to be reported to Council in August–September 2015.
2.3.2 Respond to and influence planning legislation and related policies of government	On Track	<ul style="list-style-type: none"> ✓ In May 2015 Council made a submission to the State Government in support of the <i>Penrith Lakes Parkland draft vision plan</i>. The plan includes new urban development opportunities that are subject to water quality benchmarks and sustainable urban outcomes including flood evacuation being delivered.
2.3.3 Develop and implement a program of advocacy that targets the delivery of key infrastructure and regional employment growth	On Track	<ul style="list-style-type: none"> ✓ Council's advocacy program <i>Build a better Penrith</i> launched in January 2015.

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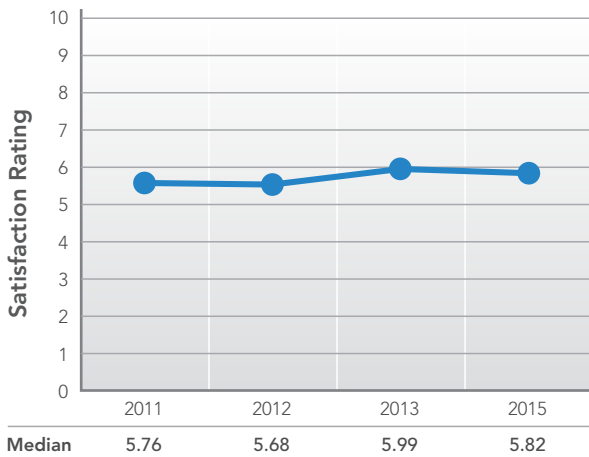
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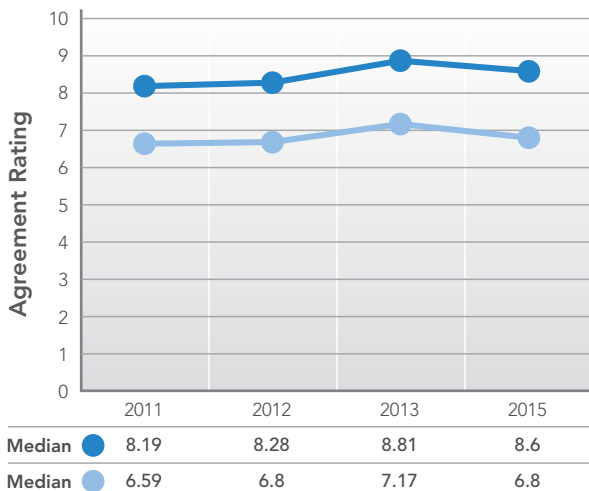


% OF RESPONDENTS THAT ARE SATISFIED WITH THE BUILDING AND DEVELOPMENT APPROVALS PROCESS

Satisfaction with the building and development approval process has remained constant since 2011.

During 2014–15:

- Council has continued to work with the Department of Planning, Local Government NSW and the Building Professionals Board regarding the implementation of the planning reforms and the certification system.
- Council is implementing the recommendations of the 2013 Development Applications Service Review resulting in internal improvements and new technology to streamline the DA lodgement and assessment processes.

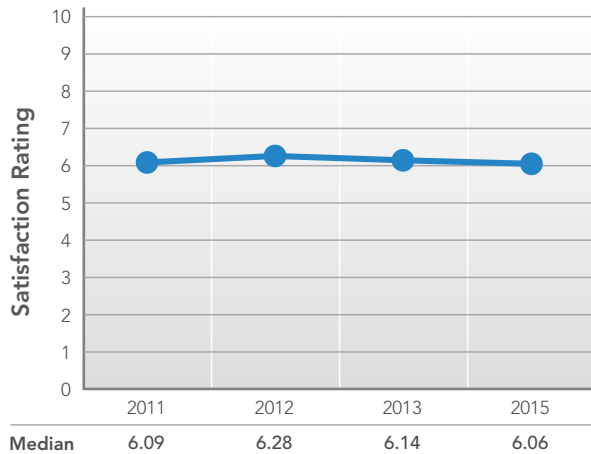


% OF RESIDENTS THAT VALUE THE CITY'S NATURAL SETTINGS, RURAL LANDSCAPES AND BUILT HERITAGE

% OF RESIDENTS SATISFIED THAT NEW DEVELOPMENT RESPECTS AND ENHANCES THE IDENTITY OF OUR CITY

Agreement with the statement that residents highly value the City's natural and rural landscapes and heritage had a small decrease from 2013 but remains higher than previous years. Resident agreement that new development respects and enhances the identity of the City had a small decrease from 2013 but remains consistent with previous years.

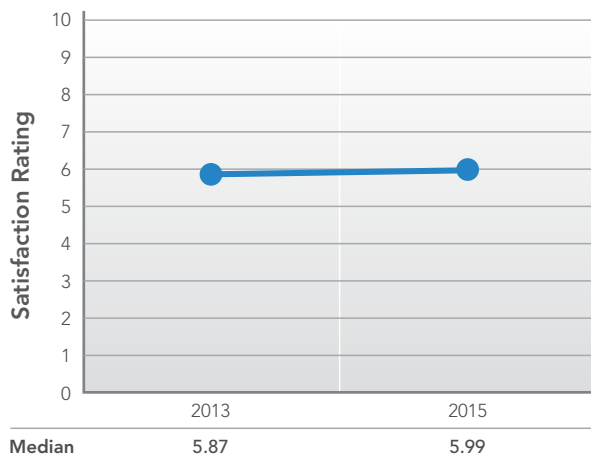
● City's natural settings ● New Development



% OF RESIDENTS SATISFIED THAT COUNCIL IS SPEAKING TO OTHER LEVELS OF GOVERNMENT, BUSINESS AND COMMUNITY GROUPS ABOUT WHAT THE CITY AND RESIDENTS NEED

Satisfaction with Council speaking to other levels of government, business and community groups has remained consistent since 2011.

During 2014–15, Council has been proactive in advocating for infrastructure and services for the City’s residents. Council’s State Election Advocacy Project resulted in a total of just around \$18.6 million being committed to advance various key projects around the City. The government has also committed more than \$1 billion for a Western Sydney Rail Upgrade Program; \$30 million dedicated to Western Sydney arts and cultural funding and an additional 300 commuter carparking spaces at Penrith.



% OF RESIDENTS SATISFIED THAT INFRASTRUCTURE AND SERVICES MEET THE NEEDS OF A GROWING POPULATION

Between 2013 and 2015 resident satisfaction remained consistent with infrastructure and services meeting the needs of a growing population.

This has consistently been the most significant issue for our community since the engagement undertaken in 2012–13 to review the Community Plan. Both the 2013 and 2015 Community Surveys identified ‘infrastructure catering for the growing population’ as the top challenge facing Penrith in the next 10 years.

Council continues to actively pursue key infrastructure and services to meet the needs of the growing population through our Advocacy Program.



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OUTCOME 3 WE CAN GET AROUND THE CITY

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

STRATEGY 3.1 Secure an effective public transport network

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

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

STRATEGY 3.4 Improve critical cross regional transport connections

STRATEGY 3.5 Secure an efficient, integrated and sustainable freight network

HIGHLIGHTS

- Council recognises and understands the importance of a safe and effective road system. Through our Advocacy Program, Council has lobbied the government for some years to upgrade the major congestion point at the intersection of Mulgoa Road, Jane Street, Castlereagh Road and High Street. In December 2014 the NSW Government announced plans for a major upgrade of this intersection, which will be widened to increase capacity and traffic flow. This announcement is welcomed as it forms a key part of the longer term strategy for the eventual upgrade of Mulgoa Road from the M4 Motorway to the City Centre.
- Other key achievements include:
 - 2.5km of pedestrian and 3.0km of shared pathways constructed by Council, including a shared path along the Great Western Highway, Emu Plains from River Road to Russell Street.
 - 1.1 km of pathways widened.
 - 22.2km of pedestrian and 8.1km of shared paths constructed by developers and dedicated to Council.
 - Road safety improvement works completed along Glossop Street, St Marys with intersection upgrades at Brisbane Street and Adelaide Street funded under the Federal Black Spot Program.

CHALLENGES

- The ongoing development within our City not only means more roads, but more cars on the road. In 2014–15 there has been an additional 14.6 km of roadway and 35.8km of pedestrian and shared pathways constructed that will need to be maintained into the future.

- Major transport infrastructure is needed to support our growing population. Council understands this will be an ongoing challenge into the future, and while we are not always the provider of this infrastructure, we are committed to working with other levels of government and developers to ensure the required infrastructure is provided.
- Council has been seeking funding as part of the Western Sydney Infrastructure Project for local road projects. Our advocacy program *Build a better Penrith* also has a specific focus on developing and maintaining our City's infrastructure.

LOOKING FORWARD

- In 2014–15 a trial of 'parking pods' proved successful in identifying vehicles that overstayed the time limit. Council is looking to introduce this system in other parking stations to improve parking turnover.
- In response to Council's submissions, including the National Growth Areas Alliance (NGAA) Pre-Budget Submission, the Federal and State Governments jointly announced in October 2014 a commitment to \$70 million to fund Stage 1 of the Werrington Arterial as part of the Western Sydney Infrastructure Plan. The Werrington Arterial is a key transport infrastructure project for the region that will provide a long overdue regional transport link, taking the pressure off other roads.

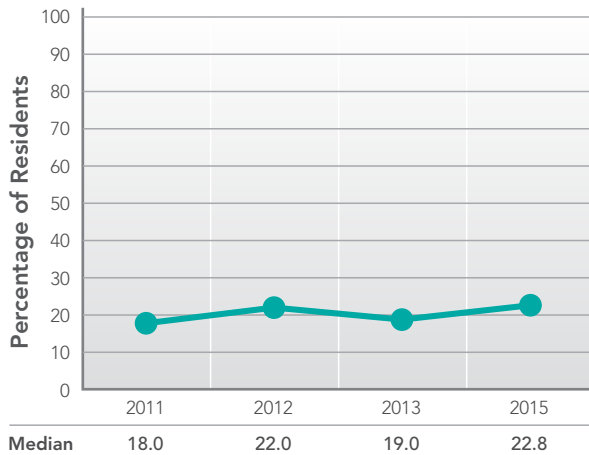
Our performance against what we said we would do

SERVICE ACTIVITIES	STATUS	HIGHLIGHTS AND COMMENTS
3.1.1 Develop and implement a program of advocacy that targets the delivery of key infrastructure and regional employment growth	On Target	<ul style="list-style-type: none"> ✓ Council's Advocacy program Build a better Penrith launched in January 2015.
3.1.2 Advocate and provide advice on all modes of transport services, parking and facilities	On Target	<ul style="list-style-type: none"> ✓ Council officers are participating in the Roads and Maritime Services (RMS) study of the "Mulgoa Road/ Castlereagh Road Corridor Upgrade from Andrews Road to Glenmore Park". ✓ Council is also participating with Transport for NSW (TfNSW) in the development of upgrades for Penrith Station.
3.2.1 Construct, manage and maintain Council's roads, drains, bridges and paths	On Target	<ul style="list-style-type: none"> ✓ 100,000m² of pavement rejuvenation carried out in Glenmore Park. ✓ Road safety improvements installed in Glossop Street, St Marys. ✓ Road reconstruction in Castle Road, Orchard Hills; St Thomas Road, Mulgoa; Russell Street, Emu Plains; Dunheved Road, Werrington County and Swallow Drive, Erskine Park. ✓ 488 tonnes of waste removed from the stormwater drainage system.
3.2.2 Provide designs and plans for Council's parks, buildings, roads and drains	On Target	<ul style="list-style-type: none"> ✓ Design plans have been provided internally and externally for projects such as the Queen Street Streetscape Improvement Project, the Great River Walk, the Bennett Wagon enclosure at South Creek Park, Glenmore Park Stage 2 sporting fields and designs for various parks, playgrounds and amenities.
3.2.3 Manage the delivery of Council's major infrastructure projects	On Target	<ul style="list-style-type: none"> ✓ Projects delivered this year include the South Creek Shared Path bridge, the Andrews Road bio-retention wetland, Peachtree Creek bank stabilisation and Jamison Park upgrades including constructing the new All Ages Health and Fitness Zone facility.
3.2.4 Provide a certification service for development related civil assets	On Target	<ul style="list-style-type: none"> ✓ Council continues to offer an excellent inspection service and ensures high quality public assets are obtained through the development process.
3.2.5 Optimise the efficient use of car parking spaces in the Penrith City Centre	On Target	<ul style="list-style-type: none"> ✓ A successful parking pod trial was carried out which increased identification of cars overstaying the identified parking periods.
3.2.6 Provide technical advice on traffic issues and plan for the delivery of traffic, shared paths, bicycle and bus shelter facilities	On Target	<ul style="list-style-type: none"> ✓ Council monitors the traffic network to identify areas of congestion and assess the impact of traffic generating development. This helps identify where upgrades are required. ✓ Applications submitted for grant funding for the implementation of a range of Traffic Facility/ Road Safety related projects and initiatives.

SERVICE ACTIVITIES	STATUS	HIGHLIGHTS AND COMMENTS
3.2.7 Manage programs and initiatives that improve road safety, efficiency, and the parking network	On Target	✓ Local Traffic Committee considered 150 reports about network and parking efficiency.
3.2.8 Advocate and provide advice on all modes of transport services, parking and facilities	On Target	✓ Council made a submission to the Roads and Maritime Services (RMS) on the Jane Street and Mulgoa Road Infrastructure Upgrade.
3.3.1 Construct, manage and maintain Council's roads, drains, bridges and paths	On Target	<ul style="list-style-type: none"> ✓ Construction of 2.5 km of pedestrian and 3.0 km of shared paths. ✓ New subdivisions provided 22.2 km of pedestrian and 8.1 km of shared paths. ✓ 1.1 km paths widened or upgraded.
3.3.2 Provide technical advice on traffic issues and plan for the delivery of traffic, shared paths, bicycle and bus shelter facilities	On Target	✓ Council monitors the traffic, shared path and public transport network to identify areas of congestion and plan the delivery of new traffic facilities, bus shelters and bicycle facilities.
3.4.1 Develop and implement a program of advocacy that targets the delivery of key infrastructure and regional employment growth	On Target	✓ Council has secured State government commitment for the commencement of planning for widening of Mulgoa Road and a Western Sydney Rail Upgrade Program.
3.4.2 Advocate and provide advice on all modes of transport services, parking and facilities	On Target	✓ Council's Advocacy program <i>Build a better Penrith</i> was launched in January 2015.
3.5.1 Develop and implement a program of advocacy that targets the delivery of key infrastructure and regional employment growth	On Target	✓ Continued participation with the Department of Planning and Environment in the preparation of a revised structure plan for the Broader Western Sydney Employment Area. The revised structure plan will consider the Badgerys Creek Airport, M9 Motorway (Sydney Orbital), freight rail and passenger rail corridors.
3.5.2 Advocate and provide advice on all modes of transport services, parking and facilities	On Target	✓ Council officers continue to participate with Transport for NSW in the development of the Western Sydney Freight Line corridor and the location for an intermodal terminal within the Broader Western Sydney Employment Area.

Our Performance Measures (0 - very dissatisfied and 10 - very satisfied)

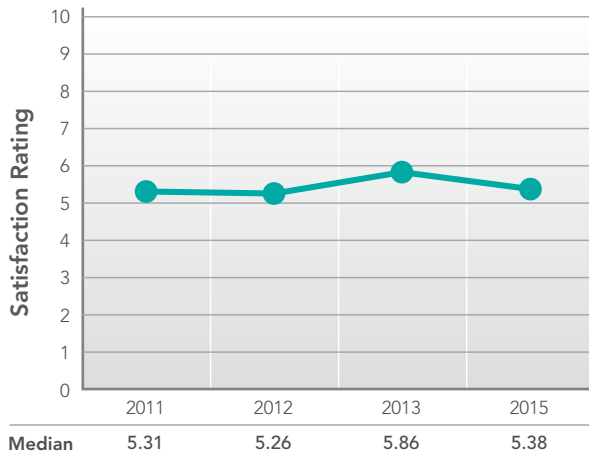
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% OF RESIDENTS THAT ARE USING PUBLIC TRANSPORT TO GET TO WORK OR STUDY

The percentage of residents using public transport to get to work or study has increased by 3.8% since 2013 and by 4.8% since 2011.

Median 18.0 22.0 19.0 22.8

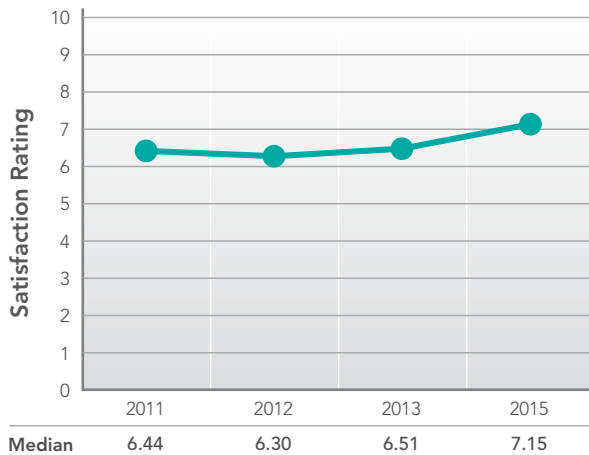


% OF RESIDENTS THAT ARE SATISFIED WITH THE EASE OF TRAFFIC FLOW

There has been a decrease in satisfaction with the ease of traffic flow since 2013.

Council has been proactive in this area, developing a new advocacy program and securing State Government commitment to commence planning for the widening of Mulgoa Road.

Median 5.31 5.26 5.86 5.38

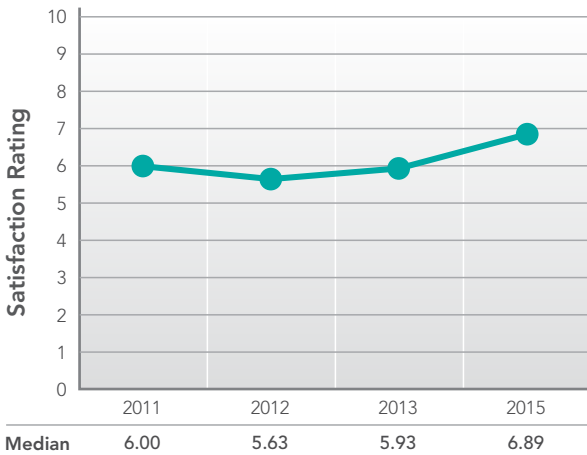


% OF RESIDENTS THAT ARE SATISFIED WITH THE SAFETY OF LOCAL ROADS

Satisfaction with the safety of local roads has significantly increased since 2013.

During 2014-15 the Road Safety Officer Program continued, with road safety improvement works along Glossop Street, St Marys, and intersection upgrades at Brisbane Street and Adelaide Street.

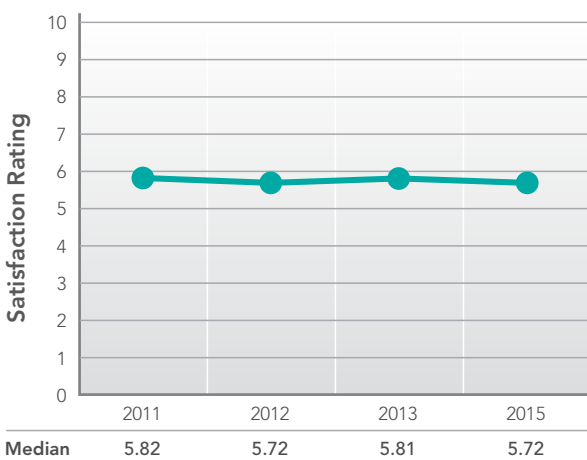
Median 6.44 6.30 6.51 7.15



% OF RESIDENTS SATISFIED WITH THE CONDITION OF LOCAL ROADS

There has been a significant increase in community satisfaction with the condition of local roads.

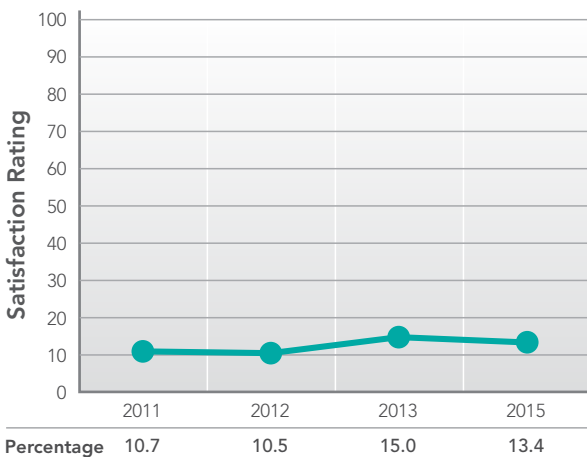
During 2014–15, Council continued the road resurfacing and reconstruction program which has resulted in a total of 132,664m² of road pavement being resurfaced, and 50,000m² reconstructed.



% OF RESIDENTS SATISFIED WITH THE PROVISION OF PARKING

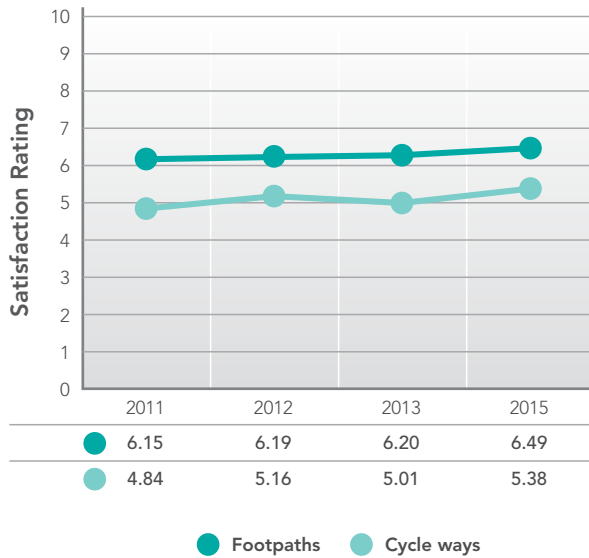
The satisfaction level with the provision of parking has remained consistent since 2011. Council is aware that parking is an issue for residents and has included two actions in the 2015–16 Operational Plan to improve performance on this indicator:

- Investigate and adopt a position on a paid parking scheme for the Penrith City Centre including consideration of timeline implications.
- Confirm a location and funding options for additional decked parking in the City Centre.



% OF RESIDENTS THAT WALK OR CYCLE TO GET TO WORK OR STUDY

There has been a decrease of 1.6% in the number of residents who walk or cycle to work since 2013, however the result remains higher than in 2011–12.



% OF RESIDENTS THAT ARE SATISFIED WITH FOOTPATHS

% OF RESIDENTS THAT ARE SATISFIED WITH CYCLE WAYS

Resident satisfaction with footpaths and cycle ways has increased between 2013 and 2015.

2.5km of pedestrian and 3.0km of shared paths have been constructed using Council and RMS funding, and a further 22.2km of pedestrian and 8.1km of shared paths have been constructed by developers within new subdivisions. 1.1km of Council's path network has been widened/upgraded.



Werrington Lakes mural.

OUTCOME 4

WE HAVE SAFE, VIBRANT PLACES

This outcome area recognises the importance our community places on feeling safe in our neighbourhoods and having clean, welcoming and vibrant public places. It covers both the physical and social aspects of our public places and things like events and festivals.

STRATEGY 4.1 Improve our public spaces and places

STRATEGY 4.2 Grow and revitalise our centres and neighbourhoods

HIGHLIGHTS

- Council is constantly looking to improve our public spaces, from cleaning and graffiti removal to developing fun and interactive public spaces. During 2014–15, 7 playgrounds have been upgraded with major improvements, including at Jamison Park, Penrith and Callisto Drive Reserve, Cranebrook.
- Council's Triangle Park (Pop up park) on High Street hosted various events and won the Great Place Award through the Planning Institute Australia's 2014 Awards for Planning Excellence. This park is now set to be made a permanent feature of Penrith City Centre.
- Community safety has remained high on the agenda. Council has teamed up with Western Sydney University to help develop a "Walk Wise" mobile phone app as part of our broader Walk Wise project. The app offers information about safe walking areas in the City, safety tips and transport.
- Council was proud to see more than 400 people attend the White Ribbon Day Twilight River Walk in support of the international day for the elimination of violence against women.
- The Magnetic Places Neighbourhood Renewal Community Cultural Grants Program continued during 2014–15. Of the 13 applications received, 9 were endorsed by Council for support. There have been several successful events, including the Cranebrook Catch-up Day, Visual Picnic, Art in the Park and Every Face Has A Place.

CHALLENGES

- As our City grows there are increasing demands on our resources to provide services, particularly cleaning, graffiti removal and community safety, to new release areas. Additional assets – buildings, playgrounds and parks – also need ongoing maintenance and renewal to ensure they continue to meet community expectations. Determining how to meet these needs within existing resources will continue to present a challenge in coming years.

LOOKING FORWARD

- As our population grows we need to make sure that our public spaces – parks, playgrounds, and civic spaces – and the infrastructure in them keep up with community expectations. In some cases this will mean changing a space itself, in others it will mean changing the way the space can be used. Ongoing engagement with our community will be needed to be sure we understand and can respond to their needs.
- The launch of the Walk Wise app will present a platform to build on in the future. Increasing the number of identified 'safe' walking areas and refining the app following user feedback will improve the service.

Our performance against what we said we would do

SERVICE ACTIVITIES		STATUS	HIGHLIGHTS AND COMMENTS
4.1.1	Manage the construction, renewal and maintenance of Council's buildings and facilities	On Target	✓ Numerous lighting projects completed during 2014–15 including lighting upgrades at St Clair Leisure Centre.
4.1.2	Implement the Building Asset Renewal Program	Attention Required	✓ This is an ongoing item with the majority of scheduled works completed such as the Joan Sutherland Performing Arts Centre improved access; Whitewater Stadium roofing upgrade; Wallacia Hall roof replacement; and upgraded canteens at Hunter Fields, Emu Plains and at The Kingsway, St Marys.
4.1.3	Manage and maintain cemeteries under the care and control of Council using adopted Plans of Management	On Target	<ul style="list-style-type: none"> ✓ The three operational and two heritage cemeteries continue to be maintained and enhanced. ✓ A Columbarium wall for Emu Plains Cemetery was approved which will provide further interment options for the community.
4.1.4	Manage and maintain the City's sports grounds, parks and open space	On Target	<ul style="list-style-type: none"> ✓ Sports grounds, parks and open space have been maintained in accordance with adopted service standards. ✓ Reconstruction of 9 sporting grounds have been completed.
4.1.5	Implement the Parks Asset Renewal Program	On Target	✓ Asset renewal works undertaken on playgrounds, sports floodlighting, oval surfaces, irrigation, fencing and synthetic sports surfaces.
4.1.6	Manage trees across the City	On Target	<ul style="list-style-type: none"> ✓ 1363 requests for tree maintenance on public land. ✓ 1159 requests for the pruning or removal of trees on private land.
4.1.7	Maintain a Community Safety Plan for the City	On Target	✓ Community Safety projects progressed, including solar lighting along a section of footpath in Jamison Park and solar powered closed circuit television (CCTV) systems for Devlin Road, Castlereagh and Castlereagh Cemetery, Cranebrook.
4.1.8	Provide security services to Council property and public areas	On Target	✓ The Community Safety service continues to provide security services for Council properties and public spaces.
4.1.9	Provide designs and plans for Council's parks, buildings, roads and drains	On Target	✓ Designs have been provided for numerous projects across the City including playgrounds, entry signs, vegetation management plans and sculptural settings.
4.1.10	Manage the development of master plans and designs for Council's assets and public domain	On Target	✓ Work has continued on implementation of overall plans for the City including the Our River Masterplan and the town centres of St Marys and Penrith.
4.1.11	Manage the delivery of Council's major infrastructure projects	On Target	✓ Projects were programmed to meet delivery expectations of the stakeholders and progress continually monitored against the programs.
4.1.12	Provide advice on development proposals for streetscape improvements, parks and buildings	On Target	✓ Design and technical advice has been provided for numerous development applications and construction certificates. Design commentary has been provided to the Urban Design Review Panel.

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SERVICE ACTIVITIES	STATUS	HIGHLIGHTS AND COMMENTS
4.1.13 Improve levels of public safety and amenity across the City through quality public space maintenance	On Target	<ul style="list-style-type: none"> ✓ Cleaning and public space maintenance undertaken 7 days per week. ✓ Street sweeping undertaken 6 nights and 5 days per week. ✓ 25,000m² of graffiti removed. ✓ 25 tonnes litter collected.
4.1.14 Liaise with state and federal government agencies to reach agreements to deliver enhanced presentation and amenity of their property and infrastructure visible from public spaces	On Target	<ul style="list-style-type: none"> ✓ Agreement with Corrective Services NSW provides a weekly litter collection service along a number of RMS roads across the city. ✓ Endeavour Energy has taken back the provision of graffiti removal services for its infrastructure.
4.1.15 Implement the Public Amenity Replacement Program	Attention Required	<ul style="list-style-type: none"> ✓ Completion of a new public toilet facility at East Lane, St Marys in August 2014. ✓ Design plans finalised for a new public toilet facility at Victoria Park, St Marys and Penrith Cemetery, Kingswood.
4.1.16 Protect public lands and community facilities, and enforce compliance	On Target	<ul style="list-style-type: none"> ✓ Training provided to Rangers on operational issues, evidence gathering and brief preparation. ✓ The Jordan Springs release area Waste and Sediment Control Program commenced.
4.1.17 Manage companion animal ownership	On Target	<ul style="list-style-type: none"> ✓ Companion Animal Officers visit and provide education material and information at various festivals and events. ✓ "Design an ad" competition, year 3-4 students designed advertisement for "How to look after your pet". ✓ Chip, Spay and Play (a DLG funded initiative) began in April 2015 to provide for microchipping, desexing and promotion of responsible pet ownership. ✓ 2 free microchipping days saw 502 dogs and cats identified.
4.2.1 Manage neighbourhood facilities using adopted management practice	On Target	<ul style="list-style-type: none"> ✓ Council managed bookings for 1,324 private events and 10,526 regular bookings with a total of 369,151 people using our community buildings. ✓ Online bookings increased from last financial year by 14%.
4.2.2 Implement the Neighbourhood Facilities Improvement Program	On Target	<ul style="list-style-type: none"> ✓ 16 small infrastructure improvement projects delivered over the year for items such as lighting, storage facilities, furnishings and maintenance.
4.2.3 Support the revitalisation of Penrith City Centre, St Marys Town Centre and other key identified places in the City	On Target	<ul style="list-style-type: none"> ✓ Relationships with the Penrith CBD & St Marys Town Centre Corporations. ✓ Preparation of the final evaluation report on the Penrith Pop Up Park. ✓ Completion of the City Park Review Study. ✓ Commencement of the Penrith Night Time Economy Study & Strategy. ✓ Advocacy for improved maintenance of Council assets and facilities.

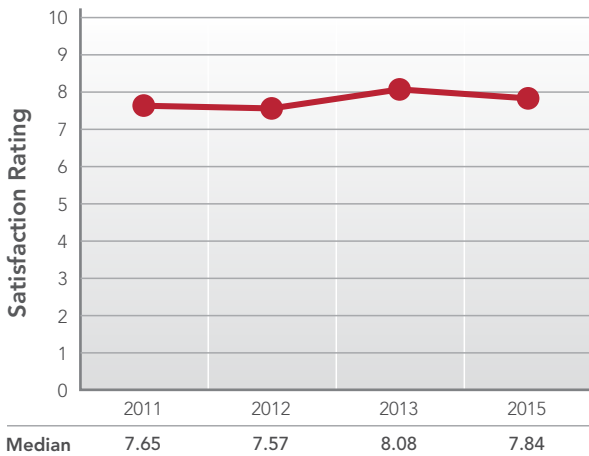
SERVICE ACTIVITIES	STATUS	HIGHLIGHTS AND COMMENTS
4.2.4 Engage the community in identified priority established areas of the City	On Target	<ul style="list-style-type: none"> ✓ 'Hello Colyton' engagement project. ✓ Magnetic Places program.
4.2.5 Work with the community to deliver priority infrastructure and activation projects in identified established areas of the City	On Target	<ul style="list-style-type: none"> ✓ Werrington Lakes Project. ✓ Playground at Barr and Bass Park Colyton.
4.2.6 Utilise Council's property portfolio to stimulate growth and development opportunities in the City	On Target	<ul style="list-style-type: none"> ✓ The Dunheved Link Road design is progressing and will be reported to Council once available, then lodged with RMS for approval.
4.2.7 Manage the development of master plans and design for Council's assets and public domain	On Target	<ul style="list-style-type: none"> ✓ Designs of approved master plans for Queen Street, St Marys have been completed to enable tendering for construction. The design process for the Special Places along Queen Street has commenced. ✓ <i>Public Domain Technical Manual</i> finalised in readiness for upgrades in the city centre.



Penrith Telephone Exchange, circa 1954.

Our Performance Measures (0 - very dissatisfied and 10 - very satisfied)

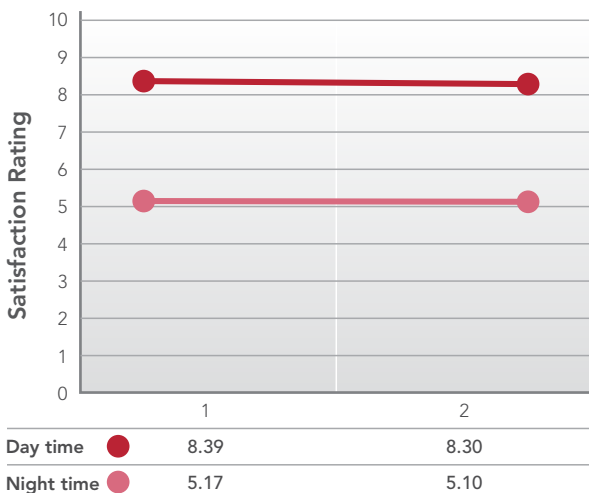
The following measures of performance are taken from Council's most recent Community Survey undertaken in May 2015. They relate to the performance measures outlined in Council's Delivery Program. Results from the customer survey will vary between surveys due to random sampling, however a difference of more than 0.2 is considered to be statistically significant.



% OF RESIDENTS THAT ARE SATISFIED WITH ACCESS TO THE CITY'S PUBLIC SPACES

Satisfaction with access to the City's public spaces has decreased since 2013 but remains consistent with 2011-12.

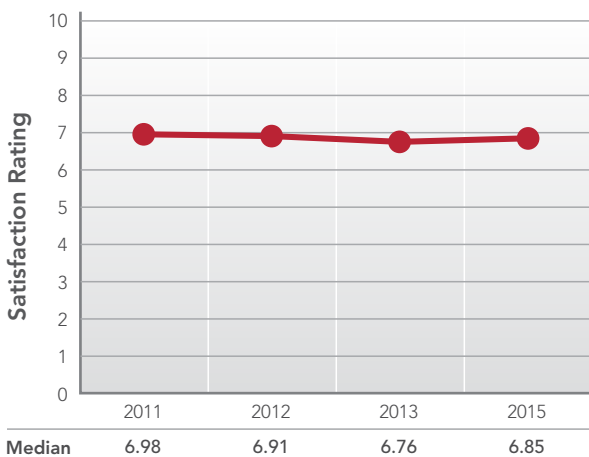
Council officers have continued to maintain public spaces to meet the needs of the community. Improvements support community building, particularly in strengthening residents' commitment to their neighbourhoods and local area.



% OF RESIDENTS THAT ARE SATISFIED WITH THE SAFETY OF THE CITY'S PUBLIC SPACES

The results for both day time and night time safety have remained constant since 2013.

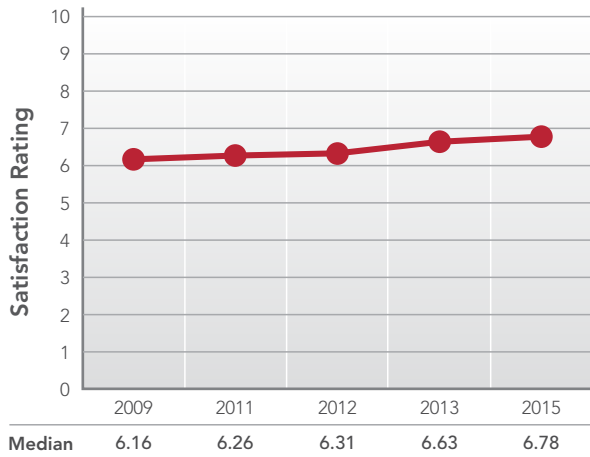
Please note: In 2011 (6.82) and 2012 (6.83), residents were asked to rate their satisfaction with 'The safety of the City's public space'. However in 2013 and 2015 this question was split into two questions for day and night time, the graph reflects this changed question.



% OF RESIDENTS THAT ARE SATISFIED WITH THE CONDITION OF PUBLIC SPACES

Satisfaction with the condition of public spaces has remained constant since 2011.

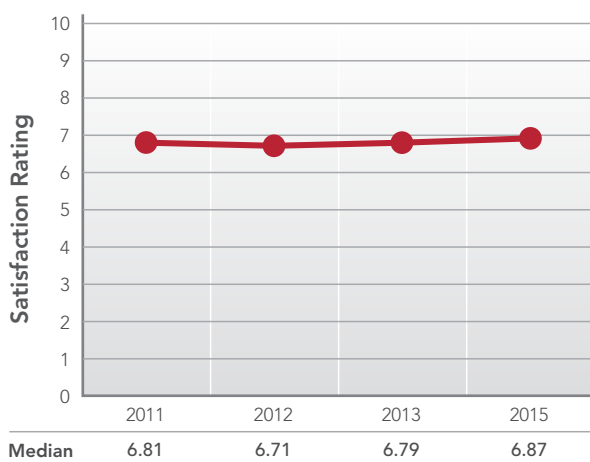
Council's Public Domain Maintenance service continues to provide cleansing and maintenance services 7 days per week to a range of public space areas including local shopping centre strips, high-profile precincts, public car parks, bus shelters and laneways.



% OF RESIDENTS THAT ARE SATISFIED WITH GRAFFITI REMOVAL

There has been an improvement in satisfaction with graffiti removal since 2009.

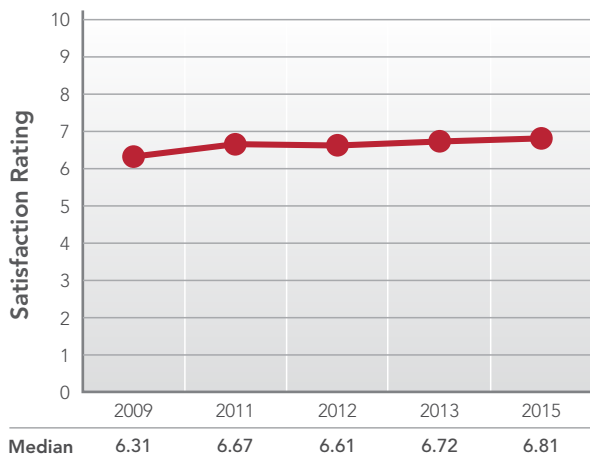
Council removes graffiti from Council buildings and assets within 3 business days. Council's contractor removes graffiti from private property, accessible from the public space, within 3 business days. All "offensive" graffiti is removed from Council assets and private properties accessible from the public space within 24 hours of being reported.



% OF RESIDENTS THAT ARE SATISFIED WITH THE CLEANING OF STREETS AND PUBLIC SPACES

The community's satisfaction with cleaning streets and public spaces has remained constant since 2011.

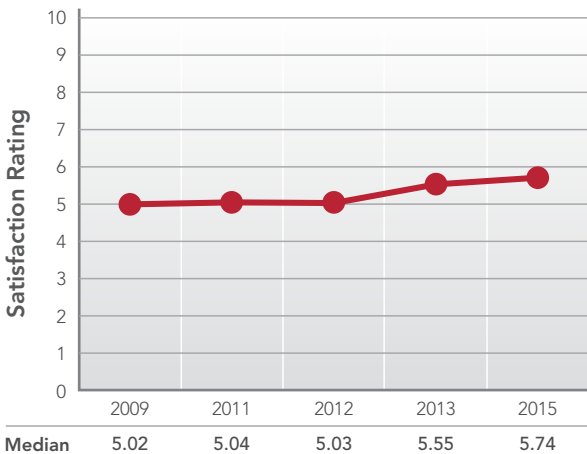
Council's Public Domain Maintenance service continues to provide cleansing and maintenance services such as street sweeping to all residential, industrial and City Centre public car parks, regular pressure cleaning of high-profile footpaths and the surrounds of key Council buildings and sporting amenities across the city.



% OF RESIDENTS THAT ARE SATISFIED WITH STREET AND PUBLIC SPACE LIGHTING

There has been an improvement in satisfaction with street and public space lighting since 2009.

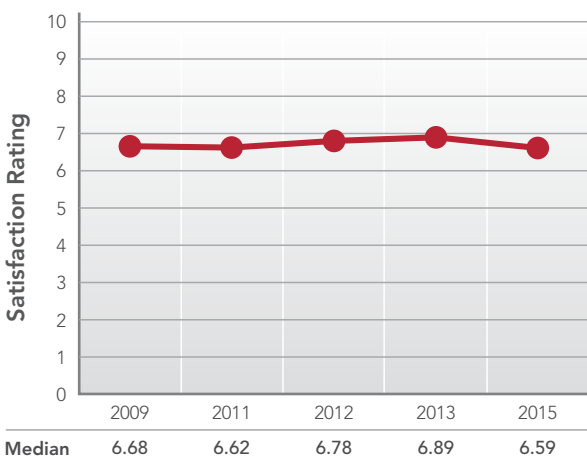
The federally funded Western Sydney Councils 'Light Years Ahead' project launched in Penrith in May 2015. Financially supported from Council's Sustainability Revolving Fund and coordinated by WSROC, this project allows for 1,816 existing street lights across the city to be changed to energy efficient fittings by April 2016. The project will result in significant energy savings and a significant reduction in greenhouse gas emissions.



% OF RESIDENTS THAT ARE SATISFIED WITH THE CLEANLINESS AND CONDITION OF PUBLIC TOILETS

There has been an improvement in satisfaction since 2009.

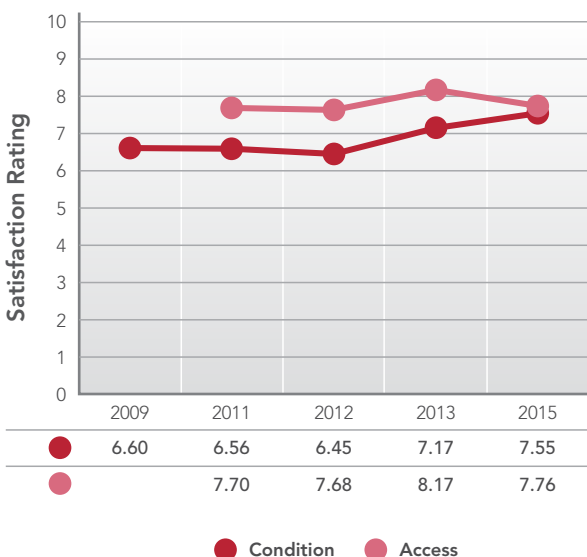
Council's Public Domain Maintenance service continues to provide cleansing and maintenance services to a range of public space areas including the regular cleaning of public toilets by contractors across the city.



% OF RESIDENTS THAT ARE SATISFIED WITH DOMESTIC ANIMAL CONTROL

Satisfaction with domestic animal control has remained relatively consistent over time, however there was a small decrease in satisfaction compared to 2013.

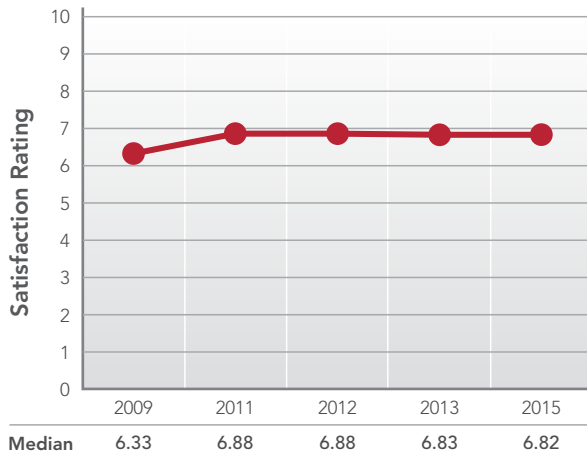
The "Chip, Spay & Play" program started in early April 2015 after receiving funding from the Office of Local Government. To date 10 dogs and 17 cats have been desexed through the Animal Welfare League, 14 animals were microchipped and 24 dogs were referred to the kennel club for training.



% OF RESIDENTS THAT ARE SATISFIED WITH PARKS, PLAYGROUNDS AND RESERVES

There has been an improvement in satisfaction with the condition of parks, playgrounds and reserves since 2012, while satisfaction with access has decreased since 2013 but remains higher than previous years.

Council has an ongoing asset renewal program for its parks, playgrounds and sporting fields. In 2014–15 extensive works were completed across the City, including new playgrounds at Clissold Reserve – Emu Plains and Andromeda Drive Reserve – Cranebrook. There has also been new play equipment, shade shelters, BBQ, exercise equipment, fencing and landscaping at various parks.



% OF RESIDENTS THAT ARE SATISFIED WITH COMMUNITY BUILDINGS, NEIGHBOURHOOD FACILITIES, COMMUNITY HALLS AND CENTRES

Resident satisfaction has remained constant since 2011.

In 2014–15, Council directly managed bookings for 1,324 private events and 10,526 regular bookings with a total of 369,151 people in attendance. Online bookings increased from last financial year by 14%.

The Neighbourhood Facilities team conducted 761 weekly inspections, 25 WHS inspections and 93 viewings. It provided assistance during 33 events and coordinated delivery of 24 minor projects.



OUTCOME 5

WE CARE FOR OUR ENVIRONMENT

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

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

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

STRATEGY 5.3 Minimise risks to our community from natural disasters

HIGHLIGHTS

- We recognise that caring for our environment must be a joint effort between Council, residents and businesses. Council ran and facilitated a wide range of educational programs over the year covering topics like illegal dumping, waste management, growing your own food and stormwater.
- Progress has been made with a number of capital projects to help protect water quality in the Nepean River and major waterways. Bank stabilisation works at Peachtree Creek are complete, the bio-retention works at Andrews Road are almost complete, and work on Wetland 156 at Cranebrook is continuing.
- The 'Water: the source of life' environmental photography competition was run City-wide to engage residents of all ages on the importance of our natural waterways and catchment health. Over 160 entries were received over the 3 categories of open, youth and kids.

CHALLENGES

- A major industrial fire at Severn Street, North St Marys in January caused significant pollution in South Creek. Following the fire, water quality monitoring has been

conducted along South Creek to monitor the impact of the fire on the health of the waterway.

- Keeping residents informed about how to separate waste properly in household pickups is a continuing challenge. Contamination in the organics and recycling bins can have significant impacts on how well these materials can be recycled. Ongoing monitoring by drivers and follow up education is resulting in improvements but there is still more work to be done.
- Attracting and retaining volunteers is an ongoing challenge with a community that is increasingly time poor. Many of our bushcare sites rely on volunteers for regeneration and maintenance. Limited resources for these tasks has a flow on impact, particularly to water quality and illegal dumping.

LOOKING FORWARD

- The 'Cooling the City' strategy will be presented to Council in August and will provide a future direction for asset management, design and green spaces that will help mitigate the impacts of severe weather events in our most vulnerable areas. Education programs will also continue to be a focus to ensure our community has the information they need to live more sustainably.



Photo Competition
Open 2014 Winner – Yan Zhang
"Water: The Source of Life".

Our performance against what we said we would do

SERVICE ACTIVITIES	STATUS	HIGHLIGHTS AND COMMENTS
5.1.1 Provide regulatory service to the community targeting unauthorised land use and development, whilst promoting environmental best practice	On Target	<ul style="list-style-type: none"> ✓ Education and regulatory work carried out in new release areas, including presentation to community meetings, installation of surveillance cameras to combat illegal dumping, and development of educational materials. In addition applications have been made to secure EPA funding for auditing projects. ✓ In consultation with Council's Compliance Unit, the EPA issued 4,300 brochures in Penrith's rural areas to discourage residents from accepting land fill and waste material on their properties.
5.1.2 Manage and maintain Council owned natural areas	On Target	<ul style="list-style-type: none"> ✓ Council has an ongoing program of natural area management including weed removal, erosion control, revegetation on all Council owned bushland areas. ✓ Reducing entry from unauthorised vehicles allows tracks to decompact which in turn stimulates natural regeneration. Signage has been installed to educate the local community with regard to the endangered vegetation community. ✓ Removing the introduced weed African Love Grass has been the main focus of works at three reserves, with 800 native kangaroo grasses planted at Boronia Reserve.
5.1.3 Facilitate community involvement in bushland management	On Target	<ul style="list-style-type: none"> ✓ 11 bushcare groups are currently operating at various locations across the City. These groups are supported by professional staff as part of their volunteer activities.
5.1.4 Contribute to the protection and enhancement of the City's natural environment	On Target	<ul style="list-style-type: none"> ✓ Construction of the Andrews Road bio-retention project is nearly completed. ✓ Work at Wetland 156 in Cranebrook continues on the restoration of the wetland and adjacent Cumberland Plain Woodland. ✓ The Peach Tree Creek bank stabilisation project has been completed and the site is currently undergoing a 12 month vegetation maintenance period. ✓ A Catchment Monitoring Program was undertaken in the Dunheved Industrial Estate. ✓ Water quality monitoring was conducted along South Creek following pollution caused by the major industrial fire at Severn Street North St Marys on 17 January 2015.
5.1.5 Collaboratively manage illegal dumping across Western Sydney (RID Squad)	On Target	<ul style="list-style-type: none"> ✓ The WSRID Squad continues its successful abatement and deterrence program. Over 1,200 investigations of illegal dumping of waste have been undertaken across Western Sydney, the majority involving domestic waste including furniture, electrical items, and household rubbish.
5.2.1 Contribute to the protection and enhancement of the City's natural environment	On Target	<ul style="list-style-type: none"> ✓ The Stormwater Education Program engaged 9 primary schools and 667 students.

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5.2.2 Implement a coordinated program of community engagement activities	On Target	<ul style="list-style-type: none"> ✓ Council has implemented a range of activities and events as part of a coordinated community engagement program to help build community understanding of sustainability, and encourage more sustainable behaviours. This has included delivery of the innovative Sharing the Seeds project, a range of community workshops and forums as well as distribution of the Sustainability enews newsletter for local residents, and a quarterly newsletter for all local schools.
5.2.3 Manage resource recovery and waste collection services	On Target	<ul style="list-style-type: none"> ✓ 2 electronic waste recycling drop off days held, attended by 2152 vehicles with 85 tonnes of electronic waste. ✓ Food organics collections rolled out in the Civic Centre. ✓ Waste Planning processes reviewed and identified for improvement. Changes will help us provide for sustainable waste practices in keeping with the pace and density of development expected to occur in Penrith. ✓ Innovations Officer progressing the possible application of new resource recovery technology and systems to be considered for future development of Penrith.
5.2.4 Deliver education and communication programs	On Target	<ul style="list-style-type: none"> ✓ Staff have worked closely with the organics & recycling truck drivers to identify properties with high contamination, providing feedback and tailored education to these households resulting in significant improvements for the majority of properties. Increased efficiencies have resulted from refining the in-truck camera monitoring process allowing more staff to provide education to priority households. ✓ Staff have conducted educational displays at large and smaller community events across the City, speaking with hundreds of people about how to "Do the Right Bin". ✓ Research has been undertaken into the development of an app for residents to easily find out their bin collection day and other information about Waste Services.
5.3.1 Support emergency services and other agencies in preparing for and responding to emergencies	On Target	<ul style="list-style-type: none"> ✓ No significant emergencies have occurred in Penrith during 2014–15 that required a multi-agency response or support from Council. During the April 2015 rains, Council provided some informal support to Penrith SES, and helped monitor rising water levels in the Londonderry and Castlereagh areas, including the St Marys Causeway.
5.3.2 Manage infrastructure and plant to ensure volunteers are provided with adequate resources	On Target	<ul style="list-style-type: none"> ✓ Council continues to maintain to a high standard all the assets and resources used by the emergency service volunteers.

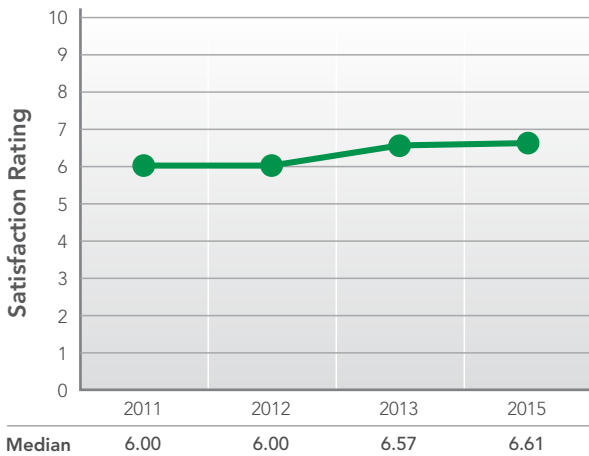
SERVICE ACTIVITIES	STATUS	HIGHLIGHTS AND COMMENTS
5.3.3 Provide a strategic framework to manage floodplains and inform land use policy	On Target	<ul style="list-style-type: none"> ✓ The finalisation of key flood studies will inform and drive development of associated Flood Risk Management Plans to contemporise our flood policy framework.
5.3.4 Ensure contemporary modelling of stormwater systems and provide technical advice on floodplain and stormwater issues	On Target	<ul style="list-style-type: none"> ✓ South Creek Flood Study completed. ✓ Council adopted the Penrith CBD Flood study.
5.3.5 Identify opportunities to respond to a changing climate	On Target	<ul style="list-style-type: none"> ✓ Council has undertaken research into the effects of heat across the LGA to inform a comprehensive 'Cooling the City' strategy due to go to Council in August. ✓ Work started on a joint program with Parks to undertake a valuation and inventory of the existing street tree population within identified heat vulnerable areas.



Grape cutters at Llandilo. circa 1930.

Our Performance Measures (0 – very dissatisfied and 10 – very satisfied)

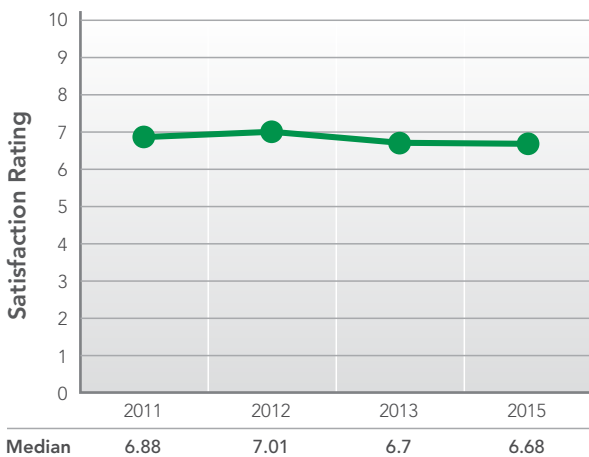
The following measures of performance are taken from Council's most recent Community Survey undertaken in May 2015, and other feedback mechanisms. They relate to the performance measures outlined in Council's Delivery Program. Results from the customer survey will vary between surveys due to random sampling, however a difference of more than 0.2 is considered to be statistically significant.



% OF RESIDENTS WHO ARE SATISFIED THAT THE NEPEAN RIVER AND CREEKS ARE HEALTHY

Resident satisfaction with the health of the Nepean River and creeks has shown an improvement since 2011.

In 2014–15, monitoring continued through the Water Health Program and macroinvertebrate sampling. Council's onsite sewage management program continued to ensure systems in unsewered areas of the City operate satisfactorily. Education initiatives include presentations to schools and catchment tours and a brochure to raise awareness of appropriate waste disposal practices for food shops.



% OF RESIDENTS SATISFIED WITH THE PROTECTION OF BUSHLAND, NATURAL ENVIRONMENT AND WILDLIFE

Satisfaction with the protection of bushland, natural environment and wildlife has remained consistent with results from 2013.

In 2014–15, there have been ongoing education programs, community engagement and \$1.8 million in grant funding from the Federal Government for restoration of the regionally significant Wetland 156 and adjacent bushland in Cranebrook. Biodiversity education initiatives included nature night walks and an environmental photography competition, biodiversity education in schools and a sustainable property management workshop for rural land holders with native vegetation.

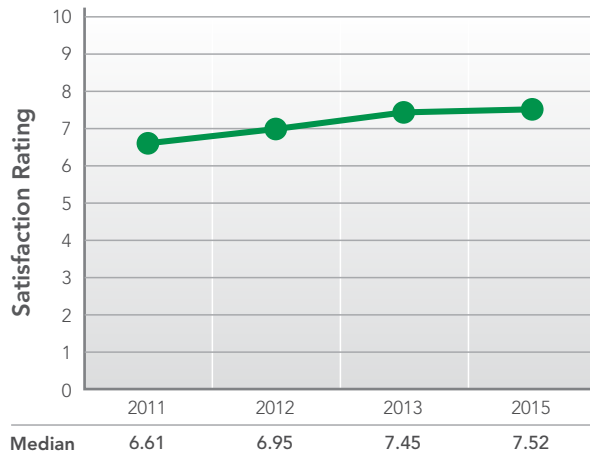
% OF BUSH CARE VOLUNTEERS WHO REPORT INCREASED SKILLS AND KNOWLEDGE ABOUT BUSH CARE

The bush regeneration program aims to recruit, train and retain a substantial volunteer network that can contribute to meaningful environmental outcomes. There are currently 11 groups operating across the City, supported by professional staff.

In 2014 the 120 volunteers were asked if they felt their skills and knowledge had increased through participating in bushcare activities. Only 13% of volunteers responded, but all respondents agreed they had developed valuable skills and knowledge about bush regeneration, specifically in relation to identifying environmental weeds, knowledge of local native species, why environmental weeds are detrimental to bushland and how to manage them safely and correctly.

% OF BUSH CARE VOLUNTEERS WHO FEEL THEY HAVE MADE A VALUABLE CONTRIBUTION TO THE ENVIRONMENT

Nearly all respondents felt they provided a valuable contribution to the community and environment advising that watching native bushland regenerate and provide habitat for our native fauna is very fulfilling. One respondent indicated frustration in the knowledge that bush regeneration is a slow process, particularly as follow up weeding is often necessary and that there are few other people willing to volunteer to assist.



% OF RESIDENTS SATISFIED WITH HOUSEHOLD WASTE AND RECYCLING SERVICES

Resident satisfaction with household waste and recycling services has improved since 2011.

Council's waste team continues to be proactive in engaging with our community on sustainable waste management.



Bush Regen.

OUTCOME 6 WE ARE HEALTHY AND SHARE STRONG COMMUNITY SPIRIT

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

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

STRATEGY 6.2 Encourage social connections and promote inclusion in our community

STRATEGY 6.3 Support cultural development, activating places and creativity

HIGHLIGHTS

- A major upgrade of playing equipment at Jamison Park was carried out, funded by the NSW Government ClubGRANTS program. This has been very popular with residents and includes play equipment, senior's health and fitness equipment, an outdoor gym and multi court equipment area.
- Council ran 78 community events during the year, including Australia Day, NAIDOC day, Seniors Week and the 100th anniversary of the landing at Gallipoli, providing opportunities for residents and visitors to meet, mingle and celebrate together.
- The Penrith Homelessness Summit held in September brought together over 100 service providers, organisations and volunteer groups to discuss challenges facing homeless people and those at risk of homelessness.
- The *Urban Heat Islands – Sustainability, Education and Creativity* project was completed in partnership with Nepean Arts and Design Centre Kingswood – Western Sydney Institute of TAFE. It highlighted sustainability challenges in current forms of urban development.

CHALLENGES

- Health issues, including obesity and smoking, continue to be a challenge overall in Western Sydney. Council will continue to work with staff, community groups and other agencies to provide information and education to help people choose healthy lifestyles.

LOOKING FORWARD

- As our community continues to grow, issues around social connections, physical and mental health and community resilience will become more important. Council will continue to work with community groups, non-government organisations and service providers to ensure our community has the ability and opportunities to live a healthy life.

Our performance against what we said we would do

SERVICE ACTIVITIES	STATUS	HIGHLIGHTS AND COMMENTS
6.1.1 Manage and maintain the City's sports grounds, parks and open space	On Target	<ul style="list-style-type: none"> ✓ Reconstruction of 4 fields at Jamison Park using recycled organic material. ✓ Reconstruction of Greygums Oval No.2, Cranebrook; Parkes Avenue Reserve, Werrington and 1 field at Ched Towns Reserve, Glenmore Park. ✓ Ovals upgraded including Jamison Park, Penrith; Leonay Oval, Leonay; Parkes Avenue, Werrington; Ched Towns Reserve, Glenmore Park. ✓ New playgrounds installed at Werrington Lake, Werrington (water play); Clissold Reserve, Emu Plains; Jamison Park, Penrith; Calisto Drive, Cranebrook.
6.1.2 Resource and implement social programs that contribute to community wellbeing	On Target	<ul style="list-style-type: none"> ✓ Penrith Homelessness Summit held. ✓ Urban Heat Islands – Sustainability, Education and Creativity project. ✓ Re-imagine Ageing, the Active Living and Community Participation Project. ✓ Art West – Art Exhibition.
6.1.3 Contribute to the health and wellbeing of the City's community	On Target	<ul style="list-style-type: none"> ✓ Quit smoking session was delivered for Depot staff. ✓ Bus trip for older people with demonstrations by a local personal trainer of gym equipment and two Farmgate visits. ✓ 33 food shops that use oil for deep frying were audited. ✓ Council co-hosted the Joint Central West/North West/Far West/Western Sydney Regional Food Surveillance meeting on 29 April 2015. ✓ Healthier Food Business seminar. ✓ Signing of the Walk 21 Charter. ✓ The Mother Infant Caring Community forum. ✓ Obesity Summit.
6.1.4 Deliver quality library services that respond to the community's changing need for information and leisure	On Target	<ul style="list-style-type: none"> ✓ A range of quality library events and activities were undertaken including National Simultaneous Storytime, HSC lectures for local students, Book Week activities, Children's Week activities and Sydney Writers' Festival events. ✓ Special library tours/story time sessions for playgroups, childcare centres and primary and high schools arranged with Children's Librarian throughout the year.
6.1.5 Manage sport and recreation facilities, programs and services	On Target	<ul style="list-style-type: none"> ✓ St Clair Leisure Centre increased participation and attendance in all programs and services. ✓ An online booking system has been installed at Emu Plains Tennis Courts.

SERVICE ACTIVITIES	STATUS	HIGHLIGHTS AND COMMENTS
6.1.6 Provide and maintain sport and recreation facilities that meet community needs	On Target	<ul style="list-style-type: none"> ✓ Installation of a range of equipment including: <ul style="list-style-type: none"> • New shade awning and concrete forecourt at Jamison Park Netball Complex. • Sub surface drainage at Hickeys Lane Reserve. • Irrigation tanks at Boronia Park and Bill Ball Oval. • Cricket practice wickets at Cook and Banks Reserve. • Floodlighting upgrade at Cec Blinkhorn Reserve, Colyton. • Canteen upgrades at Leonay Oval and Hunter Fields. • Jamison Park improvements including a new meeting room, storage facilities and canteen, 21 floodlight poles and installation of irrigation. New all age health and fitness zone also installed. • Floodlights with automated control system at Andromeda Reserve. • Monfarville Oval Baseball batting cages. • New multi-sport courts at Berkshire Park. • Surface renovations at Grey Gums Reserve and Mark Leece Ovals.
6.1.7 Advocate for sport and recreation venues and services for the City	On Target	<ul style="list-style-type: none"> ✓ The main focus of the sport and recreation advocacy program has been seeking to realise the South Creek Sports Hub consisting of additional playing fields, an all weather athletics track, and upgrades and extensions to Ripples St Marys.
6.1.8 Support sport and recreation partners and networks	On Target	<ul style="list-style-type: none"> ✓ Council Officers supported the City's sport and recreation partners by facilitating a range of network meetings, briefings and workshops focused on facility development, program delivery and enhancing opportunities for our community to be healthy and active. ✓ Council provided 87 travel assistance donations, totalling \$17,000, to athletes and performers representing NSW or Australia. ✓ Support provided to Penrith Netball Association's successful bid to secure a licence for participation in the inaugural Premier League Netball Competition. ✓ Support provided to local organising committees to host the 2015 National Youth Archery Championships at Troy Adams Archery Range, NSW Junior Regional Touch Football Championships at the Kingsway Playing Fields, St Marys and NSW Netball State Age Championships at Jamison Park Netball Complex in Penrith. ✓ In partnership with NSW Sports Federation and NSW Sports Community Inc Council Officers provided 24 club members the opportunity to attend two workshops to enhance club operations and governance while targeting responsible financial management and improving club culture.

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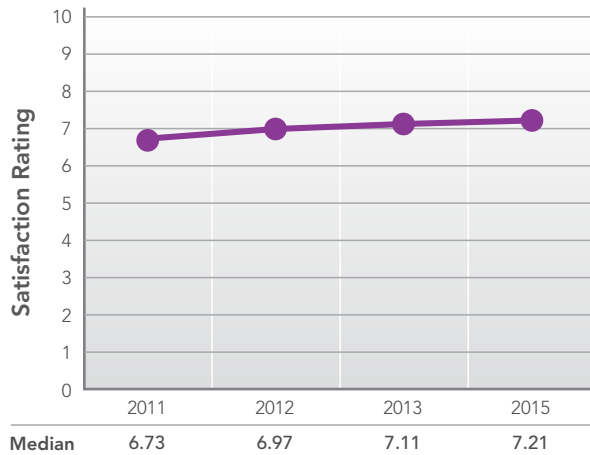
SERVICE ACTIVITIES	STATUS	HIGHLIGHTS AND COMMENTS
6.2.1 Implement education and participation programs for identified target groups	On Target	<ul style="list-style-type: none"> ✓ Children's Services is committed to supporting children with additional needs through inclusion initiatives accessed through State and Federal funding including Inclusion Support Subsidies, Preschool Disability Support Program and Early Intervention funding. These funding streams support the implementation of education and participation programs for identified target groups. ✓ Children's Services provides a reduced fee for identified groups including Aboriginal and Torres Strait Islander families and those with a Health Care Card. ✓ 106 children of Aboriginal background use a Council Children's Service. ✓ Over 275 families use our free Mobile Playvan service each week.
6.2.2 Develop effective responses to the social impacts of growth, redevelopment and change	On Target	<ul style="list-style-type: none"> ✓ Considerable progress was made in designing the community facility at Jordan Springs. ✓ To celebrate Men's Health Week, a men's health stall was set up in the Civic Centre and Penrith Library in June. ✓ Trial of the showers pilot project at Ripples was completed with success. ✓ Presentation to Westfield Management on homelessness. ✓ Assistance to the National Disability Insurance Agency to enable effective transition to the enhanced and expanded program of support for people with disability.
6.2.3 Coordinate events and engage with a broad range of community partners, including other levels of government, to build community capacity	On Target	<ul style="list-style-type: none"> ✓ 350 older residents were treated to a variety of outstanding musical, dance and circus performances at the Joan Sutherland Performing Arts Centre for Seniors Week 2015. ✓ Glenmore Park Entry Park Public Art project completed, installed and officially opened.
6.2.4 Facilitate and resource community services networks to support social cohesion	On Target	<ul style="list-style-type: none"> ✓ Cranebrook Neighbourhood Advisory Board planning day held. ✓ Penrith Migrant Interagency planning day held.
6.2.5 Liaise with Aboriginal organisations and residents to develop initiatives that contribute to community strength	On Target	<ul style="list-style-type: none"> ✓ Field of Dreams program, an initiative for Aboriginal students to participate in a facilitated program focusing on employment pathways and further study with UWS. ✓ Support provided to the Indigenous Disability Advocacy Service to hold a local forum. ✓ NAIDOC Day celebrations at Jamison Park.

SERVICE ACTIVITIES	STATUS	HIGHLIGHTS AND COMMENTS
6.2.6 Conduct and support a program of events	On Target	<ul style="list-style-type: none"> ✓ 78 community events held in 2014–15. ✓ Highlights included 4 Sunday Siestas and 2 <i>Music by the River</i> events and an inaugural Cinema in the Park event at Regatta Park, Emu Plains. ✓ 9 citizenship ceremonies that saw 637 people become new Australian citizens.
6.3.1 Implement projects and activities to enhance the cultural vitality of the City	On Target	<ul style="list-style-type: none"> ✓ Various successful projects including: <ul style="list-style-type: none"> • Art West – Art Exhibition St Marys • CIRCUS Arts workshops • St Marys Corner Community and Cultural Precinct Information Blog • National Simultaneous Story time at St Marys Corner • ART EVERYDAY: The Australian War Memorial’s digital exhibition “A Camera on Gallipoli”, featuring First World War photos by Sir Charles Ryan, on display in the City Library from 12 June to 10 September 2015.



Our Performance Measures (0 - very dissatisfied and 10 - very satisfied)

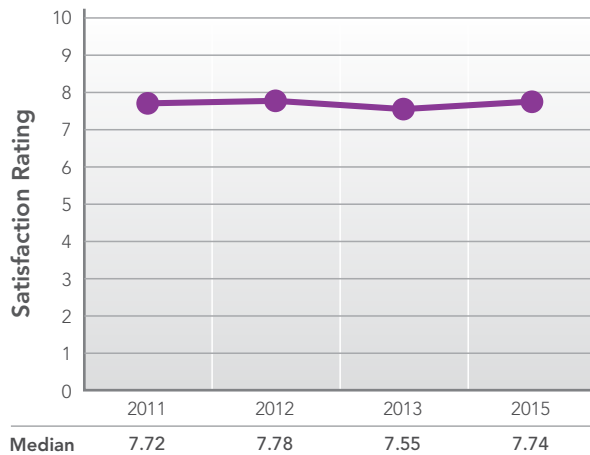
The following measures of performance are taken from Council's most recent Community Survey undertaken in May 2015, and other feedback mechanisms. They relate to the performance measures outlined in Council's Delivery Program. Results from the customer survey will vary between surveys due to random sampling, however a difference of more than 0.2 is considered to be statistically significant.



% OF RESIDENTS THAT ARE SATISFIED WITH FOOD SAFETY AND HYGIENE IN LOCAL EATERIES AND RESTAURANTS

Resident satisfaction with food safety hygiene in local eateries and restaurants has improved since 2011.

Council continues to be proactive in auditing food shops to encourage improved health and safety. Additionally, as part of the Food Safety Program a successful Healthier Food Business seminar was held at St Marys in October.



% OF RESIDENTS THAT ARE SATISFIED WITH LIBRARY SERVICES

Community satisfaction with library services has remained constant since 2011.

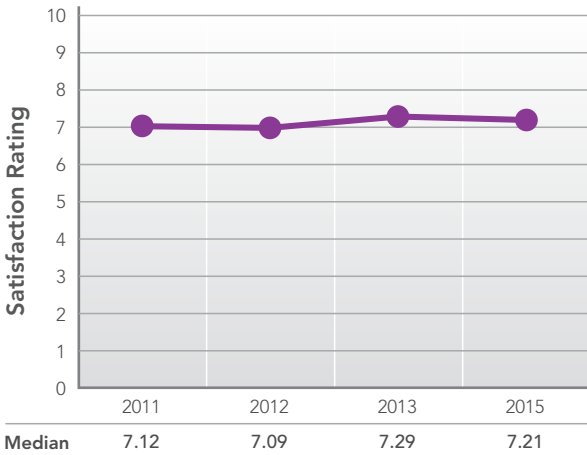
In 2014–15 Penrith Library's summer membership drive resulted in an additional 1,958 members and earned them the ALIA (Australian Library and Information Association) NSW Public Libraries Marketing Events Award. The Library also received an Honourable Mention in the Programs Category for the E-connect Home Library Outreach Service.



% OF RESIDENTS THAT ARE SATISFIED WITH PARKS, PLAYGROUNDS AND RESERVES

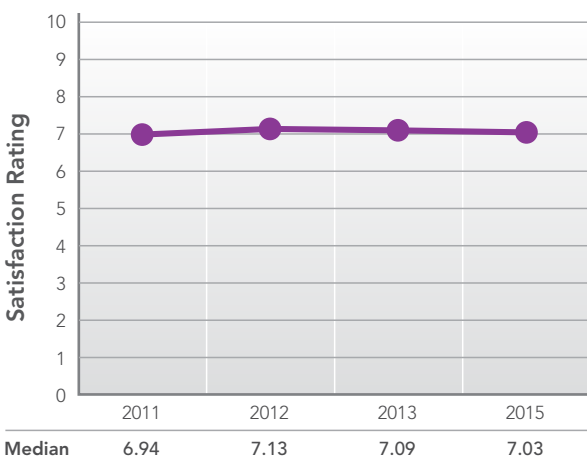
Satisfaction with the condition of parks, playgrounds and reserves has increased since 2011.

City Parks manages and maintains the city's parks, sports grounds and open space in accordance with adopted service standards to ensure the community has the opportunity to participate in a range of sporting and recreational activities.



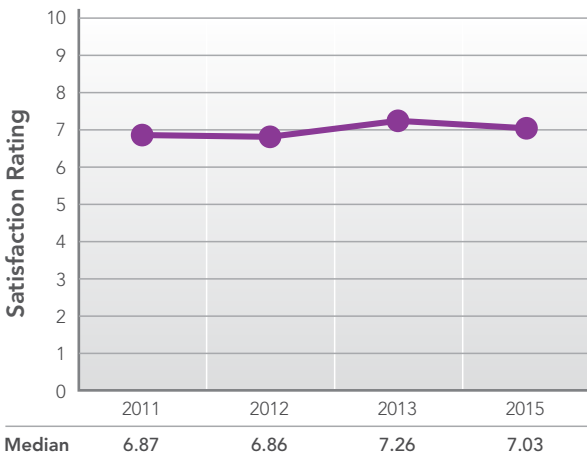
% OF RESIDENTS THAT ARE SATISFIED WITH SPORTING FIELDS

Resident satisfaction with sporting fields has remained consistent.



% OF RESIDENTS THAT ARE SATISFIED WITH SWIMMING POOLS AND LEISURE CENTRES

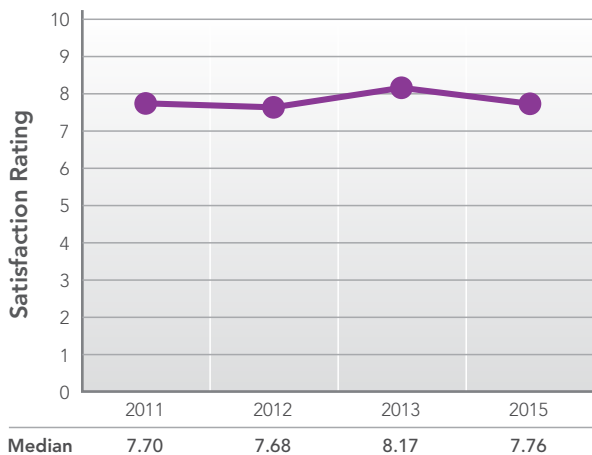
Resident satisfaction has remained consistent for swimming pools and leisure centres.



% OF RESIDENTS THAT ARE SATISFIED WITH THE CITY'S COMMUNITY AND RECREATION FACILITIES AND PROGRAMS

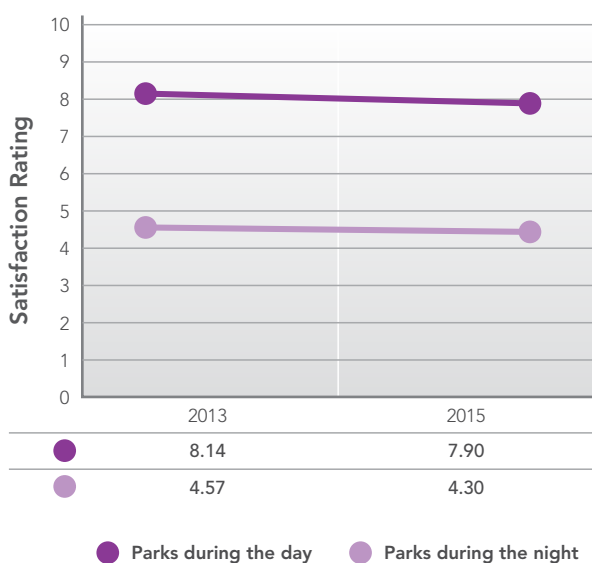
Resident satisfaction with the City's community and recreation facilities programs has decreased since 2013 but remains consistent with previous years.

In 2014–15 St Clair Leisure Centre has increased its participation and attendance in all programs and services. An online booking system has been installed at Emu Plains Tennis Courts.



% OF RESIDENTS SATISFIED WITH THEIR ACCESS TO THE CITY'S PARKS, PLAYGROUNDS AND RESERVES

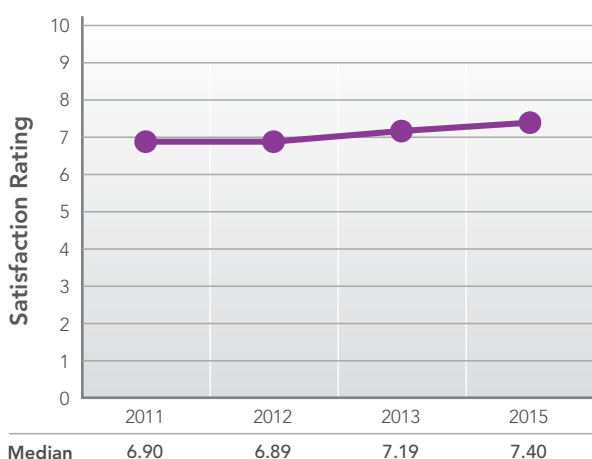
Satisfaction in relation to access to City parks, playground and reserves has decreased since 2013 but remains at similar levels to 2011–12.



% OF RESIDENTS SATISFIED WITH THE SAFETY OF THE CITY'S PARKS, PLAYGROUNDS AND RESERVES

The results show a decrease compared with the previous year for both day time and night time safety in City parks, playgrounds and reserves

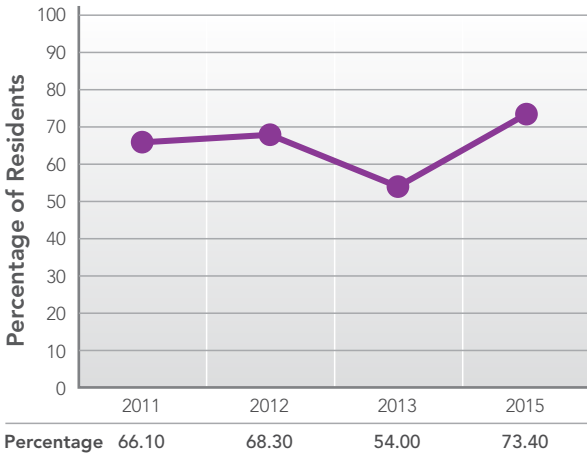
Please note: In 2011 (6.70) and 2012 (6.77), residents were asked to rate their satisfaction with 'The safety of the City's parks, playground and reserves', however in 2013 and 2015 this question was split into two questions to identify the level of safety during the day and the night.



% OF RESIDENTS THAT FEEL COUNCIL SUPPORTS THE HEALTH AND WELLBEING OF OUR COMMUNITIES

The satisfaction level has shown an improvement since 2011.

In 2014–15 major works and activities included community events; signing of the Walk 21 Charter and Health & Wellbeing promotion encouraging healthy eating and active lifestyles.

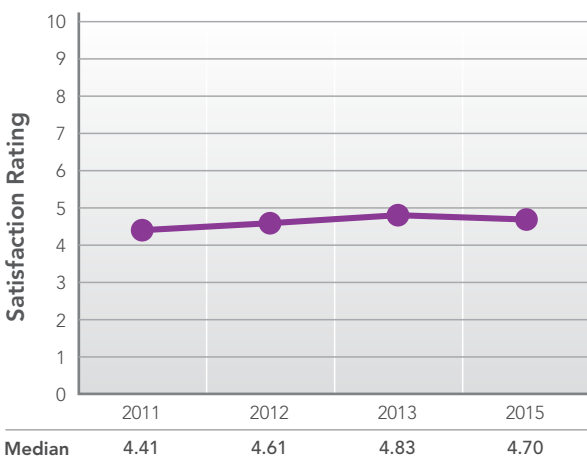


% OF RESIDENTS WHO PARTICIPATE IN SPORTING OR RECREATIONAL ACTIVITIES AT LEAST ONCE A MONTH

Overall there has been an increase of 19.4% in the number of residents who participate in some form of sports or recreation, with an increase in the three key areas; informal passive, informal recreation and organised sport.

In 2014–15 major works and enhancements have been completed across the LGA such as:

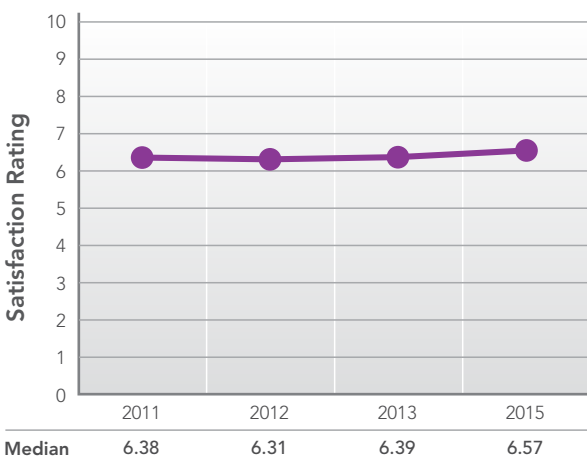
- construction of the River walk
- new and upgraded playgrounds
- upgraded sports grounds with improved facilities.



% OF RESIDENTS ACTIVELY INVOLVED IN VOLUNTEER OR COMMUNITY ORGANISATIONS

The number of residents involved in volunteering or community organisations has remained constant since 2011.

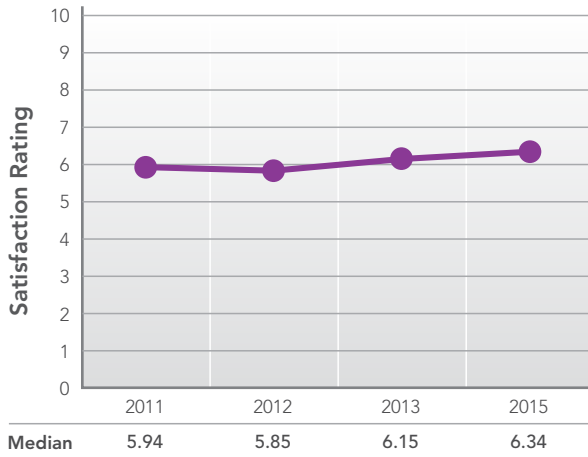
In 2014–15, Council has managed various initiatives to encourage and support local organisations and volunteers such as the Penrith Homelessness Summit; Penrith Community Care Forum and Nepean Volunteer Research Project.



% OF RESIDENTS THAT ARE SATISFIED WITH SERVICES AND FACILITIES FOR OLDER PEOPLE

The level of satisfaction with services for older people has remained constant since 2011.

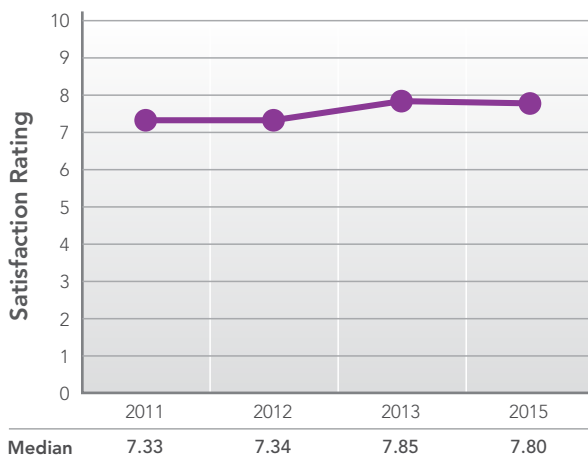
In 2014–15 Council launched the Re-Imagine Ageing project, engaging seniors across the City in a range of community projects. In March 2015 over 350 older residents celebrated seniors week at the Joan Sutherland Performing Arts Centre, and 400 at St Marys.



% OF RESIDENTS THAT ARE SATISFIED WITH SERVICES AND FACILITIES FOR YOUTH

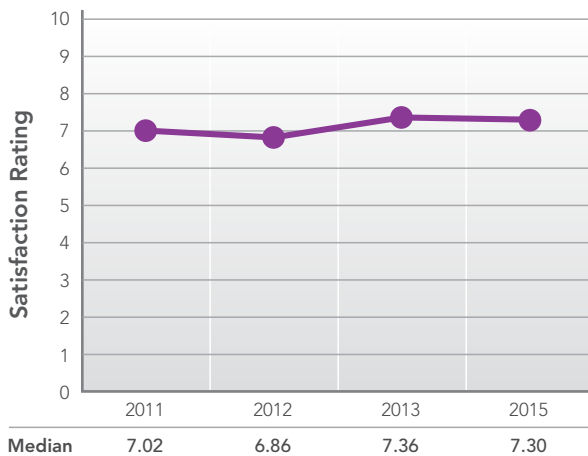
There has been an improvement in satisfaction with services and facilities for youth since 2011.

A comprehensive program of community events and projects were delivered during 2014–15 including a Young Leaders Workshop and Conference, Youth Week events and the annual Junior Mayor Program. Council also provided extensive support to local youth services. Neighbourhood Renewal completed a number of activities focused on young people in areas of disadvantage.



% OF RESIDENTS WHO FEEL SAFE IN THEIR NEIGHBOURHOOD

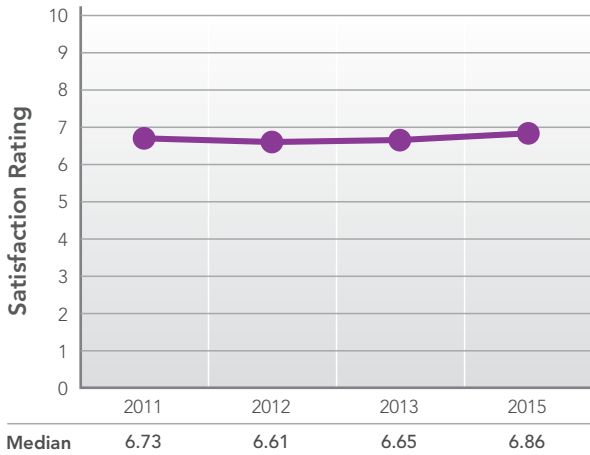
The percentage of residents feeling safe in their neighbourhood has remained consistent with 2013, and remains higher than 2011–12.



% OF RESIDENTS THAT FEEL PART OF THEIR NEIGHBOURHOOD OR COMMUNITY

The percentage of residents that feel part of their neighbourhood has remained consistent with 2013, and remains higher than 2011–12.

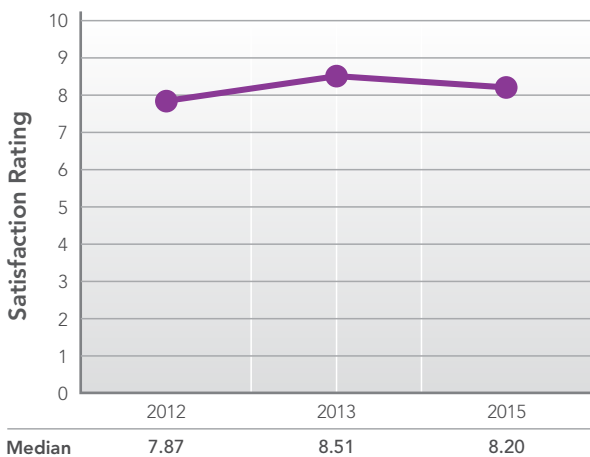
97% of residents who attended the St Marys Seniors Week concert and 75% of participants at Council's International Day for People with Disability indicated they felt part of their community through their involvement in these events.



% OF RESIDENTS THAT ARE SATISFIED WITH LOCAL COMMUNITY FESTIVALS AND EVENTS

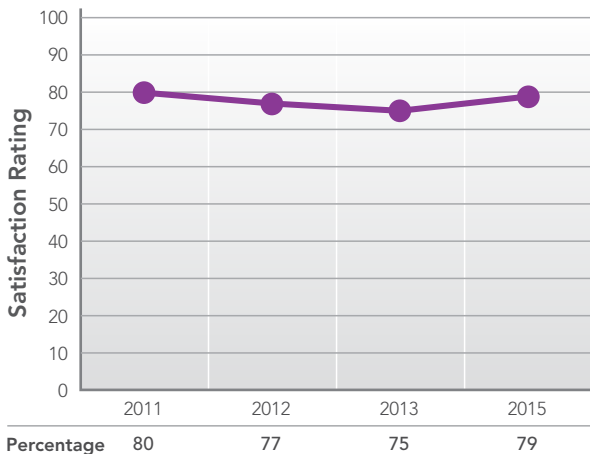
Satisfaction with local community festivals and events has increased since 2013.

The civic events program included 41 events with the highlights being the annual Junior Mayor Program, a civic reception for the Wallabies Rugby Union team, a flag raising ceremony at the St Marys Corner Community and Cultural Precinct and a civic reception for Jessica Fox, world champion canoe/kayak paddler. Council also launched the Sunday Siestas and the Music by the River program.



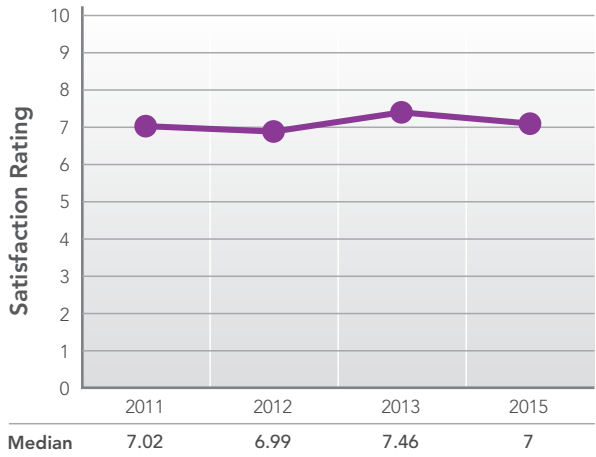
% OF RESIDENTS WHO FEEL PROUD OF WHERE THEY LIVE

While there has been a decrease in residents' agreement that they feel proud of where they live since 2013 the result remains higher than in 2012.



% OF RESIDENTS THAT PARTICIPATE IN OR ATTEND CULTURAL ACTIVITIES OR EVENTS

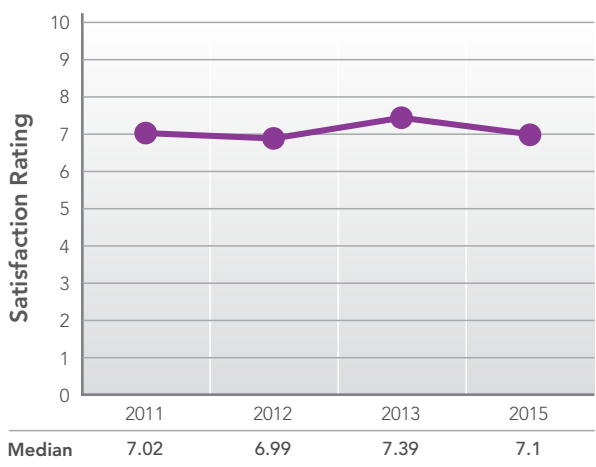
The number of residents attending cultural activities or events has remained constant since 2011.



% OF RESIDENTS THAT FEEL CULTURAL DIVERSITY IS VALUED AND CELEBRATED

There was a decrease in the percentage of residents that feel cultural diversity is valued and celebrated since 2013, however the result remains consistent with 2011–12.

Penrith Migrant Interagency (PMI) meets regularly to discuss issues for multicultural communities. Issues for the CALD community include domestic violence, generational cultural disharmony, education and employment and community activities. PMI held a range of successful activities including Harmony Day and Refugee Week.



% OF RESIDENTS THAT FEEL CREATIVITY IS VALUED AND CELEBRATED

There was a decrease in the percentage of residents that feel creativity is valued and celebrated since 2013, however the result remains consistent with 2011–12.

Council continues to foster creativity within the community by conducting and supporting events such as the Sustainability, Education and Creativity project; Art West – Art Exhibition St Marys; and the Magnetic Places program.



Children's Book Week at Council's Library, 1963.

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Cinema in the Park.

OUTCOME 7

WE HAVE CONFIDENCE IN OUR COUNCIL

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

STRATEGY 7.1 Demonstrate transparency and ethical behaviour

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

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

HIGHLIGHTS

- Council's 2013–14 Annual Report won a Silver Award at the Australasian Reporting Awards, demonstrating our ongoing commitment to quality reporting to our community.
- A proactive approach to Worker Health and Safety has seen incidents, time lost due to injury and premiums for Workers Compensation trend steadily downward. Provision of a safe work environment is an ongoing goal for Council and we will continue to look for ways to improve.
- A major Capacity Review commenced in August 2014, looking at how to increase capacity across all areas of the organisation. The review covers asset management, service delivery, priority setting and purchasing and procurement. Overall, the review is two thirds complete with a final report expected in late 2015. Recommendations have come forward through all facets of the review which will increase efficiency and effectiveness of service delivery.

CHALLENGES

- In October 2014 the NSW Office of Local Government (OLG) announced 'Fit for the Future' which required councils to report on benchmarks assessing financial and asset management capabilities. Currently we meet 3 of the 7 benchmarks and our submission to IPART demonstrates how we will meet all benchmarks by 2018–19.

- During 2013–14 Council identified that Information, Communication and Technology (ICT) was an area of significant potential for improvements in efficiency across all areas of the organisation. A comprehensive ICT Strategy was endorsed in January 2015 which involves a substantial refocus and restructure of the ICT Department, and significant investment in hardware, software and training. The strategy is being implemented with significant improvements already being realised.

LOOKING FORWARD

- Our Fit for the Future Improvement Plan is a five year program of organisation wide projects that will increase efficiency and improve service delivery. It will mean changes to the way we do things, particularly how we manage our assets, measure our productivity and continue to stay in touch with our community to deliver the right services at a level that we can afford.
- The ongoing reform of ICT will enable business innovation, improve business efficiency and productivity and help improve quality and timeliness of service to the community across the range of Council's services. Although it will take time to test, install and implement new systems across the organisation, benefits are already being realised and will continue to deliver improvements over the coming years.

Our performance against what we said we would do

SERVICE ACTIVITIES	STATUS	HIGHLIGHTS AND COMMENTS
7.1.1 Provide an accurate and timely planning information service	On Target	<ul style="list-style-type: none"> ✓ 13,887 S149 certificates have been issued, 99% within 3 working days. ✓ 14,780 phone calls have been responded to, 100% on the same day. ✓ The database changes for Stage 2 of LEP 2010 were made within timeframes required to ensure up to date information when the LEP was published. ✓ The database has been updated following the adoption of the new Penrith LGA Bush Fire Prone Land Map. 14,708 properties have been recoded.
7.1.2 Ensure that the organisation promotes ethical behaviour, risk management, transparent decision making and meets contemporary governance standards	On Target	<ul style="list-style-type: none"> ✓ Council's governance staff continue to promote ethical behaviour and risk management.
7.1.3 Manage Council's corporate reporting	On Target	<ul style="list-style-type: none"> ✓ The 2013–14 Annual Report was awarded a Silver Award in the Australasian Reporting Awards.
7.1.4 Manage Council's reporting system and meeting processes	On Target	<ul style="list-style-type: none"> ✓ Council's reporting system and meeting processes continue to be managed to provide an effective service to Councillors and the community.
7.1.5 Support the Councillors in meeting their statutory obligations and roles as community representatives	On Target	<ul style="list-style-type: none"> ✓ Councillors continue to be supported in meeting their statutory obligations and roles as community representatives.
7.1.6 Support the organisation to meet corporate statutory obligations	On Target	<ul style="list-style-type: none"> ✓ Corporate statutory obligations continue to be met.
7.1.7 Provide the information technology infrastructure and support to enable effective and efficient delivery of the organisation's services	On Target	<ul style="list-style-type: none"> ✓ Implementation of the ICT strategy has already increased efficiency and effectiveness of service delivery within Council. The Digital Economy Strategy continues to make the most of opportunities associated with the NBN for Council and the community.
7.1.8 Provide Council with legal administration, conveyancing and advice services	On Target	<ul style="list-style-type: none"> ✓ Legal Services continues to provide legal administration, conveyancing and advice services to Council.
7.1.9 Provide Council with dispute resolution, litigation and advocacy services	On Target	<ul style="list-style-type: none"> ✓ Legal Services continues to provide Council with dispute resolution, litigation and advocacy services.
7.1.10 Manage Council's mapping and geographical information systems to support the organisation's effectiveness, and to comply with legislation	On Target	<ul style="list-style-type: none"> ✓ Extensive use of the Intranet Geographical Enquiry System across Council. Corporate base data layers and aerial photos are being kept up to date. ✓ Major projects being supported by cartographic mapping services. ✓ New technology in the areas of 3D modelling and Web Map Services is being adopted and developed.

SERVICE ACTIVITIES	STATUS	HIGHLIGHTS AND COMMENTS
7.1.11 Manage Council's property portfolio	On Target	✓ Data for the new Asset Management System has been completed ready for upload and trial of the system.
7.1.12 Manage Council's Records Management program to ensure compliance	On Target	✓ Council staff continue to provide a records management service that complies with statutory requirements.
7.1.13 Manage access applications to meet statutory requirements	On Target	✓ All applications to access Council data were processed within the statutory time frame.
7.1.14 Support Council in managing enterprise risk and compliance	On Target	<ul style="list-style-type: none"> ✓ Council is committed to Enterprise Risk Management (ERM) for the systematic and effective management of risk consistent with International Standards ISO 31000. ✓ 2 Risk Management Excellence Awards received in 2014 (Westpool and UIP Member's Choice).
7.1.15 Manage insurance and claims	On Target	✓ Council staff manage the insurance function and associated claims in a professional manner.
7.1.16 Provide a human resources management service that responds to contemporary and emerging workforce and workplace issues through strategy and policy development	On Target	<ul style="list-style-type: none"> ✓ Salary Administration Policy reviewed to provide multiple step progression opportunities for staff in order to better acknowledge skill, knowledge and performance. ✓ Envisage seminars held for 250 mature aged workers. ✓ Return to work morning tea held for staff currently on maternity leave to support plans to return to the workforce
7.1.17 Support the organisation to meet statutory and regulatory requirements for employee relations, EEO and WHS	On Target	<ul style="list-style-type: none"> ✓ Council continues to support the organisation to meet statutory and regulatory requirements for employee relations, EEO and WHS. ✓ Implementation of EEO Management Plan 2015 – 2017.
7.2.1 Manage Council's business planning	On Target	✓ A review of all of Council's services is being conducted as one component of the Capacity Review. One third of the reviews have been completed and have identified broad issues that can be implemented to improve efficiency across the organisation. A template for internal business plans will be developed for implementation in the coming months.
7.2.2 Manage Council's financial sustainability and meet statutory requirements	On Target	<ul style="list-style-type: none"> ✓ Councils full financial statements were completed, audited and adopted as required by the legislation. ✓ The Financial Health Report is prepared for senior management each month and information on financial status of the organisation is monitored and presented to Councillors each quarter.
7.2.3 Coordinate Council's corporate research program with an integrated policy framework	On Target	✓ Council has conducted ongoing research in a number of areas to support existing policy directions and identify future opportunities. This has included research into cooling the city, alternative forms of energy, community engagement, valuation of street trees and asset management.

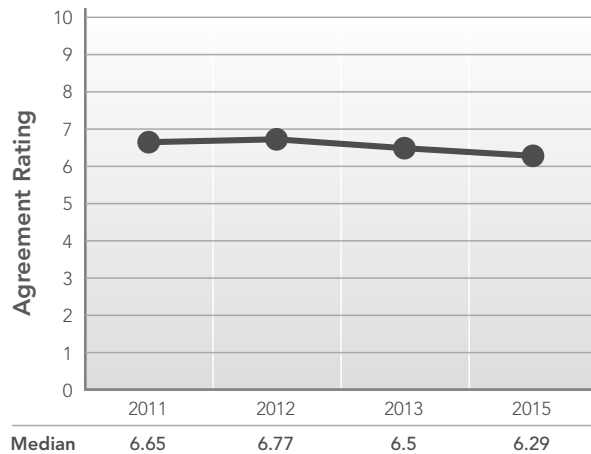
SERVICE ACTIVITIES	STATUS	HIGHLIGHTS AND COMMENTS
7.2.4 Manage and maintain Council's fleet, plant and equipment	On Target	✓ The first stage of the Plant Optimisation Strategy has been completed. GPS units have now been installed in 150 items of plant which will provide detailed information on travel time, power draw, operational time and theft protection. Data from these units will form the basis of the second stage of the Strategy which will include suggested actions to maximise use of our plant.
7.2.5 Manage Council's property portfolio	On Target	✓ The Property Advisory Panel was established in February 2015 and met for the first time in May. The Panel has been created to provide Council with expert advice on the potential development options for Council property, including joint ventures, with an initial focus on property in the Penrith City Centre.
7.2.6 Manage Council's procurement policies and procedures	On Target	✓ Procurement policies and procedures were reviewed as part of the Capacity Review project. Potential for substantial savings was identified and recommended actions to realise those savings are being investigated and a timeframe developed for implementation.
7.2.7 Mainstream corporate sustainability	On Target	✓ Council was shortlisted as a finalist in the Local Government Excellence Awards in the category of Excellence in Environmental Leadership and Sustainability for its corporate sustainability engagement program.
7.2.8 Identify ways to use resources more efficiently	On Target	✓ Staff continue to identify and encourage the uptake of resource efficiency projects. Over the reporting period this has included investigations into a number of large rooftop solar generation systems for Council facilities, installation of monitoring equipment to accurately monitor the production of solar energy, and the review and development of energy and water targets for the organisation.
7.2.9 Provide a human resources management service that responds to contemporary and emerging workforce and workplace issues through strategy and policy development	On Target	✓ The Penrith City Council Enterprise Agreement 2014–2017 is being implemented.
7.2.10 Provide staff with opportunities for learning and development	On Target	<p>✓ Training courses were undertaken in Prevention of Bullying and Harassment, Code of Conduct, Writing Accessible Content, Business Writing and Orientation & Career Coaching.</p> <p>✓ Council supported 77 staff through the Educational Assistance program and provided numerous opportunities to attend courses that aid professional development.</p>
7.2.11 Manage Council's workers compensation and injury management	On Target	✓ A proactive Injury Management program is providing a safer work environment for all employees and also giving Council reduced premiums across all areas of operation.

SERVICE ACTIVITIES	STATUS	HIGHLIGHTS AND COMMENTS
7.3.1 Provide information about Council's services and policy positions	On Target	<ul style="list-style-type: none"> ✓ Corporate advertising has been placed when appropriate to support Council campaigns, services, positions and events. ✓ Council's website was reviewed to make it easier for the community to access information. Council is also making greater use of various social media platforms as a way to provide instant information to our residents.
7.3.2 Manage Council's corporate planning and engagement program	On Target	<ul style="list-style-type: none"> ✓ The 2015–16 Operational Plan was placed on public exhibition and adopted by Council on 29 June 2015. Council used a new online forum as part of the exhibition which enables residents to ask questions as well as make submissions. This forum will be further enhanced for upcoming community engagement programs.
7.3.3 Provide quality customer service and information on Council's services through Information Centres and agreed customer contact points	On Target	<ul style="list-style-type: none"> ✓ Demand for Customer Service activities has remained high for the full year. All requests and applications have been taken, receipted or recorded to the standards required in the adopted Customer Service Charter.
7.3.4 Provide an information service for visitors to the City	On Target	<ul style="list-style-type: none"> ✓ There has been a great deal of work done in this area including publication of the new Penrith Visitor Guide, development of a new website to be launched by the Minister in September, the investigation of touch screen technology and completion of a Destination Management Plan for Penrith.



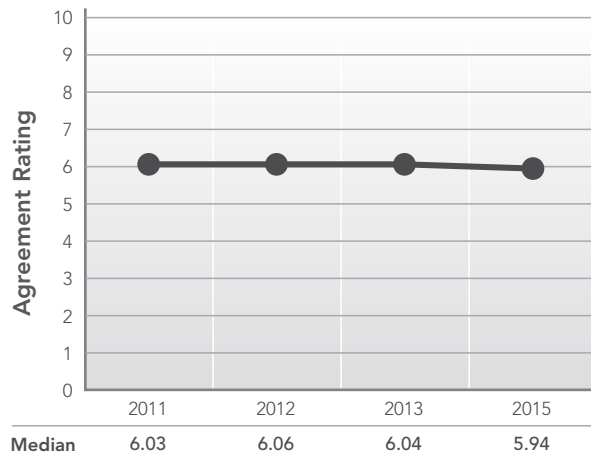
Our Performance Measures (0 - very dissatisfied and 10 - very satisfied)

The following measures of performance are taken from Council's most recent Community Survey (undertaken in May 2015) and other feedback mechanisms. They relate to the performance measures outlined in Council's Delivery Program. Results from the customer survey will vary between surveys due to random sampling, however a difference of more than 0.2 is considered to be statistically significant.



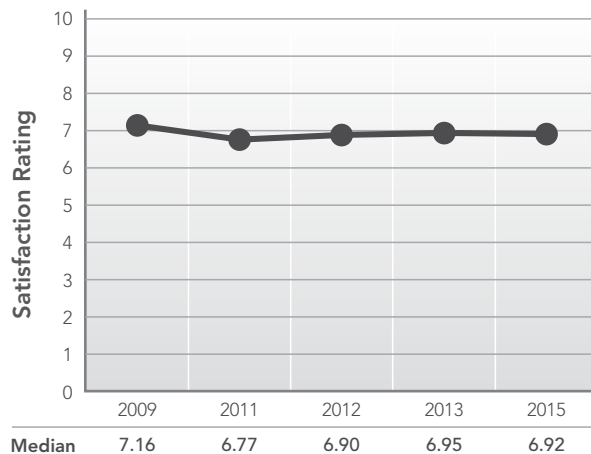
% OF RESIDENTS THAT FEEL COUNCIL IS RESPONSIBLE

There has been a decrease in the percentage of residents that feel Council is responsible since 2011.



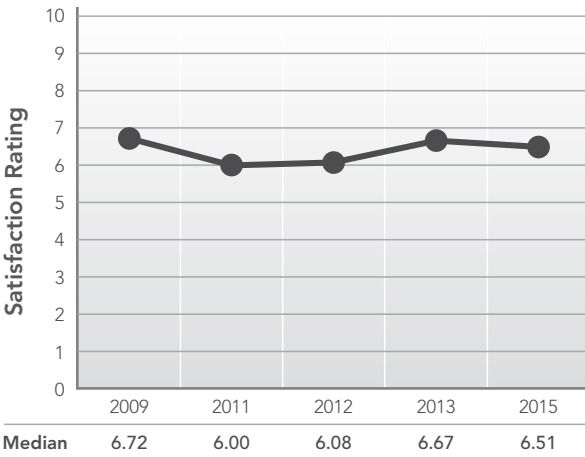
% OF RESIDENTS THAT FEEL COUNCIL UNDERSTANDS THE COMMUNITY'S NEEDS AND EXPECTATIONS

Resident agreement that Council understands the community's needs and expectations has remained constant since 2013.



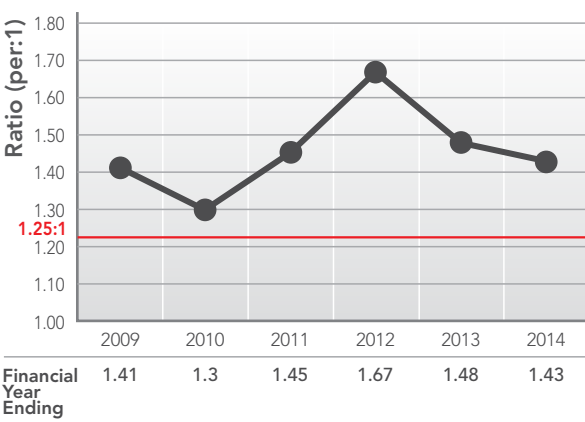
% OF RESIDENTS WHO ARE SATISFIED WITH THE OVERALL PERFORMANCE OF COUNCIL

Overall satisfaction with the performance of Council has remained constant since 2009.



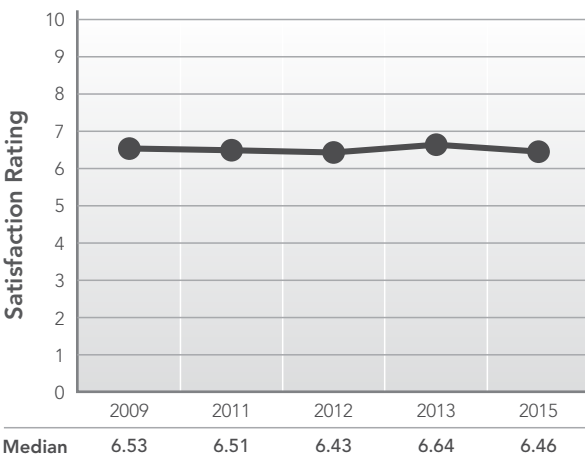
% OF RESIDENTS WHO FEEL COUNCIL DELIVERS VALUE FOR THE RATE DOLLAR

Resident satisfaction with value for the rates dollar has remained consistent with 2013, and remains higher than in 2011–12.



COUNCIL'S UNRESTRICTED CURRENT RATIO IS GREATER THAN 1.25:1 (ONCE ADJUSTED)

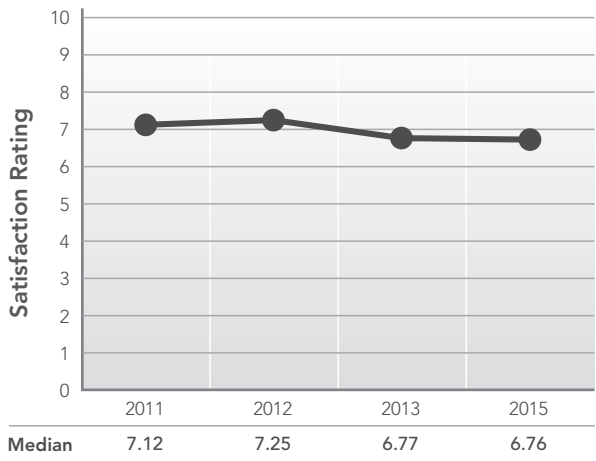
Since 2009 the unrestricted current ratio has remained above the benchmark ratio.



% OF RESIDENTS SATISFIED WITH INFORMATION ON COUNCIL ABOUT SERVICES AND FACILITIES

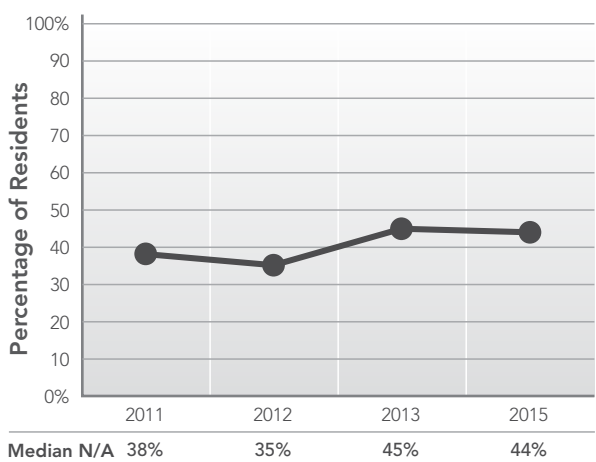
Over time the satisfaction rating for information on Council services has remained constant.

During 2014–15, Council launched its new website to improve access to and quality of information on Council services. Council has undertaken a Customer Experience Review to help us better understand what our customers are looking for.



% OF RESIDENTS THAT ARE SATISFIED WITH THEIR LEVEL OF ACCESS TO COUNCIL'S SERVICES, INFORMATION AND FACILITIES

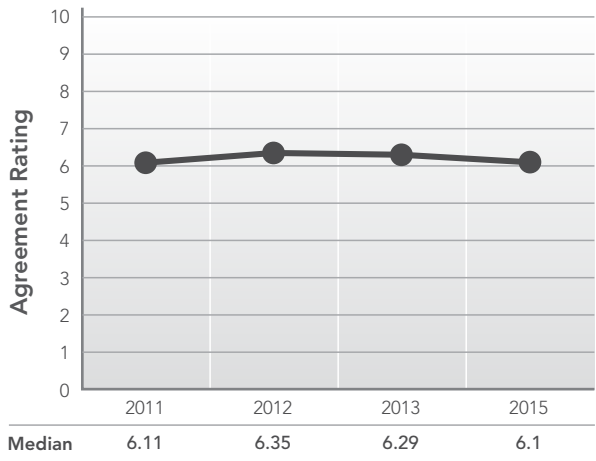
Resident satisfaction with the level of access to Council's services, information and facilities has remained consistent since 2013; however it remains lower than in 2011-12.



% OF RESIDENTS WHO KNOW WHO TO CONTACT FOR REPRESENTATION AND INFORMATION

The percentage of residents who know who to contact for representation and information remained consistent with 2013, but remains higher than 2011-12.

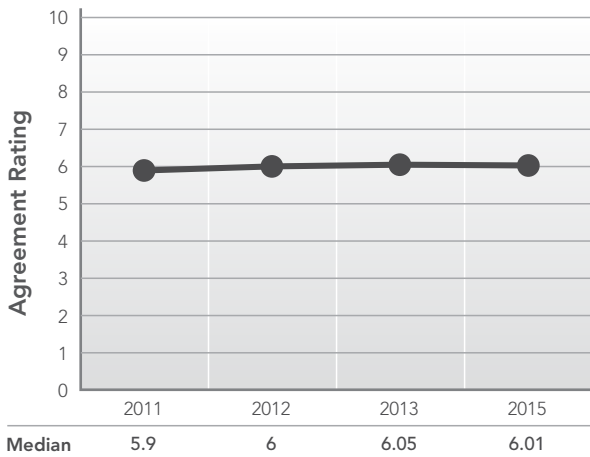
This is an issue that has been identified and will be addressed through the Customer Experience Review.



% OF RESIDENTS WHO FEEL COUNCIL PROVIDES OPPORTUNITIES FOR RESIDENTS TO PARTICIPATE IN PLANNING AND TO HAVE A SAY ABOUT THE CITY'S FUTURE

Resident satisfaction with opportunities to participate in planning and to have a say about the future of the City has remained constant since 2011.

Council continues to look for better ways to engage with the community and provide opportunities to have a say about planning and future direction. A new online forum has been trialled to make it easier for residents to ask questions and make submissions. This forum will be further enhanced for upcoming community engagement programs.



% OF RESIDENTS WHO FEEL COUNCIL COMMUNICATES WELL WITH RESIDENTS

Agreement that Council communicates well with residents has remained constant since 2011.

Our new website has improved access to information for residents and better communication will come out of our Customer Experience review and ICT strategy.



FAST FACTS

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400
PEOPLE ATTENDED
SENIORS WEEK
CONCERTS

\$35,000
PROVIDED TO IMPROVE
ACCESS FOR PEOPLE
WITH A DISABILITY

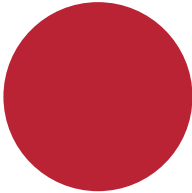
54
PROJECTS FUNDED
THROUGH
COMMUNITY
ASSISTANCE
PROGRAM

PROVIDED
LECTURES TO HELP
HIGHER SCHOOL
CERTIFICATE
STUDENTS
IN KEY AREAS

87
LOCAL ATHLETES
ASSISTED TO
COMPETE
INTERSTATE AND
OVERSEAS

95%
OF DOGS FOUND WERE
RETURNED TO THEIR
OWNERS, SOLD OR GIVEN
TO ANIMAL RESCUE
ORGANISATIONS

6,000
PEOPLE ATTENDED
NAIDOC
CELEBRATIONS





STATUTORY REPORT

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

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

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

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

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

INTEGRATED PLANNING AND REPORTING

In 2009, the NSW Government introduced an Integrated Planning and Reporting (IP&R) Framework to help local councils prepare and report on short, medium and long term plans for their communities. The framework requires Council to report regularly on progress towards our four year Delivery Program and annual Operational Plan. Copies of all [reports](https://www.penrithcity.nsw.gov.au/resources-and-documents/documents/strategic-planning/) are available at <https://www.penrithcity.nsw.gov.au/resources-and-documents/documents/strategic-planning/>.

The IP&R Framework includes a hierarchy of plans which aims to ensure a more sustainable local government sector. Refer to the diagram for further details. Council's reporting schedule for 2014–15 year included:

Quarterly reporting

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

Bi-annual reporting

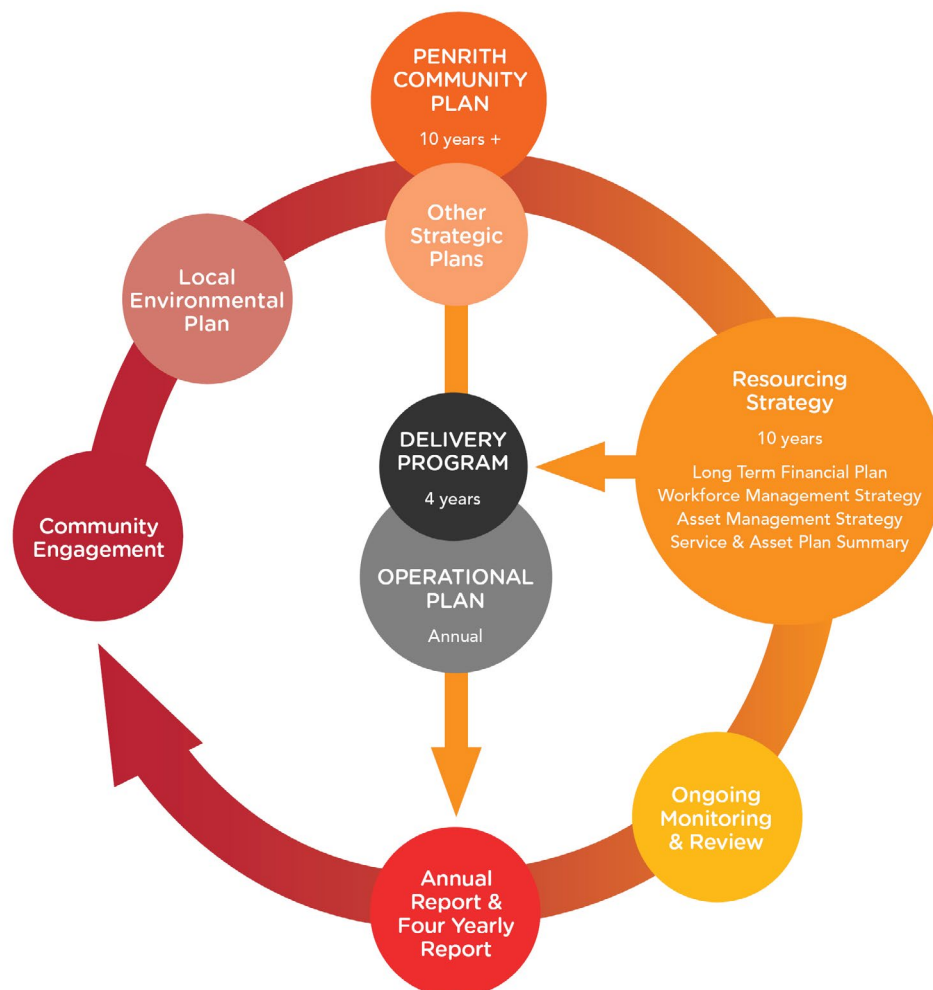
Reports are presented every six months to Council on our progress against annual tasks, four year critical actions and term achievements and performance indicators contained in Council's four year Delivery Program 2013–17 and annual Operational Plan.

Annual reporting

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

SPECIAL RATE VARIATION INITIATIVES

Council is required to report on the programs funded from special rate variations which the Minister for Local Government has approved. The progress of these programs is reported regularly through Operational Plan performance reports as well as community newsletters and the media.



Penrith Council's Integrated Planning and Reporting Framework.

Full details of special initiatives undertaken for Penrith City this year are available in Council's 2014–15 Operational Plan www.penrithcity.nsw.gov.au.

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

In 2006, Council successfully applied for a Special Rate Variation (SRV) to implement the Asset Renewal and Established Areas Strategy. This Strategy aims to increase 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 2014–15 these programs combined were allocated funding of almost \$5.5million, with funding from the Special Rate Variation accounting for more than \$3.7million of this. This was complemented by funding of \$400,000 from additional loan borrowings, \$913,000 from asset renewal borrowings, and \$411,000 from general revenue. Details of the activities conducted through each of these programs and their funding allocation for this reporting period is outlined below.

ROAD ASSET RENEWAL

This program helps ensure the City's local road network is maintained at an acceptable level without compromising other programs. The special initiative allocation to this project in 2014–15 was more than \$2.3million with \$2.3million expended. As a result, a total of 180,000m² of road pavement has been resurfaced or reconstructed this financial year.

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 2014–15 was more than \$1million with \$800,000 expended. Key projects undertaken:

- Amenities and canteen upgrades at Hunter Fields and Leonay Oval sporting facilities.
- Judges Carpark painting and toilet upgrade.
- Ripples Swimming Centre works to address build-up of condensation in the ceilings.
- Installation of greasetrap at the Lewers Gallery kitchen.

Established Areas Revitalisation

The Established Areas Revitalisation program is to improve 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 2014–15 was more than \$2.1million with \$1.8million expended.

Key projects undertaken:

- Enhanced CBD Cleaning Initiative.
- Graffiti Removal Strategy and
- Neighbourhood Renewal and Community Engagement.

A number of projects have been carried forward to the 2015–16 financial year for completion. Details of major project variations and revotes can be found in Council's June 2015 Organisational Performance Report available on Council's website.

Special Rate Variation 2011 – Funding our Future

In 2011 Council, with the support of our community, successfully applied to the Minister for Local Government for an ongoing special rate variation (SRV) to maintain existing assets and service levels and provide for a number of key priorities within the current Delivery Program 2013–17. This SRV includes a four year phased increase in rates above the annual IPART increase with the 2014–15 budget being the last year of the SRV. At the end of this period these increases will be included in the base rate for 2015–16.

Activities funded through this SRV include:

Maintaining Existing Asset and Service Levels:

- Park Asset Renewal Program – allocated \$480,000 with \$387,000 spent
- Building Asset Renewal Program – allocated \$400,000 with \$282,000 spent
- Shared Pathways Asset Renewal – allocated \$320,000 with \$320,000 spent
- Public Amenity Asset Renewal – allocated \$90,000, with \$13,000 spent
- Penrith Business Alliance – allocated \$250,000, with \$250,000 spent
- Sustainability and Environmental Initiatives – allocated \$800,000 with \$773,000 spent
- Maintain Other Existing Services – allocated \$1.7million with \$1.1million spent

Enhanced Services:

- Enhanced Public Domain – allocated \$160,000, with \$160,000 spent
- Neighbourhood Renewal – allocated \$240,000, with \$156,000 spent
- Shared Pathways – allocated \$640,000 with \$486,000 spent

City Centres Upgrades and Renewal – Penrith and St Marys:

- City Centre Improvements – allocated \$1.6million with \$111,000 spent
- Debt Servicing – Allocated \$500,000 with \$755,000 spent.

A number of projects have been carried forward to the 2015–16 financial year for completion. Details of major project variations and revotes can be found in Council's June 2015 Organisational Performance Report available on Council's website.

Stormwater Management Service Charge

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

The SMSC was projected to generate more than \$1.7million in income in 2014–15, with \$1.5million allocated to an Environmental Program and \$200,000 towards an Urban Drainage Program. A total of \$1.95million was expended on these projects in 2014–15, using funds rolled over from the previous financial year.

- Audit Industrial, Commercial and Agricultural Activities – funding of \$121,412 was allocated with \$114,169 expended during the year. This project responds to complaints on industrial, commercial and agricultural premises.
- Maintenance of GPT Constructions – \$330,000 was

allocated and fully expended during the year. All GPTs were maintained as per program with 488 tonnes of waste removed from the stormwater drainage system in 2014–15.

- Floodplain Management Resourcing – \$114,937 was allocated with \$114,175 expended.
- CBD Stormwater Design & Construction – \$203,779 was allocated with \$50,564 expended.
- Integrated Catchment Management – \$129,617 was allocated, with \$120,945 expended during the year. Stormwater education program engaged 9 local primary schools on water conservation and stormwater pollution. A range of community engagement activities undertaken including interpretive signage and installation of trail markers.
- Andrews Road Bioretention System – \$1,567,624 was allocated, with expenditure of \$1,160,301. Construction of a 2,400m² bioretention system to improve the quality of stormwater draining from the stormwater catchment into the downstream receiving waters including the Waterside Lakes development, Penrith Lakes and the Nepean.
- Soling Crescent Raingarden – \$17,198 was allocated and was fully spent. Raingarden constructed in Soling Crescent, Cranebrook to improve the quality of stormwater entering Wetland 156 which is currently being restored with grant funding from the Federal government.





Soling Crescent Raingarden.

- Water Sensitive Urban Design (WSUD) Capacity Building – \$19,911 was allocated with \$9,503 spent. A 'Deemed to Comply WSUD Toolkit' was produced to help developers meet Council's stormwater management requirements and improve the quality of urban stormwater runoff. The program also included training for Council's Officers in the area of WSUD.
- Water Health Program – \$35,000 allocated with \$34,843 spent. Program primarily involved water quality monitoring in the Dunheved Industrial area in conjunction with a stormwater management educational program of the industrial premises.

CAPITAL PROJECTS

Council undertook a range of capital projects during 2014–15. Information on these projects is available in the Our Performance section of this report, and Financials on page 136.

LEGAL PROCEEDINGS

As well as using external legal firms, Council's internal Legal and Governance Group, which employs a Chief Governance Officer, Senior Legal Officer, Secretary and professional trainee, provided a range of legal services in 2014–15. The Legal and Governance Group dealt with a range of issues including Council's property transactions, providing legal advice, litigation and subpoenas.

Council spent an estimated \$516,638 on provision of legal services in-house during the financial year. This expenditure included an allocation for rent, maintaining a legal library and the provision of equipment. The Legal Services Department also derives income from cost orders in favour of Council. Council recovered more than \$238,896 from cost orders by undertaking its own in-house legal services.

Council paid its external legal firms/consultants/court/process servers/barristers \$730,294 in 2014–15. This is compared to \$585,183 in 2013–14, \$256,753 in 2012–13, and \$1,101,762 in 2011–12. 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.

Fines in the amount of \$3,200 have been recovered through prosecutions in the Local Court.

The following table provides an overview of the court matters dealt with by Council during 2014–15. These figures relate to actions taken by Council against other individuals or organisations. There were no fines or sanctions imposed on Council in 2014–15.

Overview of Court Matters

COURT MATTERS	NUMBER	COST
Matters ongoing from previous years in the Land and Environment Court	1	\$36,532
New matters in the Land and Environment Court	8	\$459,219
New matters in the District Court	1	\$7,451
New matters in the NSW Civil and Administrative Tribunal	1	\$8,750
Matters in the Federal Court	1	\$27,988
Matters in the Court of Appeal	1	\$10,628
Local Court matters	9	\$16,960

Note: Costs quoted are the costs incurred in those matters within 2014–15 only.

Legal Expenses Summary

EXPENSES/RECOVERED MONIES	VALUE
External Legal Expenses	\$730,294
Internal Legal Expenses	\$516,638
Costs Orders	\$238,896
Recovered Fines	\$3,200

Matters Ongoing from previous years in the Land and Environment Court

MATTERS	STATE OR PROGRESS	COSTS INCURRED IN REPORTING PERIOD
502A Castlereagh Road, Agnes Banks	Council instigated proceedings to enforce a s121B Order pursuant to the Environmental Planning and Assessment Act. The s121B order required the property owner to remove in excess of 100 head of cattle on the basis that the use of the land was prohibited. The respondent entered into consent orders, but failed to comply with those consent orders. Council is now seeking self-executing orders from the Court to allow Council to undertake the removal of the cattle, at the cost of the property owner. The matter is listed for hearing on 25 and 26 August 2014. The Respondent was ordered to remove all cattle from the property and to pay legal costs in the amount of \$38,500.	\$36,532

New matters in the Land and Environment Court

MATTERS	STATE OR PROGRESS	COSTS INCURRED IN REPORTING PERIOD
1439A Old Castlereagh Road, Castlereagh	This matter involved 3 class 1 appeals. The applicant sought consent to subdivide a number of parcels of land. Two of the appeals were resolved by consent. The third appeal went to hearing over 4 days. Council argued that the subdivision was not permissible. At the time of writing this report the Court had not handed down its Judgment.	\$318,547

MATTERS	STATE OR PROGRESS	COSTS INCURRED IN REPORTING PERIOD
41-47 Jolly Street, Castlereagh	This matter involved 2 class 1 appeals. The applicant was granted 2 separate development approvals. The applicant appealed against a number of conditions of consent imposed on each consent. The applicant withdrew the appeals.	\$25,087
25 Fireball Avenue, Cranebrook	The Court dismissed the appeal on the basis that it did not have jurisdiction to approve the application on the basis that it lacked power to grant consent to work that had been carried out without consent. The Court also addressed the merit issues, and would have dismissed the appeal based on the adverse impacts regardless of the jurisdiction issue.	\$6,650
1521 Elizabeth Drive, Kemps Creek	Council instigated Class 4 proceedings against the landowners as a result of unauthorised use of the property. Council is seeking orders to require the owners to remove waste material that they unlawfully deposited on the property, and orders requiring the owners to test the soil for contaminants and if required remediate certain areas of the property. The matter is ongoing.	\$4,800
47 Lakeview Drive, Cranebrook	The applicant appealed to the Court against the refusal of its development application which sought consent for a two storey dwelling with detached garage and studio. The matter was listed for hearing on 19 and 20 March 2015. The Court found consent cannot be granted and the appeal was dismissed.	\$44,890
81 Clifton Avenue, Kemps Creek and 1247 Mamre Road, Kemps Creek	There are 2 separate appeals. The applicant in both appeals is seeking a declaration that the development consent granted by Council for places of public worship are invalid, and further that the applicants to the development consents be restrained from carrying out development in accordance with the consents. The matters are ongoing.	\$48,074
36 Fourth Road, Berkshire Park	This matter relates to a class 1 appeal by the applicant against a regulatory order issued by Council requiring the applicant to cease using the property as a truck depot. The matter is ongoing.	\$3,000
119 Glengarry Drive, Glenmore Park	This matter relates to a class 1 appeal by the applicant against the Council's refusal of a residential flat building and town houses. The matter is ongoing.	\$8,171

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New matters in the District Court

MATTERS	STATE OR PROGRESS	COSTS INCURRED IN REPORTING PERIOD
Zaika Indian Pty Ltd	The appellant sought to appeal against a decision of the Local Court where the lower court ordered the appellant to pay Council in excess of \$2,011.02. The District Court dismissed the appeal and ordered the appellant to pay Council's costs of \$700.	\$7,451

New matters in the NSW Civil and Administrative Tribunal

MATTERS	STATE OR PROGRESS	COSTS INCURRED IN REPORTING PERIOD
Anthony Place	This matter was heard on 11 November 2014. The Tribunal affirmed Council's decision to provide the applicant with view only access to record subject to the proceedings.	\$8,750

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 to recover monetary losses that Council incurred as a result of investing in products after relying upon the financial advice of its external financial advisors. The matter was resolved after a mediation, the terms of which are confidential.	\$27,988

Matters in the Court of Appeal

MATTERS	STATE OR PROGRESS	COST
230 Pattys Place, Jamisontown	<p>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.</p> <p>Council filed a submitting appearance. The court delivered judgment on 4 July 2013. The court upheld the applicants' appeal, but the basis for the decision was not the validity of the Council consent.</p> <p>The Court referred the matter back to the Land and Environment Court. The Judge made a declaration that the consents granted by Council to the operator do not permit retail sale of goods other than PBS items, prescription drugs and OTC drugs. The Court also restrained the operator from any retail sales other than PBS items, prescription drugs and OTC drugs.</p>	\$10,628

Local Court Matters

MATTERS	STATE OR PROGRESS	COST
Zaika Indian Pty Ltd	Council commenced proceedings against the defendant for the recovery of Statutory Fees in accordance with the Food Act. The matter was heard on 9 September 2014. Defendant was ordered to pay the amount of \$2,011.02	No costs incurred Internal Solicitor
Zaika Indian Pty Ltd	Council commenced proceedings against the defendant for offences against the Food Act 2003. The matter was listed for hearing on 15 May 2015. The defendant was convicted and fined \$2,000 and ordered to pay legal costs of \$11,000.	\$13,535
Pulwaiya Cameron	The Applicant appealed against an Infringement Notice issued pursuant to s146 of the <i>Protection of Environment Operations Act 1997</i> for littering from a vehicle. The Applicant provided evidence to the Court which proved she was in a different location when the alleged offence occurred. The matter was dismissed.	\$975
Garth Edmonds	The Applicant appealed against an Infringement Notice issued pursuant to s146 of the <i>Protection of Environment Operations Act 1997</i> for littering from a vehicle. The Applicant was convicted and fined \$200 and ordered to pay legal costs of \$500.	\$2,100
Merlion Enterprises Australia Pty Ltd	Council commenced proceedings against the defendant for offences against the Food Act 2003. The matter was listed for 18 September 2014. The defendant was convicted and fined \$1,000.	No costs incurred. Internal solicitor
Jessica Watts	The defendant appealed an Infringement Notice issued for failing to register her companion animal in accordance with the <i>Companion Animals Act 1998</i> . She advised at the time the PIN was issued, she was not the owner of the companion animal. Council did not have sufficient evidence to prove so the matter was withdrawn.	\$350
Dylan Charman	The applicant filed a motion to set aside judgement (for unpaid rates). The matter was listed for 18 March 2015. The applicant failed to appear. The Court ordered that the Notice of Motion be dismissed and the Defendant pay legal costs of \$200.	No costs incurred. Internal solicitor
Gregory Stephen Riley	Council commenced proceedings against the Defendant for unpaid rates. The dispute relates essentially to Council's legal costs to instigate the proceedings. The proceedings were instigated prior to the defendant making payment of his rates. The defendant agreed to settle the matter by paying Council's legal costs.	No costs incurred. Internal solicitor
David Fisher	The Applicant filed a motion to set aside judgement (for unpaid rates). The matter was listed for 15 October 2014. The Court ordered that the Notice of Motion be dismissed.	No costs incurred. Internal solicitor

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

MAYORAL AND COUNCILLOR FEES AND EXPENSES

The total amount of fees paid to the Mayor and Councillors for the year was \$481,009. Councillors received a total of \$349,083, with the Mayor receiving \$89,429 and the Deputy Mayor receiving \$42,497 respectively.

The total amount spent on providing facilities to Councillors and paying Councillors' expenses for the year was \$172,199 in comparison to \$147,512 in 2013/14. This includes:

EXPENSE	COST
Overseas visits	\$33,721
Expenses and Facilities	
Office Equipment	\$22,618
Usage Charges	
Mobile Phone Calls and Data Usage	\$6,320
Reimbursement to Councillors for mobile phones (not Council owned)	\$6,957
Reimbursement to Councillors for internet services (not Council owned)	\$1,256
Conferences and seminars	\$45,580
Training and skill development	\$3,909
Interstate visits	\$23,010
Expenses for Spouse or Partner	\$0
Child care Expenses	\$254
Other Councillor Costs	\$28,574

REMUNERATION OF GENERAL MANAGER AND SENIOR STAFF

Council has a management structure consisting of a General Manager and two Assistant General Managers (one of whom is the Chief Financial Officer). As at 30 June 2015 the remuneration packages (including salary, motor vehicle and superannuation) for the designated senior staff positions were:

POSITION	TOTAL REMUNERATION
General Manager	\$343,330
Assistant General Managers (2)	\$522,960

OVERSEAS VISITS

There were two overseas visits during the year. The first visit was undertaken by the Mayor, Councillor Ross Fowler OAM, Councillor Jackie Greenow OAM and the Corporate and Communications and Marketing Manager, Barbara Magee between 28 October and 6 November 2014. The delegation visited Fujieda and Hakusan, Japan to commemorate the 30th anniversary of the signing of the Sister City Agreement with Fujieda and the 25th anniversary of the signing of the Friendship Agreement with Hakusan. The cost of this delegation was \$22,235.

The second visit was undertaken by the Deputy Mayor, Councillor Greg Davies (between 20 June and 29 June 2015) and Assistant General Manager, Craig Butler (between 20 June and 4 July 2015) to the United States for participation in the US–Australian City Exchange Program.

The City Exchange allowed city leaders to look closely at local finance mechanisms in America. The mission also examined outstanding examples of sustainability and liveability transformations in American cities. The urban developments examined ranged from infrastructure, light rail, urban renewal, open and green space, business district collaborations, sport and recreation, arts and design precincts and many more.

The mission also explored how financing tools are used in the United States, and how they may be adapted to Australian contexts. The cost of this delegation was \$43,134.

CONTRACT INFORMATION

Contracts awarded in the 2014–15 financial year for amounts greater than \$150,000

SUPPLIER	PAYMENTS FOR 2014-15 (INCL GST)	ORIGINAL ESTIMATED CONTRACT VALUE (INCL GST)	DESCRIPTION OF GOODS / SERVICES
Arcs Building Group	\$190,930	\$190,930	Alterations and Additions for Jamison Park Amenities and Trade Services
Barnson Pty Ltd	\$462,000	\$419,100	Project Management and Design Consultancy Kingsway Sporting and Blair Oval upgrades
Bridgeworks Australia Pty Ltd	\$1,132,907	\$1,114,982	Construction of South Creek Footbridge, St Marys
Collective Civil Pty Ltd	\$998,650	\$1,215,365	Construction of Andrews Rd Bioretention System
Design Landscapes	\$606,084	\$596,673	Provision of All Age Health and Fitness Zone, Jamison Park
Downer EDI Work	\$-	\$3,485,246	Concreting Works
Ecohort Pty Ltd	\$173,422	\$627,821	Bush Regeneration Services
Hix Group Pty Ltd	\$-	\$570,845	Jamison Park Lighting
Hix Group Pty Ltd	\$-	\$555,217	Power and Data Cabling
Oculus Landscape Architecture Urban Design Environmental Planning Pty Limited	\$-	\$170,918	Design & documentation of special places, Queen St, St Marys
RMK Investments Pty Ud ATF Kidd Family Trust	\$838,200	\$761,846	Election services
Steelworks Engineering Pty Ltd	\$352,000	\$316,235	Construction of shared Path Bridge on Jamison Road
The Sparkle Team	\$-	\$635,796	Public Toilet Cleaning

Contracts awarded in previous years with expenditure of greater than \$150,000

SUPPLIER	PAYMENTS FOR 2014-15 (INCL GST)	DESCRIPTION OF GOODS / SERVICES
A & J Patten Turf Supplies	\$210,838	Turf Supplies
Academy Services	\$405,911	Childcare Cleaning Services
Amazon Cleaning	\$319,319	CBD Cleaning Services
Arcs Building Group	\$239,891	Building Trade Services
Because We Care	\$805,602	Biodegradable Bags
BG Enterprises	\$459,381	Plumbing Services
Coates Hire Operations	\$168,506	Equipment Hire
Cockerill Contracting	\$493,875	Bank Stabilisation Works at Peach Tree Creek
Del Rocchio Concreting Pty Ltd	\$1,155,823	Concrete Works Footpath Kerb and Gutter

	SUPPLIER	PAYMENTS FOR 2014-15 (INCL GST)	DESCRIPTION OF GOODS / SERVICES	
INTRODUCTION	Devcon Pty Ltd	\$1,324,349	Concrete Works Footpath Kerb and Gutter	
	Devivo Pty Ltd	\$178,670	Tree Services	
	Express Waste Pty Ltd	\$324,591	Street Sweeper Waste Disposal	
	Gadens Lawyers	\$167,554	Legal Services	
OUR COUNCIL	Hi-Quality Waste Management Pty Ltd	\$631,549	Waste Disposal	
	Hirotec Maintenance	\$520,062	Scheduled Maintenance of Mechanical Services Major Sites	
	Hix Group Pty Ltd	\$1,433,407	Trade Services, Fire Services	
	King Henrys Court	\$164,994	Catering Services	
	Klenall Industries	\$195,857	Child Care Consumables	
	L J Follington	\$217,675	Grave Digging Services	
	Metal Fencing Supplies	\$537,523	Fencing Various	
	PF Concrete	\$330,694	Concreting Works	
	Piekar Comm Services	\$236,294	Alarm services	
	Programmed Maintenance Services	\$304,335	Trade Services	
OUR PEOPLE	Remondis Pty Ltd	\$681,345	Waste Collection	
	Sita Environmental Solutions	\$18,704,817	Domestic Waste Collection	
	Sita Organics Sita Australia Pty Ltd	\$210,354	Domestic Waste Collection	
	Sparke Helmore Lawyers	\$387,832	Legal Services	
	Statewide Civil	\$764,862	Construction of Shared Pathway at River Rd Emu Plains	
	Suez Environment	\$1,220,990	Domestic Waste Collection	
	Sydney Metro Tree Services	\$271,875	Tree Services	
	Technology One	\$559,123	Computer Systems	
	Triple O Security	\$529,795	Security Services	
	University of Technology	\$239,120	Consultancy and Review Services	
OUR PERFORMANCE	Visy Recycling	\$2,325,104	Domestic Waste Collection	
	Westco Building Services	\$1,871,404	Building Trade Services	
	WSN Environmental Solutions Pty Ltd	\$189,313	Domestic Waste Collection	
	Wundaguard	\$234,210	Graffiti Removal	
	Westco Building	\$216,513	Building Works	
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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).

SUPPLIER	PAYMENTS FOR 2014-15 (INCL GST)	DESCRIPTION OF GOODS / SERVICES
A E Baker & Co	\$284,409	General Hardware Products
Allianz Aust Workers Compensation (NSW)	\$860,013	Insurance
Arup Pty Limited	\$156,377	Transport Planning Services
A Space Recreation Pty Ltd	\$398,892	Playground Equipment Supply
Caltex Aust	\$631,768	Provision of Fuel
Cardno (NSW/ACT) Pty Ltd	\$159,495	Engineering Consultancy Services
Complete Linemarking Services Pty. Ltd.	\$396,150	Road Line Marking Services
Computer System Australia	\$211,366	Information Technology Consulting Services
Data 3 Limited	\$436,586	Computer Software Licenses
Endeavour Energy	\$2,367,791	Street Lighting Provision of Lights and Maintenance
Energy Australia	\$559,753	Major Sites Electricity Supply
Forpark Australia	\$325,812	Supply and Install Playground Equipment
Fuji Xerox Australia	\$416,629	Leasing of Multi Functional Devices
Fulton Hogan Industries Pty Ltd	\$1,630,865	Asphalt Services
Gilbert & Roach	\$443,785	Supply of Plant
GYC Pty Ltd	\$396,691	Mowing Equipment and Small Plant
Hawkesbury City Council	\$151,897	Provision of Animal Impounding Services
Heartland Motor group	\$405,604	Supply of Vehicles
J & G Excavations & Asphaltting (NSW) Pty Ltd	\$1,474,045	Asphalting Services
J Wyndham Prince	\$313,905	Professional Engineering Consulting Services
Leonard Holt Robb	\$458,111	Newspaper Advertising Services
Origin Energy	\$488,631	Electricity for Street Lighting
Park Pty Ltd	\$494,373	Provision of Bulk Fuel
Parkequip Pty Ltd	\$163,488	Picnic Shelters and Aquatic Playground Equipment
Penrith City Automotive	\$281,185	Supply of Vehicles
Penrith Subaru	\$680,040	Supply of Vehicles

SUPPLIER	PAYMENTS FOR 2014-15 (INCL GST)	DESCRIPTION OF GOODS / SERVICES
Power Direct Pty Ltd	\$432,461	Supply of Electricity for Small Sites
QBE Insurance	\$267,308	CTP Insurance
RMA Contracting Pty Ltd	\$376,552	Hazardous Waste Disposal Services
Roadworx Surfacing Pty Ltd	\$1,489,288	Asphalt Services
Site Group Pty Ltd	\$358,797	Traffic Management Services
SPT Telecommunications	\$252,977	Internet Services
Staples Australia	\$295,765	Supply of Office Computers
State Asphalts Services Pty Ltd	\$6,825,865	Asphalt Services
Telstra	\$192,767	Fixed Line Phone Services
United Independent Pools	\$867,282	Insurance
United Petroleum	\$230,584	Supply of Bulk Fuel
Vertical Telecoms Pty Ltd	\$215,029	GPS units for plant
Westpool	\$902,000	Insurance

Other suppliers paid more than \$150,000

SUPPLIER	PAYMENTS FOR 2014-15 (INCL GST)	DESCRIPTION OF GOODS / SERVICES
Australia Post	\$297,340	Postal Services
Beyond Technology Consulting	\$216,568	Consulting Services, from multiple separate engagements
Brooks Irrigation	\$181,722	Irrigation Services, multiple engagement by quotation
Hames Sharley NSW Pty Ltd	\$201,223	Consulting Services, multiple engagement by quotation
The Bush Doctor NSW Pty Ltd	\$191,792	Bush Regeneration, multiple engagement by quotation

RATES AND CHARGES WRITTEN OFF

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

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

RATES AND CHARGES WRITTEN OFF	\$ EX GST
General Charges	127,252
Extra Charges*	16,172
Domestic Waste	20,952
Stormwater (excluding pensioner write-offs)	7
TOTAL	164,383

* 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.

PENSIONER REBATE ABANDONMENTS	\$ EX GST
General Rates – Statutory	1,867,059
Domestic Waste – Statutory	646,865
Stormwater – Voluntary	220,513
TOTAL	2,734,436

SUNDRY DEBTOR ABANDONMENTS	\$ EX GST
Sundry Debtor	33,693
TOTAL	33,693



Children's Book Week at Council's Library, 1963

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

During 2014–15, Council completed a range of access and equity projects and activities including with people from diverse cultural and linguistic backgrounds. The following is a summary of some highlights.

PEOPLE FROM CULTURALLY AND LINGUISTICALLY DIVERSE BACKGROUNDS

On 25 October and 1 November 2014 Council, in collaboration with Nepean Football Association, AFL NSW and Penrith and District Basketball Association hosted two Sports Days targeting refugee and migrant young people living in the Penrith LGA. The program was to engage young people from refugee and migrant backgrounds and encourage participation in team sports. Each day attracted over 50 young people from different cultural backgrounds.

To celebrate Refugee Week 2015 Council, together with Penrith Multicultural Interagency, hosted a forum for service providers. The forum, on 17 June at St Marys, attracted over 50 representatives from local and regional service providers and community members who work with refugees and migrants in Penrith and our region. The forum provided a great opportunity for participants to network and discuss issues and challenges facing refugee and migrant communities in the region and how services can effectively respond to these challenges.

YOUNG PEOPLE

On 2 February 2015, Council hosted a very successful Young Leaders Workshop. It focused on how young people can be empowered to be leaders and embrace the principles of diversity, mutual understanding and community harmony. The workshop attracted young people from different backgrounds and ages to explore these principles and how they can be applied in daily life.

Youth Week 2015 was celebrated between 10 and 19 April 2015. Youth Week is an opportunity to celebrate the contributions of young people in the community with the theme "It Starts With Us". Council funded and supported a range of local youth activities. The 2015 Youth Week program was a great success with over 1,000 young people attending a wide range of activities.

To enable senior school student leaders across the Penrith LGA to meet and discuss community volunteering, a Young Leaders Community Conference was held on 3 June at Council. The conference provided an excellent opportunity for high school students to network and identify volunteering opportunities in the local community. The conference attracted over 60 young people.

ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLE

On 11 July 2014, Council hosted a very successful National Aborigines and Islanders Day Observance Committee (NAIDOC) family day at Jamison Park, Penrith. The NAIDOC celebration provided an opportunity for the broader community to gain a better understanding and appreciation of Aboriginal and Torres Strait Islander culture. There were over 50 service providers who set up information stalls on the day. A health tent was also available to provide expert health advice and check-ups for participants. The event attracted over 6,000 people who enjoyed a wide range of activities, entertainment and performances on the day.

WOMEN

On 4 March 2015 Council, in partnership with Penrith Women's Health Centre and a number of local community organisations and service providers, held a successful International Women's Day celebration at St Marys Memorial Hall. The event attracted over 160 local women from diverse backgrounds and different ages who celebrated women's achievements by participating in the event.

PEOPLE WITH DISABILITY

To improve access for people with disability to Council services and facilities, Council provided funding of \$35,000 in 2014–15 for various projects. These included installing hearing loops in the Penrith Senior Citizens Centre and Council owned Community Connections Building; installing an accessible bubbler in Tench Reserve; adaptable switch toys for the Toy Library; and sliding doors at the Joan Sutherland Performing Arts Centre.

Council participated in the Nepean Disability Expo in September 2014. The two day event attracted about 2,000 people and provided opportunities for people with disability and their families to access information and services available in the area.

A successful Accessible Events Workshop was held at Council on 6 November 2014, to raise awareness and provide guidance to organisations on how to hold accessible events.

A group of 10 young people with intellectual disability participated in a series of ipad workshops organised by Council, giving them the opportunity to learn about Council decision-making processes and how they can contribute using digital technology.

SENIORS

In 2014–15 Council, in partnership with Blue Mountains City and Hawkesbury City Councils, completed the Nepean Volunteer Research Project funded by the NSW Department of Family and Community Services. The findings from the research and local consultation have

informed the development of a model for an integrated volunteer pathway to assist Home and Community Care services with strategies for recruitment, allocation, orientation and support, management and retention of volunteers. The project highlighted the importance of agency collaboration and coordination as part of a clear partnership framework. The project continues with leadership and support from the State Government and local service agencies.

Council has funded the two year *Seniors Active Living and Community Participation Project* to provide opportunities for over 55s to remain active socially, mentally and physically. A number of projects took place in 2014–15, and a creative approach was used in working with older residents. Projects included *Agile Not Fragile*, a contemporary dance project for the older people; *Memorable Tales*, a creative multimedia story project giving the older residents an opportunity to learn new technology skills in video production; and the hosting of a workshop about death literacy. All activities were well attended and have received very positive feedback from the participants.

To celebrate Seniors Week 2015, Council hosted two concerts in March 2015 for older residents, including one for frail aged people. The concerts attracted over 400 people and were well-received.

CULTURAL DEVELOPMENT

To encourage the participation of local communities in cultural activities, Council hosted a very innovative *Soundlapse – Queen Street Riches and Textures Project* in September 2014. Soundlapse was an immersive audio tour which took the audience on an interesting

journey through the street’s past, present and future. The successful project celebrating the diverse and shared stories of the St Marys community attracted participation by local residents, students, local artists and TAFE. It showcased the St Marys Corner Community and Cultural Precinct as a vibrant venue which supports a range of cultural programs.

To enable the establishment of sustainable networks between artists, art educators, local gardeners and the broader community, Council’s Community and Cultural Development Team worked in collaboration with the Sustainability Team and local community groups to embark on a very successful project named “Sharing the Seeds”. The project enabled people of diverse backgrounds to share their knowledge and stories through the common language of food.

HOMELESSNESS

On 4 September 2014 Council held The Penrith Homelessness Summit at the Joan Sutherland Performing Arts Centre. The summit provided an opportunity for all service providers and government agencies to identify and develop strategies to meet some of the challenges relating to homelessness in Penrith and the Nepean Region.

The Summit was opened by the Mayor and addressed by the then Minister for Family and Community Services the Hon Gabrielle Upton MP and the Hon Stuart Ayres, Member for Penrith. Over 100 delegates from government, non-government agencies and local volunteer groups attended, and an action plan has been developed based on workshop discussions at the Summit.



Attendees at the 2015 International Women’s Day Celebrations.

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SERVICES AND PROGRAMS THAT PROVIDE FOR THE NEEDS OF CHILDREN

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

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 2014–15 through the following services managed by a Cooperative Board:

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

There are also children’s services and projects directly managed by Council, including the Glenmore Park Child and Family Precinct, the Mobile Playvan service, the Child Care Links project incorporating family support and the Supporting Aboriginal Access in Children’s Services (SAACS) program.

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

- Providing early childhood education and care, principally for children of working parents in long day care, vacation care and before and after school care, for a range of hours between 6.30am and 6.30pm.
- Involving parents in the development of educational programs, including preschool, for children up to six years and in recreation programs for children from five to 12 years.
- Providing care and education programs for children aged from birth to six in sessional occasional care for parents generally not working outside the home.
- Providing a Mobile Playvan that supports social networking for families in residential areas that do not have established services, in the rural sector and by extending the service to some older established areas.
- Implementing a Family Support Project with a focus on supporting the most vulnerable sections of the community including a strong focus on Aboriginal families as part of the government’s commitment to the Closing the Gap initiative.
- Focussing on strategies to prepare children for school and high school.
- Making submissions and being a voice for local children at a state and federal level.
- Participating in local forums and networks to collaborate and share information with other service providers and distribute information to services and families.

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

- With additional needs and disabilities
- With diverse family backgrounds including Aboriginal and Torres Strait Islander families
- Whose home language was other than English, and
- From vulnerable families.

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

- Facilitating the Supporting Aboriginal Access to Children’s Services (SAACS) project to encourage these families to use Council’s services and to offer practical guidance to build the capacity of staff around cultural awareness and responsiveness.
- Children’s Services staff participating in local Children’s Week and NAIDOC Week celebrations, disability expos and information sessions for specific culturally and linguistically diverse (CALD) community groups and children from a refugee background.
- Providing Children’s Services staff with access to a broad range of professional development.
- Providing support to access Inclusion Support, Flexible Support, specialist equipment, bicultural support and Indigenous professional support to include children with high ongoing support needs and children with additional needs.
- Providing ongoing coaching and mentoring, tailor made to individual children’s centres, to ensure the implementation of the Early Years Learning and the My Time: Our Place curriculum frameworks.
- Paint the Town REaD and Imagination Library literacy projects across the City.

In 2014–15 our Children’s Services:

- Achieved ‘Meeting’ and ‘Exceeding’ the National Quality Standard ratings for all services entering the process
- Continued to upgrade facilities with improvements to centre playgrounds and buildings
- Improved customer service and communication including a Children’s Services Facebook page
- Attended career expos and university open days to promote services and childcare as a career of choice
- Provided a trainee program to encourage childcare as a career of choice and help maintain a skilled workforce
- Provided practicum placement for TAFE and university early childhood students
- Implemented a business plan that identifies the 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
- Continued to encourage community participation in management of our services, including establishing parent advisory committees at childcare centres.

CHILDREN’S LIBRARY SERVICES

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

Free library membership is available to all children living or going to school in the Penrith LGA.

Penrith Library Service has a dedicated Children’s Librarian to develop and deliver a range of free and paid activities for children from the ages of 0 to 14 years old. These include:

- Babytime sessions held fortnightly for children from 0 to 18 months old.
- Storytime sessions held weekly within all branches for 2 years to 6 years old.

- A community toy library catering for children 0 to 8 years old, with a large lending collection of educational toys suitable for indoor and outdoor play. The toy library has 5 sessions per week across all library branches.
- Midweek Extravaganza activities held weekly during school terms at Penrith Library. Each term has a different activity like chess, zumba, science or lego robotics with children participating for the whole term.
- A variety of holiday activities run at Penrith Library, including magic shows, puppet shows, wildlife shows and science, cartooning and writing workshops.
- A Children’s Newsletter each term providing information on relevant activities and events.
- Special events and activities including National Simultaneous Storytime, Children’s Week activities, Sydney Writers Festival, Book Week activities, and library tours and storytime sessions for playgroups, childcare centres and school groups.
- Lectures to help Higher School Certificate (HSC) students in key areas such as English, Business Studies and Maths.



All Abilities Playground at Thornton.

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WORK CARRIED OUT ON PRIVATE LAND

In 2014–15 Council carried out work on private land, replacing the roof for Wallacia Progress Association Inc at Wallacia Hall (corner of Greendale Road and Roma Avenue, Wallacia) at a cost of \$45,475 (ex GST). Full funding for the roofing works was adopted in Council's Operational Plan on 23 June 2014.

FINANCIAL ASSISTANCE

In 2014–15 Council provided financial assistance to community organisations and groups to fund a wide range of projects targeting Aboriginal and Torres Strait Islander people, older people, children, people from culturally and linguistically diverse backgrounds, young people, women and people with disability. A total of \$46,164 was allocated through Council's Community Assistance Program to fund 54 projects.

To celebrate the contribution and involvement of seniors in the community, Council allocated \$6,500 through its Seniors Week grant program to nine different community organisations and groups to assist with activities for older residents across Penrith City.

To celebrate the contributions young people make to Penrith City, Council allocated \$6,510 to hold a range of Youth Week activities during Youth Week 2015. A contribution of \$33,200 was also made to Don Bosco Youth Recreation Centre in St Marys to run weekend activities for local young people.

To encourage the delivery of cultural programs and activities, Council allocated a total of \$25,000 in 2014–15 to 10 local bands and performing groups who used the funds to purchase equipment, pay for venue hire, marketing and other performance related activities.

Council also provided a total of \$17,000 to amateur sportspeople for overseas and interstate travel in

2014–15. These donations were made to assist residents of Penrith, members of clubs based in Penrith as well as students from schools within the Penrith LGA. This travel assistance was allocated to 87 athletes, with 49 of those travelling interstate and 38 travelling overseas to compete.

EQUAL EMPLOYMENT OPPORTUNITY (EEO) MANAGEMENT PLAN

EEO is about ensuring all employees have equal access to the opportunities that are available at work by making sure that workplaces are free from all forms of unlawful discrimination and harassment, and providing programs to assist members of EEO groups to overcome past or present disadvantage or discrimination in employment.

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

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

Council adopts a variety of strategies that seek to ensure that the skills, knowledge and diversity of the community are represented and valued and that principles of merit selection are applied to attract and retain the best available people to deliver high quality services.

This section of our Annual Report examines Council's employment trends, programs, initiatives and progress in supporting workforce diversity and equity across the organisation for the 2014–15 financial year.



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

EEO GROUP	PENRITH LGA COMMUNITY PROFILE (ABS CENSUS 2011) %	PENRITH CITY COUNCIL % 2010-11	PENRITH CITY COUNCIL % 2011-12	PENRITH CITY COUNCIL % 2012-13	PENRITH CITY COUNCIL % 2013-14	PENRITH CITY COUNCIL % 2014-15
Aboriginal and Torres Strait Islanders	3.0	1.3	1.6	1.1	1.0	1.0 (2.0)
Women	50.6	57.0	62.0	55.6	55.9	57.3 (61.9)
People who speak a language other than English	18.4	9.7	9.7	8.9	10.1	9.7 (9.6)
People with a Disability	13.5*	4.8	4.3	3.4	3.2	3.3 (2.8)

* Penrith Inclusion Plan People with a Disability 2009-13

Bracketed figure includes temporary and casual employees

Council is aware that there is a level of under reporting with regard to ATSI identification and disclosure across the organisation and representation in this group this year has continued to decrease. Council continues to develop strategies to encourage employment opportunities across the organisation. Examples of this include targeted traineeship programs for Aboriginal and Torres Strait Islanders and also developing partnerships with ASTI organisations.

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

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

Council continues to monitor strategies to provide persons with disability employment opportunities within the organisation. Again it is acknowledged that there may be a level of under reporting due to a range of issues associated with disability identification and disclosure.

PROGRAMS AND INITIATIVE HIGHLIGHTS IN 2014-15

EEO Management Plan

Council's EEO Management Plan 2015-17 was developed and implemented. All outcome areas from the previous EEO Management Plan have been retained as these meet the requirements of the *Local Government Act 1993*, encompass ongoing EEO programs and provide

a check point for the ongoing monitoring and review of Council's progress. Two additional outcomes have been included in the Plan, relating to building disability awareness (action 4.4.3) and providing opportunities for ATSI employment (action 5.2.4).

Policy Review

The EEO and Antidiscrimination Policy was reviewed to incorporate contemporary terminology and organisational responsibilities.

The Domestic and Family Violence Policy, implemented in 2013, was reviewed during this reporting period.

Traineeship Program

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

During 2014-15, Council appointed as part of our traineeship program:

- 1 person with a disability
- 2 people of Aboriginal and Torres Strait Islander background in Business Administration, and
- 2 people of Aboriginal and Torres Strait Islander background in Childcare.

Gender Equity

Strong support continues to be provided for Council’s Gender Equity Committee with the progression of a number of initiatives. A program of ongoing forums and workshops supports employees with regards to family friendly policies, professional development opportunities and pathways, and health and wellbeing. This year our workshop on Financial Literacy for Women was popular.

The *Work Your Way* booklet, developed as a Gender Equity initiative in 2012, was reviewed to incorporate relevant changes to legislation and current policy and practices. This booklet gives an overview of Council’s flexible employment policies and leave entitlements which aim to help our staff enjoy a healthy balance between work and home life throughout various stages of life.

Training and Development Opportunities

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

During the reporting period, approximately 140 women accessed career development opportunities by relieving in a higher position. There are currently 56 women accessing Council’s education assistance program.

Of the people employed by Council who have identified as having a disability, 51% have had access to Higher Duties Allowance (HAD) opportunities, 77% have had learning and development opportunities beyond mandatory training and 20% have participated on a recruitment panel.

Of the people employed by Council who have identified as being of ATSI background, 33% have had access to HDA opportunities, 83% have had learning and development opportunities beyond mandatory training and 25% have participated on a recruitment panel.

Accessible Workplace Environment

Of the staff that have disclosed having a disability, 24% require workplace adjustments. Some of these provisions include modified work spaces, computer accessories and modifications, and the accommodation of companion animals.

Discrimination

In the reporting period, there were no reports of discrimination made to the Anti-Discrimination Board or through Industrial Tribunals.

Partnership with the National Disability Recruitment Coordinator

In 2014 Council partnered with the National Disability Recruitment Coordinator to develop an action plan that incorporates strategies to build disability confidence across the organisation, review Council’s recruitment practices and to help facilitate applicants for the traineeship program. These actions will be implemented over the duration of the next EEO Management Plan 2015–17.

For more information refer to the Our People section on page 33.

External Bodies Exercising Council Functions

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

Council Committees and Entities

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

The committees/entities are:

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

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

Companies in which Council held a Controlling Interest

Companies in which Council held a controlling interest during 2014–15 were:

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

Organisations in which Council Participated

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

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

PARTNERSHIPS, CO-OPERATIVES AND JOINT VENTURES INVOLVING COUNCIL

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

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

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

COMPANION ANIMALS ACTIVITIES

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

The lodgement of pound data collection returns is conducted annually in accordance with section 15 and 15.2 of the Guidelines on the Exercise of Functions under the Companion Animals Act 1988 and provided to the Office of Local Government.

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

In accordance with section 16 (2)(b) of the *Companion Animals Act 1998* Council reports all data of dog attacks within 72 hours of notification.

Council’s budget for companion animal management and activities in 2014–15 was \$450,000. Council received a further \$15,000 from the Office of Local Government for the *Chip, Spay & Play program*. This program, running from April to September 2015, offered free desexing, microchipping and dog training to animal owners from low socio-economic areas.

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

- providing information regarding cheaper registration fees for desexed animals
- conducting a free microchipping and education day in conjunction with Housing NSW
- conducting education days throughout the Penrith LGA, at locations such as community events and shopping centres, including information on the benefits of desexing cats and dogs

- advertising and organising editorial coverage about companion animal issues in the local media
- 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 2014–15.

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 impounding at the animal shelter
- send seizure letters to identified owners within 24 hours to advise of their animal's impounding
- advertise impounded unidentified animals for sale in the local media and online
- offer dogs and cats to animal rescue organisations 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 2014–15 to the Office of Local Government. For the period, 95% of dogs and 80% of cats 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 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
- Signposted area off Victoria Street (near Shaw Street), Werrington.

In accordance with section 85(1)(a) of the *Companion Animals Act 1998*, Council received \$52,000 from the Companion Animals Fund in 2014–15, however, the last two quarterly payments were not received due to a processing error.

The Coordinator Ranger & Animal Services and Companion Animals Officers participated on the Committee of the Australian Institute of Animal Management (AIAM) and attended the Conference as workshop facilitators. AIAM is recognised nationally as facilitators of best practice in animal management.

Throughout the year Animal Services Officers, Companion Animal Officers and Rangers have assisted NSW Police Force on request.

VOLUNTARY PLANNING AGREEMENTS

There were seven applicable agreements for the reporting period.

- Caddens Release Area Planning Agreement
 - Partial transfer of the E2 Environmental Conservation land (1.877hectares) has taken place with the remaining land to be transferred in accordance with the agreement.
- St Marys Planning Agreement
 - Delivery of local open space and pathways infrastructure and financial contributions occurred in accordance with the delivery schedule in the agreement.
- Glenmore Park Stage 2 Planning Agreement
 - In accordance with the agreement Affordable Housing Contribution of \$8,639 has been received.
 - In accordance with the agreement Employment Contribution of \$433,375 has been received.
 - Transfer of E2 land and further contributions are to occur in accordance with the delivery schedule in the agreement.
- Second Glenmore Park Stage 2 Planning Agreement
 - In accordance with the agreement contributions of \$1,262,765 were received.
 - Infrastructure delivered eg pathways, parks in accordance with the agreement.
- Panthers Penrith Planning Agreement Roadworks
 - No effect this period.
- Panthers Penrith Planning Agreement Outlet Centre
 - No effect this period.
- Caddens Knoll Planning Agreement
 - No effect this period.

GOVERNMENT INFORMATION REQUESTS

Under section 7 of the *Government Information (Public Access) Act 2009* (GIPA Act), agencies must review their programs for the release of government information to identify the kinds of information that can be made publicly available. This review must be undertaken at least once every 12 months.

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

During the reporting period, we reviewed this program by updating Council's policy register to include any new or revised policy documents for 2014–15 and by making those documents 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.

This year we received a total of 50 formal access applications (including withdrawn applications but not invalid applications).

In 2014–15 we refused a total of 9 formal access applications because the information requested was information referred to in Schedule 1 of the GIPA Act. Of those applications, 2 were refused in full, and 7 were refused in part.

The following tables provide information, as set out in the form required by the tables in Schedule 2, relating to access applications (if any) made to the agency during the reporting year.

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

TYPE OF APPLICANT	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	2	0	0	0	0	0	0	16
Not for profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	9	3	0	0	0	0	0	1
Members of the public (other)	11	4	2	0	0	0	0	0

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

Table B: Number of applications by type of application and outcome

TYPE OF APPLICATION	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*	11	4	2	0	0	0	0	16
Access applications (other than personal information applications)	13	3	0	0	0	0	0	1
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 GIPA Act) about the applicant (the applicant being an individual).

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

Table C: Invalid applications

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

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

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

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

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

MATTERS	NUMBER OF OCCASIONS WHEN APPLICATION NOT SUCCESSFUL
Responsible and effective government	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	7
Business interests of agencies and other persons	3
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

Table F: Timeliness

TIMEFRAME	NUMBER OF APPLICATIONS
Decided within the statutory timeframe (20 days plus any extensions)	28
Decided after 35 days (by agreement with applicant)	5
Not decided within time (deemed refusal)	0
Total	33

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

APPLICATIONS	DECISION VARIED	DECISION UPHELD	TOTAL
Internal review	0	0	0
Review by Information Commissioner*	0	1	1
Internal review following recommendation under section 93 of Act	0	0	0
Review by ADT	0	1	1
Total	0	2	2

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

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

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

Table I: Applications transferred to other agencies under Division 2 of Part 4 of the Act (by type of transfer)

APPLICATIONS	NUMBER OF APPLICATIONS TRANSFERRED
Agency-initiated transfers	2
Applicant-initiated transfers	0

PUBLIC INTEREST DISCLOSURES

The following information was submitted to the Ombudsman in accordance with requirements under the *Public Interest Disclosures Act 1994*.

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

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

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

Council has adopted a Public Interest Disclosures Internal Reporting System 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.





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.

INTRODUCTION

This section provides analysis on the 2014–15 Financial Statements. It compares the reported financial results to Council’s own financial objectives. Readers of the Statements are encouraged to contact Council’s Financial Services Department on (02) 4732 7815 for any assistance required in understanding the reported results.

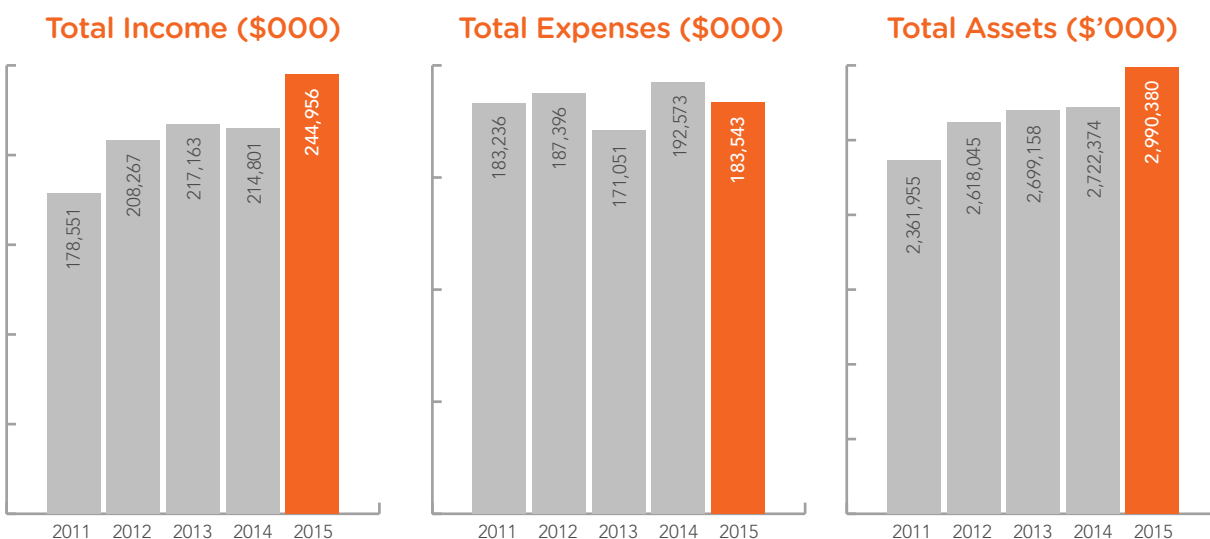
These statements are produced in accordance with the Australian Accounting Standards and the NSW Local Government Code of Accounting Practice. The Australian Accounting Standards Board (AASB) has adopted International Financial Reporting Standards (IFRS) and issued the Australian equivalents (AIFRS).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

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

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

2014-15 KEY RESULTS AND EVENTS

- Overall income up by 14.0% to \$244.9m
- Total Expenses down by 4.7% to \$183.5m
- Total Assets up by 9.8% to \$2,990m
- Net Assets up by 10.2% to \$2,877m
- Asset \$ per head of population is \$15,643
- Liabilities up by 1.8% to \$113.4m
- Liabilities per head of population is \$593
- Infrastructure, Property Plant & Equipment up by 9.2% to \$2,868m



FIVE-YEAR FINANCIAL SUMMARY

FOR THE YEAR ENDED 30 JUNE	UNITS	2015	2014	2013	2012	2011
Total Income from Continuing Operations	\$000	244,956	214,801	217,163	208,267	178,551
Total Expenses from Continuing Operations	\$000	183,543	192,573	171,051	187,396	183,236
Net Operating Result for Year	\$000	61,413	22,228	46,112	20,871	(4,685)
Grants and Contributions	\$000	76,848	57,926	69,612	64,919	46,888
Net Operating Result before Capital Grants and Contributions	\$000	14,833	(13,732)	841	(7,564)	(18,020)
Further breakdown of Income Statement items are shown in Appendix 1						
Current Assets	\$000	85,409	60,562	78,617	74,779	71,355
Non-Current Assets	\$000	2,904,971	2,661,812	2,620,541	2,543,266	2,290,600
Current Liabilities	\$000	56,020	52,979	52,548	50,493	50,385
Non-Current Liabilities	\$000	57,363	58,418	57,861	61,117	61,527
Total Equity	\$000	2,876,997	2,610,977	2,588,749	2,506,435	2,250,043
Further breakdown of Balance Sheet items are shown in Appendix 1						
Cash Flows from Operating Activities	\$000	44,089	10,626	37,902	46,789	22,003
Cash Flows from Investing Activities	\$000	(36,802)	(10,953)	(40,165)	(10,022)	(15,684)
Cash Assets at the end of Reporting Period	\$000	50,118	42,768	41,880	45,453	8,361
Rates Outstanding	%	3.36	3.87	4.83	5.73	5.60
Unrestricted Current Ratio	Ratio	1.64:1	1.1:1	1.19:1	1.31:1	1.19:1
Debt Service Cover Ratio	%	267.7	72.1	199.4	286.3	
Asset Renewal	%	39.2	60.5	53.5	34.0	46.6

OUR FINANCIAL PERFORMANCE

Council's financial performance for 2014–15 is characterised by:

- a net surplus result of \$61.4m for the year
- a budget surplus of \$218,408 after allowing for a number of transfers to reserve
- an Unrestricted Current Ratio of 1.64:1, up from 1.10 in 2013–14
- an increase in assets from \$2,722m in 2013–14 to \$2,990m in 2014–15, with assets per capita of \$15,643 per person (population estimate of 191,170) per person during this period
- taking into account three Investment Properties sold during 2014–15, an increase of \$1.3m in the value of Council's Investment Properties to \$15.4m
- a slight increase in liabilities to a total of \$113.4m in 2014–15 – with liabilities per capita of \$593
- a decrease in Rates and Annual Charges outstanding to 3.36% (2013–14, 3.87%)
- a capital works program of \$61.1m in 2014–15, including \$36.2m in dedicated roads, drainage, and land under these roads
- a total of 68.3% of Council's income being derived from sources not reliant on grants and contributions (such as Rates and Annual Charges, and User Fees and Charges)
- other key ratios are outlined in Note 13.

FINANCIAL OVERVIEW

Ensuring Financial Sustainability

Council's financial performance is aligned with its continued focus on long-term financial sustainability. We regularly review our Operational Plan and financial performance throughout the year to adapt to changing conditions and requirements. Council regularly reviews its Long-Term Financial Plan (LTFP) to ensure short-term needs are considered against long-term sustainability. Council remains in a sound and stable financial position, due in part to the 2011–12 SRV which focused on asset renewal and securing the right level of resources to ensure that Council's current services and service levels can be maintained. financial sustainability however has not been achieved without challenges in the recent years. Council's capacity to accommodate additional priorities can only be achieved through the reprioritisation of service levels. Future budgets continue to demonstrate Council's commitment to productivity improvements and this continued pursuit and actively managing programs ensures that Council will remain financially sustainable and is building a sustainable long term platform.

Council's investment policies and strategies have been effective in producing strong returns on ratepayers' funds in 2014–15. Council's average return on investments for 2014–15 is 3.38%, which has considerably outperformed the average 90 day BBSW rate of 2.5%. The weighted average interest rate on borrowings has continued to decrease due to the lower cost of capital, and an increase in renewal loans. Council continues to use borrowings to fund an accelerated infrastructure program, however Council's level of debt is continually monitored to ensure it is sustainable without risking service levels.

Council's operating result for the year was a surplus of \$61.4m. During 2013–14, a once-off amount of \$14.1m was paid to the Department of Planning and Infrastructure as Council's share of the project costs of the Erskine Park Link Road. These funds were collected by Council through Section 94 contributions over prior years, and this payment was recognised as an expense in 2013–14. This non-standard use of Section 94 funds significantly impacted Council's operating result for 2013–14. This amount had a significant impact throughout the statements and on Council's indicators, particularly where the operating result and expenditure from operating activities are used in a calculation. This transaction should be taken into account when comparing the 2014–15 results with the 2013–14 results. Where appropriate, the discussion and impact of this transaction will be shown in the relevant parts of this document.

The 2014–15 financial year provided the fourth instalment of Council's Special Rate Variation (SRV). The additional funding has ensured that asset renewal programs could be fully implemented and essential City Centre Renewal could be undertaken while maintaining the services and service levels being demanded by our community. Council's LTFP is attached as Special Schedule 8.

Delivering Infrastructure

Local Government in NSW faces a large backlog of work to bring roads, drainage, and building assets to a satisfactory standard. Council's commitment to addressing our infrastructure backlog has seen increased funding for asset maintenance and renewal, and development of renewal programs for all key asset classes in recent years. The review of the LTFP and Resource Strategy during 2010–11 highlighted that while progress is being made in a number of asset classes, Council did not have the capacity to fully fund all identified asset renewal programs and addressing our infrastructure backlog was one of the key drivers for the 2011–12 Special Rate Variation.

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

The backlog previously reported in Special Schedule 7 included low risk items to bring to satisfactory standard. The report of JRA recalculated the backlog to align with community expectations for affordable levels of service and remove upgrade / expansion amounts. The primary strategy will be to commence an ongoing process of community engagement to balance service levels, and risks and revenues, while continuing to work with surrounding Councils on efficiency improvement. Special Schedule 7 – "Report on Infrastructure Assets" – in the attached Financial Statements has been updated with this methodology. This has resulted in a decrease in the estimated cost to bring to satisfactory standard (BTS) from \$42.1m in 2013–14 to \$15.9m in 2014–15.

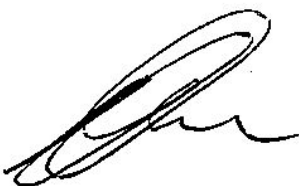
Developer Contribution Reforms

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

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

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

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



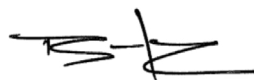
ANDREW MOORE
FINANCIAL SERVICES MANAGER
ACTING RESPONSIBLE ACCOUNTING OFFICER

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

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

Council has continued its lobbying on this and associated s94 planning issues since changes to the planning process and \$30,000 cap were announced. In 2015 we secured lobbying support for Council's position from WSROC and neighbouring councils in Blue Mountains, Liverpool and Wollondilly and MACROC is also preparing to examine the issue. This recognises the wide implications of the cap and transitional provisions for local government.

Council's performance in 2014–15 continues to ensure a stable financial position. This provides a strong grounding for Council for the growth, challenges, and opportunities that lie ahead.



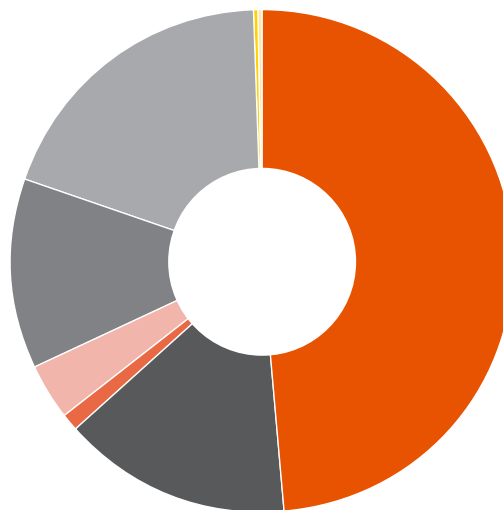
BRETT RICHARDSON
FINANCIAL ACCOUNTANT

INCOME

SUMMARY

• Overall income up by 14.0% to \$245m

- Rates & Annual Charges (\$119.7m)
- User Charges & Fees (\$35.9m)
- Investment Revenues (\$2.7m)
- Other Revenues (\$8.6m)
- Grants & Contributions - Operating (\$30.3m)
- Grants & Contributions - Capital (\$46.6m)
- Profit from Disposal of Assets (\$0.6m)
- Profit from interests in Joint Ventures & Associates (\$0.6m)



INCOME ITEM	2015 (\$'000)	2014 (\$'000)	% CHANGE
Rates & Annual Charges	119,741	112,142	6.8%
User Charges & Fees	35,911	34,325	4.6%
Investment Revenues	2,650	2,995	(11.5%)
Other Revenues	8,584	6,258	37.2%
Grants & Contributions – Operating	30,268	21,966	37.8%
Grants & Contributions – Capital	46,580	35,960	29.5%
Profit from Disposal of Assets	587	-	100.0%
Profit from interests in Joint Ventures & Associates	635	1,155	(45.0%)
Total Income from Continuing Operations	244,956	214,801	14.0%

Rates & Annual Charges

The increase in property numbers from 68,423 in 2013–14 to 69,662 in 2014–15, together with the approved rate increase of 4.2% (including the SRV) has added \$7.6m to Operating Revenue. Rates Outstanding, a key industry indicator, decreased to 3.36% in 2014–15 from 3.87% in 2013–14 and is below the industry target of 5%. This positive result has been achieved following the implementation of revised debt recovery processes and Council will remain active in debt recovery, with a view to maintaining this indicator below 5%.

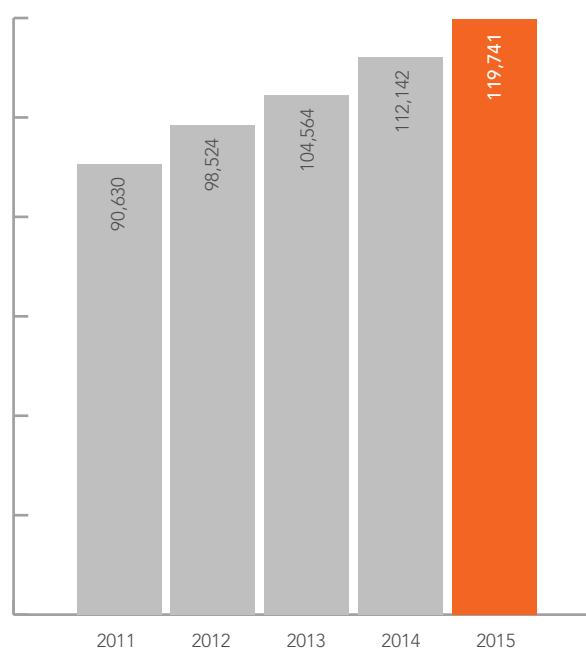
User Charges & Fees

User Charges and Fees increased 4.6% over the 2014–15 Financial Year, in line with expectations.

Investment Revenues

Council’s investment portfolio as at 30 June 2015 has remained in line with expectations, at a total of \$86.7m (2013–14, \$57.5m). This increase is mainly attributable to the increase in grants and contributions received in 2014–15.

RATES & ANNUAL CHARGES (\$`000)



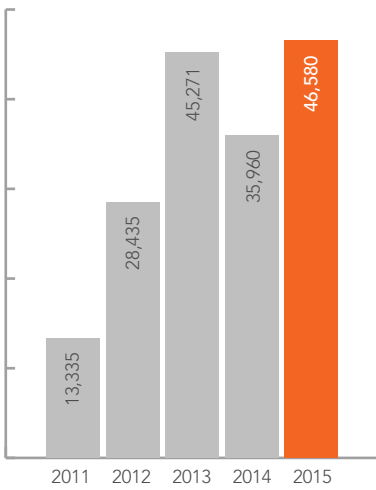
OTHER REVENUES

Other Revenues increased by 37.2% during 2014–15. This was mainly due to the increase in value of Council's Investment Properties of \$1.3m in 2014–15.

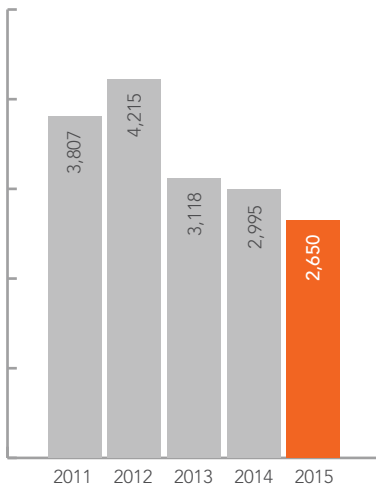
Grants & Contributions

Grants & Contributions have increased overall by \$18.9m (32.7%). This is primarily due to increased levels of subdivider dedications, and grants received for such items as the Cranebrook Wetlands and Shared Use Pathway projects. Also in 2013–14, the Financial Assistance Grant ceased being paid in advance, which resulted in a timing difference between 2013–14 and 2014–15. Refer to Note 3(e) for further details.

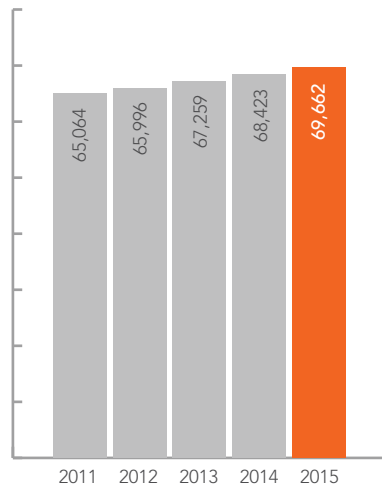
CAPITAL GRANTS & CONTRIBUTIONS (\$'000)



INVESTMENT REVENUE (\$'000)



PROPERTY NUMBERS

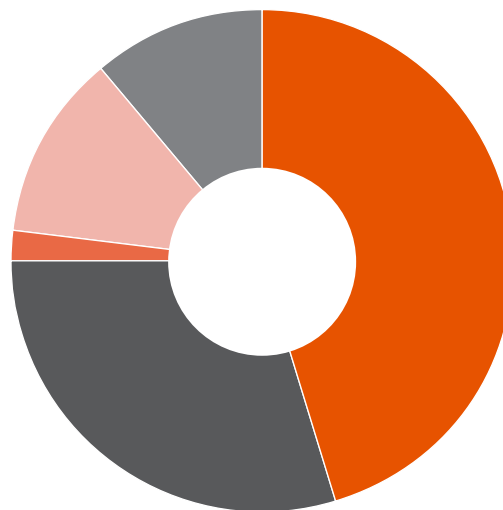


EXPENSES

SUMMARY

- Total Expenses down by 4.7% to \$183.5m
- Employee costs up by 2.4% to \$83.4m

- Employee Costs (\$83.4m)
- Materials & Contracts (\$54.6m)
- Borrowing Costs (\$3.4m)
- Depreciation, Amortisation & Impairment (\$21.9m)
- Other Expenses (\$20.2m)



EXPENSE ITEM	2015 (\$'000)	2014 (\$'000)	% CHANGE
Employee Costs	83,430	81,474	2.4%
Materials & Contracts	54,595	51,155	6.7%
Borrowing Costs	3,434	3,826	(10.2%)
Depreciation, Amortisation & Impairment	21,915	19,702	11.2%
Other Expenses	20,169	35,995	(44.0%)
Loss from Disposal of Assets	-	421	(100.0%)
Total expenses from Continuing Operations	183,543	192,573	(4.7%)

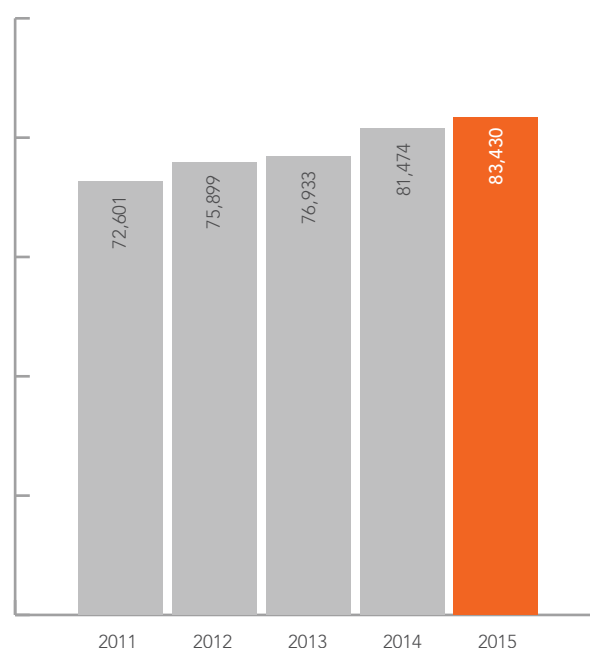
Employee Costs

Total employee costs increased \$2m in 2014–15. This equates to a 2.4% increase, after accommodating an award increase of 2.7% in July 2014, and also includes:

- Increase in total Superannuation costs – \$218,000
- Skills and knowledge progression – \$247,000
- Employee performance bonuses – \$473,000
- Decreases for the provision for Employee Entitlements – \$421,000

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

EMPLOYEE COSTS (\$'000)



Council's transition to Workcover's Retro-paid Loss model for worker's compensation insurance continues to provide benefits and efficiencies for Council compared to the traditional claims experience insurance. The total worker's compensation expense for 2014–15 was \$919,000 (2013–14, \$1.5m), compared to the 2009–10 costs under the traditional premium of \$3.1m.

Depreciation

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

Total depreciation for the year was \$21.9m (2013–14, \$19.7m).

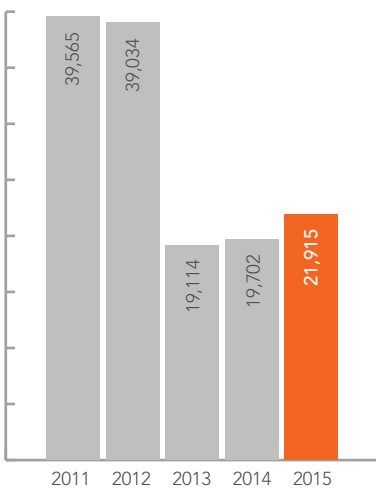
Borrowing Costs

Council's borrowing costs continue to decrease, reflecting the lower cost that Council is able to borrow funds at. Council's loan portfolio has increased slightly by \$348,000, and the average rate at which Council has borrowed funds has decreased from 5.1% in 2013–14, to 4.5% in 2014–15, reflected in a reduction of borrowing costs of \$392,000.

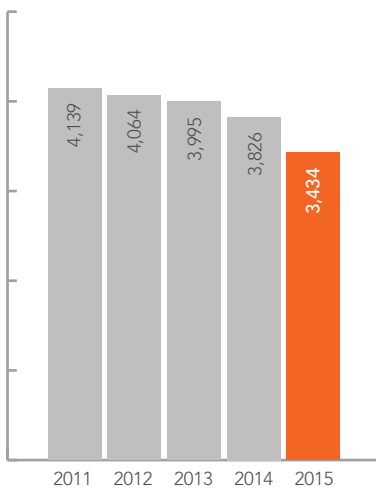
Other Expenses

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

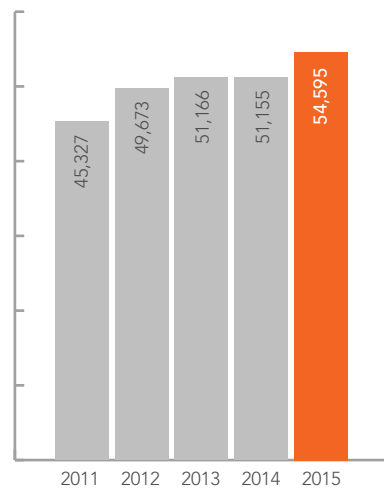
DEPRECIATION (\$'000)



BORROWING COSTS (\$'000)



MATERIALS & CONTRACTS (\$'000)

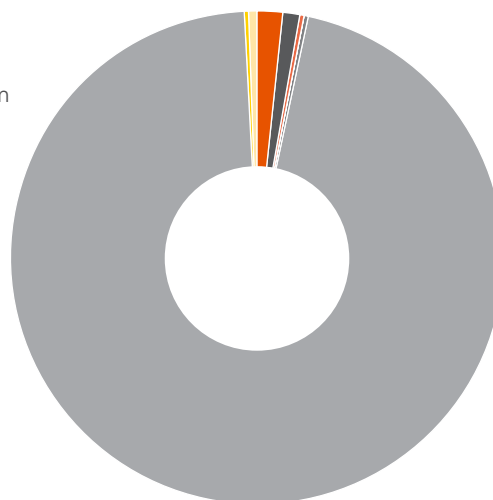


ASSETS

SUMMARY

- Total Assets up by 9.8% to \$2,990m
- Net Assets up by 10.2% to \$2,877m
- Asset \$ per head of population is \$15,643
- Infrastructure, Property Plant & Equipment up by 9.2% to \$2,868m

- Cash & cash equivalents (\$50.1m)
- Investments (\$36.6m)
- Receivables (\$11.6m)
- Inventories (\$1.2m)
- Other (\$1.5m)
- Infrastructure, Property, Plant & Equipment (\$2868.2m)
- Equity accounted investments (\$5.7m)
- Investment property (\$15.4m)



ASSET ITEM	2015 (\$'000)	2014 (\$'000)	% CHANGE
CURRENT ASSETS			
Cash & cash equivalents	50,118	42,768	17.2%
Investments	22,054	6,214	254.9%
Receivables	10,483	8,619	21.6%
Inventories	1,206	1,206	-
Other	1,548	1,306	18.5%
Non-current assets held for sale	-	449	(100.0%)
TOTAL CURRENT ASSETS	85,409	60,562	41.0%
NON-CURRENT ASSETS			
Investments	14,500	8,500	70.6%
Receivables	1,136	1,357	(16.3%)
Infrastructure, Property, Plant & Equipment	2,868,202	2,626,627	9.2%
Equity accounted investments	5,745	5,110	12.4%
Investment Property	15,388	20,218	(23.9%)
TOTAL NON-CURRENT ASSETS	2,904,971	2,661,812	9.1%
TOTAL ASSETS	2,990,380	2,722,374	9.8%

Cash Position

An assessment of Council's cash holdings at the end of the Financial Year provides a different view of the year's financial information. Council's Cash Flow Statement provides information relating to actual payments and receipts of cash. Investments have increased over the 2014–15 year, mainly due to an increase in revenues, and a decrease in expenses. At 30 June 2015, Council again recognised an increase in the value of its Mortgage

Backed Securities (MBS) of \$104,000 (increase of \$281,000 in 2013–14) after Council received valuations for these investments that took into account the change in market, and a redemption of principal for these investments. The maturity date of these investments were extended beyond their initial maturity date, and have a legal maturity date of 2051 and 2057. It is important to note that these investments are still paying coupons and

penalty interest, and there have been no indications that these investments will default. Council continues to hold funds on call to ensure funds are immediately available if required. This amount can fluctuate and for 2014–15 the holdings of \$3.6m are in line with Council's targets.

Reserves

Council operates a number of internally and externally restricted reserves. External reserves include unspent Section 94 funds received, special purpose grants or unexpended loans, along with domestic waste and sullage reserves. These reserves are maintained to ensure that the funds received are expended on the intended purpose, and this restriction is imposed on Council through either legislation or the funding body. There has been an increase in unrestricted funds held at 30 June 2015 of \$666,000, after a decrease in 2013–14 that was impacted by the \$14.1m payment to the Department of Infrastructure and Planning, and is also a contributing factor to the 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.

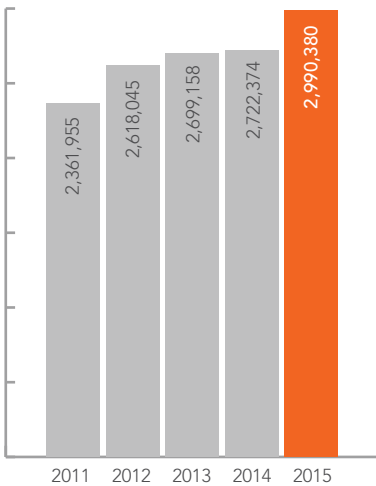
Unrestricted Current Ratio

The unrestricted current ratio for 2014–15 was 1.64:1. 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 2015, there were six Section 94 plans in deficit totaling \$9.0m (compared to \$8.7m in 2013–14). Two plans – the Cultural Facilities Plan and the Lambridge Estate Plan - accounted for \$6.2m of this deficit. Once adjusted for these internal borrowings, the adjusted indicator is 1.95:1 and is above Council's adopted benchmark of 1.25:1, and is above the Division of Local Government's benchmark of 1.5:1.

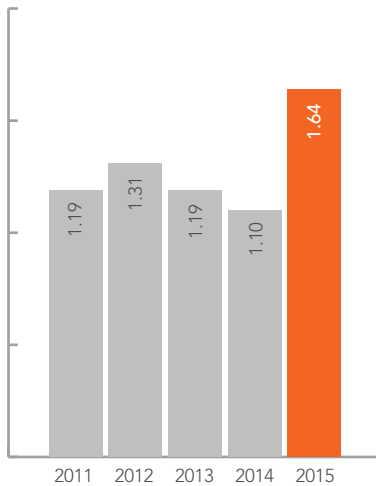
Receivables

Receivables for 2014–15 totaled \$11.6m, an increase compared to 2013–14 (\$10m). The Rates Outstanding percentage decreased from 3.87% in 2013–14 to 3.36% in 2014–15, which is below the industry benchmark of less than 5%.

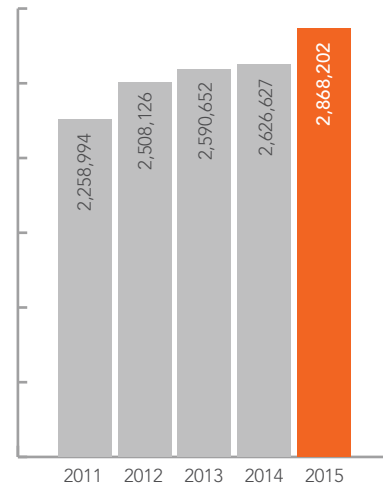
TOTAL ASSETS (\$'000)



UNRESTRICTED CURRENT RATIO



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



Infrastructure, Property, Plant & Equipment

Infrastructure, Property, Plant & Equipment (IPPE) increased 9.2% over the 2014–15 year to \$2,868m, mainly due to the revaluation of Councils Road, Bridges, and Drainage assets at 30 June 2015 which added \$205m to these assets. Total asset purchases of \$61.1m included \$6.2m of asset renewals and \$54.9m for new asset purchases / construction. A summary of IPPE transactions for 2014–15 are shown below, with greater detail provided in Note 9:

Plant and Equipment

Vehicles purchased	48
Vehicles sold	48
Plant items purchased	22
Plant items sold	15

Total value of plant and vehicle purchases of \$2.75m, and includes:

RFS Category 7 Tanker	\$190,000
Isuzu FVR1000 Tipper (x2)	\$288,000
Toro Mowers (x2)	\$248,000

Office Equipment

New Computer Purchases	\$268,000
Server Infrastructure	\$198,000
Microsoft Licences	\$150,000

Buildings and Other Structure

Civic Centre Improvements	\$905,000
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Road Works and Drainage

Drainage Works (excl Dedications)	\$747,000
Road Works (excl Dedications)	\$7.9m

Includes:

Bus Shelters	\$113,000
Pathpaving	\$1.22m

Infrastructure

Road Dedications	\$17.1m
Drainage Dedications	\$7.2m

Other Assets

Library Resources	\$485,505
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MAJOR CAPITAL PROJECTS worthy of note, either completed or underway during the year include:

Wetland Project	\$1.24m
Great River Walk	\$766,000
Jamison Park Playground	\$761,000
Field Lighting SMS Control	\$564,000

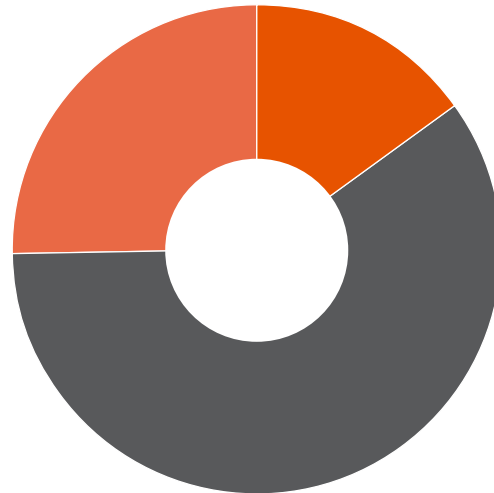


LIABILITIES

SUMMARY

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

- Payables (\$17.2m)
- Borrowings (\$67.8m)
- Provisions (\$28.4m)

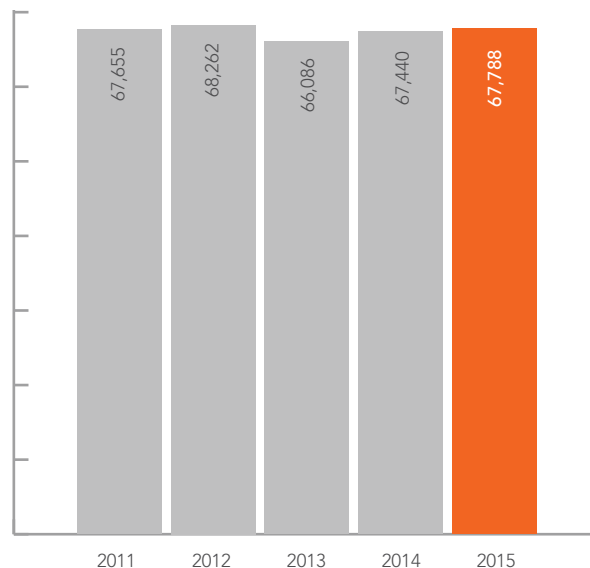


LIABILITY ITEM	2015 (\$'000)	2014 (\$'000)	% CHANGE
CURRENT LIABILITIES			
Payables	17,185	15,126	13.6%
Borrowings	11,066	9,675	14.4%
Provisions	27,769	28,178	(1.5%)
TOTAL CURRENT LIABILITIES	56,020	52,979	5.7%
NON-CURRENT LIABILITIES			
Borrowings	56,722	57,765	(1.8%)
Provisions	641	653	(1.8%)
TOTAL NON-CURRENT LIABILITIES	57,363	58,418	(1.8%)
TOTAL LIABILITIES	113,383	111,397	1.8%

The 2014–15 Debt Service Cover Ratio was 2.68 (0.72 in 2013–14). This ratio measures the availability of operating cash to service debt including interest, principal, and lease payments. The Debt Service Cover Ratio can be misleading if comparisons are made without understanding the underlying situation. Much of Council's loan portfolio has income streams to fund the loan repayments. Knowledge of the principal and interest components of loan payments, along with any revenue streams used to fund these repayments, is required if any comparison to other Councils is to be meaningful. Council's approvals under the Local Infrastructure Renewal Scheme (LIRS) also provides an interest rates subsidy from the NSW Government.

Total borrowings now stand at \$67.8m, a slight increase of \$348,000 (0.5%) over 2013–14.

TOTAL BORROWINGS (\$'000)



CONTROLLED ENTITIES

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

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

FINANCIAL RESULTS	\$'000		
	PPVA	RIPPLES	PWS
Operating Expenses	3,418	4,837	1,576
Operating Revenues (Excluding Council's Subsidy)	1,899	3,563	1,346
Surplus / (Deficit) before Subsidy	(1,520)	(1,274)	(230)
Subsidy	1,547	1,423	-
Surplus / (Deficit) from Ordinary Operations	28	149	(230)
Capital Grants			
Surplus / (Deficit)	28	149	(230)
Current Assets	1,135	228	246
Non-Current Assets	629	236	1,123
Total Assets	1,764	464	1,370
Current Liabilities	816	749	1,080
Non-Current Liabilities	148	-	388
Total Liabilities	963	749	1,469
Net Assets	801	(285)	(99)



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)	2015 SURPLUS / (DEFICIT)	2014 SURPLUS / (DEFICIT)	2013 SURPLUS / (DEFICIT)	2012 SURPLUS / (DEFICIT)	2011 SURPLUS / (DEFICIT)
Children's Services	(671)	(1,058)	(609)	137	(606)
Council Pools	(2,018)	(2,234)	(2,653)	(1,715)	(2,044)
Penrith Whitewater Stadium	(263)	(84)	(182)	(142)	182
Property Development	(739)	(1,137)	(930)	(1,338)	2,911
Penrith Performing & Visual Arts	(1,131)	(1,232)	(1,372)	(955)	(3,086)

CATEGORY 2 (TURNOVER LESS THAN \$2M)	2015 SURPLUS / (DEFICIT)	2014 SURPLUS / (DEFICIT)	2013 SURPLUS / (DEFICIT)	2012 SURPLUS / (DEFICIT)	2011 SURPLUS / (DEFICIT)
Cemeteries	185	(29)	(156)	(86)	(152)
Tennis Courts	(358)	(383)	(369)	(216)	(299)
St Clair Recreation Centre	(281)	(335)	(332)	(159)	(196)
Lemongrove Retirement Village (sold 2011)	n/a	n/a	n/a	n/a	80
Halls	(1,996)	(1,863)	(1,198)	(1,106)	(1,161)
Contestable Services	144	125	71	(80)	(4)

Penrith City Council

General Purpose Financial Statements

for the financial year ended 30 June 2015

Statement by Councillors and Management

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

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

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

To the best of our knowledge and belief, these Financial Statements:

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

We are not aware of any matter that would render the Reports false or misleading in any way.

Signed in accordance with a resolution of Council made on 21 September 2015.



Cr Ross Fowler OAM
MAYOR



Cr Greg Davies
DEPUTY MAYOR



Alan Stoneham
GENERAL MANAGER



Andrew Moore
ACTING RESPONSIBLE ACCOUNTING OFFICER

INCOME STATEMENT

FOR THE YEAR ENDED 30 JUNE 2015

BUDGET ⁽¹⁾ 2015	\$ '000	NOTES	ACTUAL 2015	ACTUAL 2014
Income from Continuing Operations				
Revenue:				
117,851	Rates & Annual Charges	3a	119,741	112,142
33,950	User Charges & Fees	3b	35,911	34,325
1,603	Interest & Investment Revenue	3c	2,650	2,995
4,938	Other Revenues	3d	8,584	6,258
24,896	Grants & Contributions provided for Operating Purposes	3e,f	30,268	21,966 ⁽²⁾
23,114	Grants & Contributions provided for Capital Purposes	3e,f	46,580	35,960
Other Income:				
-	Net gains from the disposal of assets	5	587	-
50	Net Share of interests in Joint Ventures & Associates using the equity method	19	635	1,155
206,402	Total Income from Continuing Operations		244,956	214,801
Expenses from Continuing Operations				
87,597	Employee Benefits & On-Costs	4a	83,430	81,474
3,874	Borrowing Costs	4b	3,434	3,826
56,608	Materials & Contracts	4c	54,595	51,155
26,325	Depreciation & Amortisation	4d	21,915	19,702
16,025	Other Expenses	4e	20,169	35,995 ⁽³⁾
486	Net Losses from the Disposal of Assets	5	-	421
190,915	Total Expenses from Continuing Operations		183,543	192,573
15,487	Operating Result from Continuing Operations		61,413	22,228
15,487	Net Operating Result for the Year		61,413	22,228
(7,627)	Net Operating Result for the year before Grants and Contributions provided for Capital Purposes		14,833	(13,732)

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

2. Financial Assistance grants for 2013–14 were lower reflecting a one off timing difference due to a change in how the grant was paid in prior years – refer to note 3e.

3. During 2014, there was a once-off non-standard payment of \$14.1m to the Department of Planning and Infrastructure for Council's share of the costs of the Erskine Park Link Road project. This payment is recognised as an expense in 2014 and had a significant impact on the 2014 Operating Result and several indicators.

STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 30 JUNE 2015

	NOTES	ACTUAL 2015	ACTUAL 2014
Net Operating Result for the year (as per Income Statement)		61,413	22,228
Other Comprehensive Income:			
Amounts which will not be reclassified subsequently to the Operating Result Gain (loss) on revaluation of I,PP&E	20b (ii)	204,607	-
Total Comprehensive Income for the Year		266,020	22,228



River to River Exhibition at the Penrith Regional Gallery.

STATEMENT OF FINANCIAL POSITION

AS AT 30 JUNE 2015

\$ '000	NOTES	ACTUAL 2015	ACTUAL 2014
ASSETS			
Current Assets			
Cash & Cash Equivalents	6a	50,118	42,768
Investments	6b	22,054	6,214
Receivables	7	10,483	8,619
Inventories	8	1,206	1,206
Other	8	1,548	1,306
Non-current assets classified as "held for sale"	22	-	449
Total Current Assets		85,409	60,562
Non-Current Assets			
Investments	6b	14,500	8,500
Receivables	7	1,136	1,357
Infrastructure, Property, Plant & Equipment	9	2,868,202	2,626,627
Investments accounted for using the equity method	19	5,745	5,110
Investment Property	14	15,388	20,218
Total Non-Current Assets		2,904,971	2,661,812
TOTAL ASSETS		2,990,380	2,722,374
LIABILITIES			
Current Liabilities			
Payables	10	17,185	15,126
Borrowings	10	11,066	9,675
Provisions	10	27,769	28,178
Total Current Liabilities		56,020	52,979
Non-Current Liabilities			
Borrowings	10	56,722	57,765
Provisions	10	641	653
Total Non-Current Liabilities		57,363	58,418
TOTAL LIABILITIES		113,383	111,397
Net Assets		2,876,997	2,610,977
EQUITY			
Retained Earnings	20	2,004,516	1,943,103
Revaluation Reserves	20	872,481	667,874
Total Equity		2,876,997	2,610,977

STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED 30 JUNE 2015

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

	NOTES	RETAINED EARNINGS	RESERVES (REFER 20b)	COUNCIL INTEREST	NON-CONTROLLING INTEREST	TOTAL EQUITY
2014						
Opening Balance as per Last Year's Audited Accounts		1,920,875	667,874	2,588,749	-	2,588,749
Revised Opening Balance (as at 1/7/13)		1,920,875	667,874	2,588,749	-	2,588,749
Net Operating Result for the Year		22,228	-	22,228	-	22,228
Total Comprehensive Income (c&d)		22,228	-	22,228	-	22,228
Equity – Balance at end of the reporting period		1,943,103	667,874	2,610,977	-	2,610,977

INTRODUCTION

OUR COUNCIL

OUR PEOPLE

OUR ENVIRONMENT

OUR PERFORMANCE

STATUTORY

FINANCIALS

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 30 JUNE 2015

BUDGET 2015	\$ '000	NOTES	ACTUAL 2015	ACTUAL 2014
Cash Flows from Operating Activities				
Receipts:				
121,814	Rates & Annual Charges		119,974	113,413
41,455	User Charges & Fees		38,116	35,576
2,064	Investment & Interest Revenue received		2,874	2,331
50,588	Grants & Contributions		37,192	27,870
2,064	Bonds, Deposits & Retention amounts received		3,383	2,637
-	Other		15,215	13,061
Payments:				
(91,594)	Employee Benefits & On-Costs		(83,902)	(81,202)
(66,325)	Materials & Contracts		(58,979)	(56,851)
(3,337)	Borrowing Costs		(3,434)	(3,826)
-	Bonds, Deposits & Retention amounts refunded		(2,559)	(2,274)
(17,566)	Other		(23,792)	(40,109)
39,163	Net Cash provided (or used in) Operating Activities	11b	44,089	10,626
Cash Flows from Investing Activities				
Receipts:				
154,813	Sale of Investment Securities		223,584	287,153
-	Sale of Investment Property		6,541	-
1,514	Sale of Infrastructure, Property, Plant & Equipment		1,286	1,224
-	Sale of Disposal Groups		1,590	-
Payments:				
(187,435)	Purchase of Investment Securities		(245,320)	(273,620)
-	Sale of Investment Property		(30)	-
(47,889)	Purchase of Infrastructure, Property, Plant & Equipment		(24,453)	(25,710)
(78,997)	Net Cash provided (or used in) Investing Activities		(36,802)	(10,953)
Cash Flows from Financing Activities				
Receipts:				
4,113	Proceeds from Borrowings & Advances		10,663	10,201
4	Deferred Debtors Receipts		3	65
Payments:				
(4,264)	Repayment of Borrowings & Advances		(10,591)	(9,051)
-	Deferred Debtors & Advances Made		(12)	-
(147)	Net Cash Flow provided (used in) Financing Activities		63	1,215
(39,981)	Net Increase/(Decrease) in Cash & Cash Equivalents		7,350	888
42,768	plus: Cash & Cash Equivalents – beginning of year	11a	42,768	41,880
2,787	Cash & Cash Equivalents – end of the year	11a	50,118	42,768
Additional Information:				
	plus: Investments on hand – end of year	6b	36,554	14,714
	Total Cash, Cash Equivalents & Investments		86,672	57,482

Please refer to Note 11 for information on the following:
 – Non Cash Financing & Investing Activities
 – Financing Arrangements
 – Net cash flow disclosures relating to any Discontinued Operations



PENRITH CITY COUNCIL
GENERAL PURPOSE FINANCIAL STATEMENTS
INDEPENDENT AUDITORS' REPORT

REPORT ON THE FINANCIAL STATEMENTS

We have audited the accompanying general purpose financial statements of Penrith City Council, which comprises the Statement of Financial Position as at 30 June 2015, Income Statement, Statement of Comprehensive Income, Statement of Changes in Equity and Statement of Cash Flows for the year ended on that date, a summary of significant accounting policies and other explanatory notes and the Statement by Councillors and Management. The financial statements include the consolidated financial statements of the economic entity and the entities it controlled at year end or from time to time during the year.

Responsibility of Council for the Financial Statements

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

Auditors' Responsibility

Our responsibility is to express an opinion on the financial statements based on our audit. We conducted our audit in accordance with Australian Auditing Standards. These Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement. Our audit responsibility does not extend to the original budget information disclosed in the Income Statement, Statement of Cash Flows, and Note 2(a) or the budget variation explanations disclosed in Note 16. Nor does our responsibility extend to the projected future developer contributions and costs disclosed in Note 17. Accordingly, no opinion is expressed on these matters.

Assurance Partners

T. +61 2 9232 5111
F. +61 2 9233 7950

Level 5, 1 Chifley Square
Sydney NSW 2000 Australia

GPO Box 7066
Sydney NSW 2001

www.hr-ss.com.au
info@hr-ss.com.au

Practising as Hill Rogers Spencer
Steer Assurance Partners

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An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Council's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Council, as well as evaluating the overall presentation of the financial statements. Our audit did not involve an analysis of the prudence of business decisions made by Council or management.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Independence

In conducting our audit, we followed applicable independence requirements of Australian professional ethical pronouncements.

Auditor's Opinion

In our opinion,

- (a) the Council's accounting records have been kept in accordance with the requirements of the Local Government Act 1993, Chapter 13 part 3 Division 2; and
- (b) the financial statements:
 - (i) have been presented in accordance with the requirements of this Division;
 - (ii) are consistent with the Council's accounting records;
 - (iii) present fairly the Council's financial position, the results of its operations and its cash flows; and
 - (iv) are in accordance with applicable Accounting Standards and other mandatory professional reporting requirements in Australia.
- (c) all information relevant to the conduct of the audit has been obtained; and
- (d) there are no material deficiencies in the accounting records or financial statements that we have become aware of during the course of the audit.

HILL ROGERS SPENCER STEER



GARY MOTTAU
Partner

Dated at Sydney this 22nd day of September 2015

Penrith City Council
General Purpose Financial Statements
Independent Auditors' Report

Page 2

GLOSSARY

ABS	Australian Bureau of Statistics.
Advocacy	Proactively trying to influence a decision to be made through support and recommendation, for such things as causes, programs and policies.
Asset management	Proactively manage the ongoing maintenance and development of Council's assets and facilities to meet the community's current and future needs.
Assets	Resources owned which have economic value that can be measured and can be expressed in dollars.
ATSI	Aboriginal People and Torres Strait Islanders.
CALD	Culturally and linguistically diverse.
Capital works	The expansion, renewal, upgrade and establishment of Council's assets.
Cash flow statement	Shows the expected net cash inflows and outflows in the form of reconciliation between opening and closing balances of total cash and investments for a year.
CBD	Central business district.
Community engagement	Refers to Council's consultative practices that enable communities and individuals to participate in the development of Penrith and build community capacity. It supports and informs all Council's decision-making processes.
Community Plan	Identifies our community's long term aspirations for the City. It looks beyond the next 10 years, setting out long term community outcomes and the strategies to get us there.
Deficit	The amount by which a resource falls short of a mark, most often used to describe a difference between cash inflows and outflows.
Delivery Program	Council's four year work program that helps implement the Community Plan. The Delivery Program (which includes the 1 year Operation Plan) sets out the services, service activities and specific actions Council will deliver each year, and the annual budget.
Depreciation and amortisation	An expense which recognises the value of a fixed asset as it is used up over time.
DCP	Development Control Plan.
EEO	Equal Employment Opportunity.
EPA	NSW Environment Protection Authority.
Expense	An outgoing payment made by Council.
Financial year	The financial year we are reporting on in this annual report is the period from 1 July 2014 to 30 June 2015.
FTE	Full-time equivalent – In relation to staff numbers this refers to a figure that is based on the wages for full-time staff.
GIPA	The Government Information (Public Access) Act 2009, which has replaced Freedom of Information legislation.
Governance	Policies and protocols associated with both the functions of Council and of Council officers to ensure Council is open, transparent, inclusive and accountable to the community.
GPT	Gross pollutant trap.

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

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

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ACKNOWLEDGEMENTS

Some cover photos and some internal photographs by Adam Hollingworth.

Photograph on page 8 was supplied by Hilary Nathan Photography.

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 پنریت Penrith City Council به شمار 4732 7777 (02) از جانب شما تماس بگیرند. یا اینکه به شهرداری Council آمده و مترجم بخواهید.
SINGHALESE	ඔබට මෙය කියවීමට නොහැකි නම්, කරුණාකර දුරකථන අංක 131 450 ඔස්සේ දුරකථන පරිවර්තන සේවාව (Telephone Interpreting Service) අමතා ඔබ වෙනුවෙන් දුරකථන අංක (02) 4732 7777 අමතා පෙන්නි නගර සභාව (Penrith City Council) හා සම්බන්ධ කර දෙන ලෙස ඉල්ලා සිටින්න. නැතිනම් නගර සභාව වෙත පැමිණ හඹා පරිවර්තකයකු ලවා 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.



CONTACT US

 Penrith City Council
601 High Street
PENRITH NSW 2751

PO Box 60
PENRITH NSW 2750

 4732 7777

 penrithcity.nsw.gov.au

 facebook.com/penrith.city.council

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