

PENRITH



2018-19

ORGANISATIONAL REPORT DECEMBER



How we're going with
delivering services, activities and
projects for our community.

PENRITH
CITY COUNCIL

penrithcity.nsw.gov.au

STRATEGIC PLANNING FRAMEWORK

All local councils across the state are required to plan and report in line with the NSW Office of Local Government's Integrated Planning and Reporting Framework. This "recognises that most communities share similar aspirations: a safe, healthy and pleasant place to live, a sustainable environment, opportunities for social interaction, opportunities for education and employment, and reliable infrastructure. The difference lies in how each community responds to these needs. It also recognises that council plans and policies should not exist in isolation - that they are inter-connected. This framework allows NSW councils to draw their various plans together, understand how they interact and get the maximum leverage from their efforts by planning holistically and sustainably for the future."

The following Penrith Council documents are freely available on our website and in hard copy on request.

Community Strategic Plan

Our *Community Plan* is a 'big picture' plan based around the seven Outcomes our community has told us will improve Penrith as a place to live, work and visit. These are long term goals and Council cannot deliver them alone – we need to work with state and federal government, businesses, other organisations and our community to achieve these Outcomes together. Our Community Plan not only sets out where we want to be, but also where we are now and how we'll know we're on the right track.



Delivery Program and Operational Plan

Our *Delivery Program*, which incorporates our Operational Plan, sets out Council's role in delivering the Outcomes over the four years from 2017-21. It's our commitment to our community, and includes the services, activities and projects we will deliver, our annual budget, our detailed works programs and how we will measure our performance to ensure we're delivering the right services the best way we can.



Community Engagement Strategy

This document identifies the various stakeholders in our City's future and sets out how Council plans to engage with each of these groups to develop and review our *Community Strategic Plan*.



Resourcing Strategy

We cannot deliver the services the community needs without properly managing our people, our assets and our money. The *Resourcing Strategy* looks at the key risks and opportunities we're likely to face over the next 10 years, and how they may impact our long term financial sustainability. It looks at how we will use our resources and what we need to do to ensure our assets and our workforce are best placed to deliver on our commitments over the next four years.



A MESSAGE FROM THE GENERAL MANAGER

I'm pleased to present this report on Council's achievements, highlights and challenges over the first half of 2018-19. Since stepping into this role in August, I have continued to be impressed by the passion Council and the Penrith community have for our special City and lifestyle.

Council continues to speak up for our community and the infrastructure and services we need. The Western Sydney City Deal's \$150 million Liveability Program, launched in September, will help us revitalise and reinvigorate our City. In October we welcomed the official opening of the Yandhai Nepean Crossing bridge, a safe path for walking and cycling across the river.

This report tracks our success in achieving what we set out to do in our annual Operational Plan to help make and maintain Penrith as a great place to live, work and visit. We have continued to work on a wide range of projects and initiatives to achieve the things our community has told us are top priorities - better roads, parking, pathways and transport connections; more local jobs, and affordable housing options; balanced with a healthy environment and quality recreation facilities.

We continued to track well, with only 2% of projects experiencing delays. High Street is looking better than ever after its upgrade. We've added 13.8km of footpath and 3.2km of shared pathway to our local network, delivered eight new playgrounds and upgraded several children's centres and community facilities. Our library service has attracted 2,689 new members, loaned 253,217 items and clocked up 240,000 visits, while our halls have hosted almost 10,000 events.

We launched the Village Café in Kingswood, building on its success in North St Marys. Our Toy Library, Jordan Springs Community Hub and Mountain View Reserve environmental project won prestigious awards.

We continued to implement the Our River Masterplan. Work is underway on the new boat ramp and we called for Expressions of Interest from businesses keen to operate from Tench Reserve and help us activate the river.

Events were again a highlight, reflecting our rich diversity, strengthening community spirit and injecting over \$10million into our local economy. In October, we proudly supported the Penrith CBD Corporation in making Penrith the first metropolitan city to "go pink" for Breast Cancer Awareness Month. We also celebrated Grandparents Day and Children's Week, and hosted the Australian Ballet's free Ballet under the Stars and the FFA Cup Semi Final. In November, our third Real Festival attracted more than 25,000 people, and we hosted the NSW Golf Open Championship and Westfield Matildas vs Chile match.

We continued our strong partnership with Lachlan Shire in the NSW Central West, including hosting eight Tottenham school students for a week of work experience. Our staff and Councillors also raised \$8400 for drought-stricken Lachlan farmers.

We launched our first Community Profile, a useful resource about the people of Penrith. We also launched Council's vision for our region's lifestyle and economic prosperity, *Penrith New West - The Edge of Tomorrow*.

We strive to genuinely involve the community in our decisions as we plan for the future. To stay in touch with our projects and plans, and have your say, visit penrithcity.nsw.gov.au; register at yoursaypenrith.com.au, and follow us on Facebook and Twitter.



A handwritten signature in black ink, appearing to read 'Warwick Winn'. The signature is fluid and stylized, with a long horizontal stroke extending to the right.

WARWICK WINN
GENERAL MANAGER



Enjoying Triangle Park, Penrith

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INTRODUCTION

WORK CLOSE
TO HOME

PLANNING FOR
FUTURE GROWTH

GETTING
AROUND OUR
CITY

SAFE,
VIBRANT
PLACES

OUR
ENVIRONMENT

HEALTH AND
COMMUNITY
SPIRIT

OUR COUNCIL

FINANCIAL
REVIEW

OUR MISSION

WE WILL...

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

OUR VALUES

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

Our Values and Behaviours are:

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

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



We show respect by

- Being responsive to others' experiences, perspectives, values and beliefs
- Listening
- Being open
- Working to understand the perspectives of others

We are accountable and

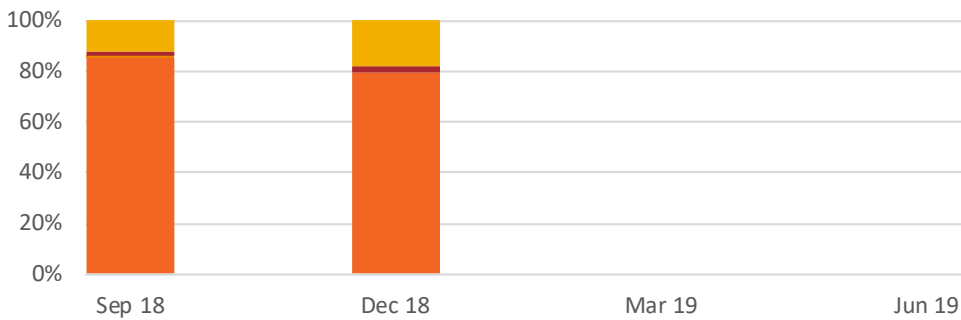
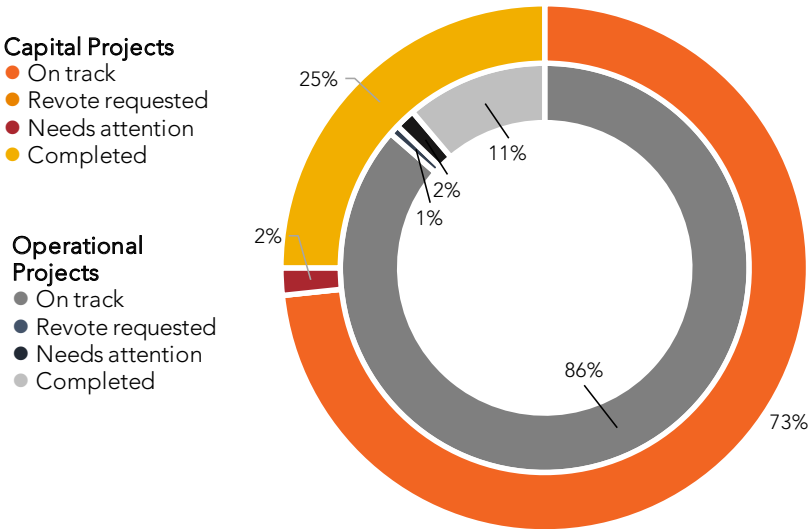
- Behave in an honest, ethical and professional way
- Identify and follow legislation, rules, policies, and codes of conduct
- Speak out against misconduct, illegal and inappropriate behaviour
- Work and lead by example

We encourage innovation by

- Being open to new ideas and change
- Offering our opinions and making suggestions
- Adapting to new situations
- Not giving up easily

ORGANISATIONAL PERFORMANCE

As at the end of the December 2018 six monthly reporting period, 80% of reportable projects (Capital and Operational) were identified as being on track for completion within planned timeframes; 18% of projects have been reported as already completed, with a further 2% requiring attention, and 1 project requesting a revote. The following graph provides a more detailed view of both the Capital and Operational projects.

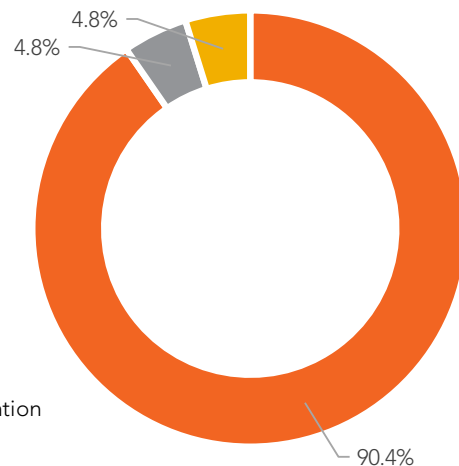


	Sep 18	Dec 18	Mar 19	Jun 19
Completed	12%	18%		
Needs attention	2%	2%		
Revote	1%	0%		
On track	85%	80%		

As at the end of December, just over 90% of reportable 2018-19 Operational Plan actions were identified as being on track for completion within planned timeframes. Almost 5% have been reported as being completed, and just under 5% require attention.

All 131 Service Activities were reported as being on track.

- Actions**
- On Track
 - Needs Attention
 - Completed





PENRITH
IS HERE



Outcome 1

WE CAN WORK CLOSE TO HOME

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

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

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

The State Government's *A Plan for Growing Sydney* and the supporting *Western City District Plan* provide a blueprint for Penrith, the Blue Mountains and Hawkesbury over the next 20 years. These plans focus on creating a liveable '30 minute' City where people can live, work and play without travelling too far. Greater Penrith is expected to deliver an extra 10,500 jobs in the next 20 years, with a focus on the Penrith City Centre and Penrith Health and Education Precinct. Council will continue to collaborate with all levels of government and business to exceed this target, working on our more ambitious target of 55,000 new jobs by 2031, and giving our community more opportunities to find a job that suits them. A commitment under the Western Sydney City Deal to establish a Western Sydney Investment Attraction office, move the NDIS Quality and Safeguards Commission to Penrith and sell the Multi User Depot to the north of Penrith Station will all help meet this target, with establishment of specialist STEM (Science, Technology Engineering, Maths) education facilities building on the opportunities presented by the Badgerys Creek Aerotropolis.

WHAT ARE WE WORKING TOWARDS?

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

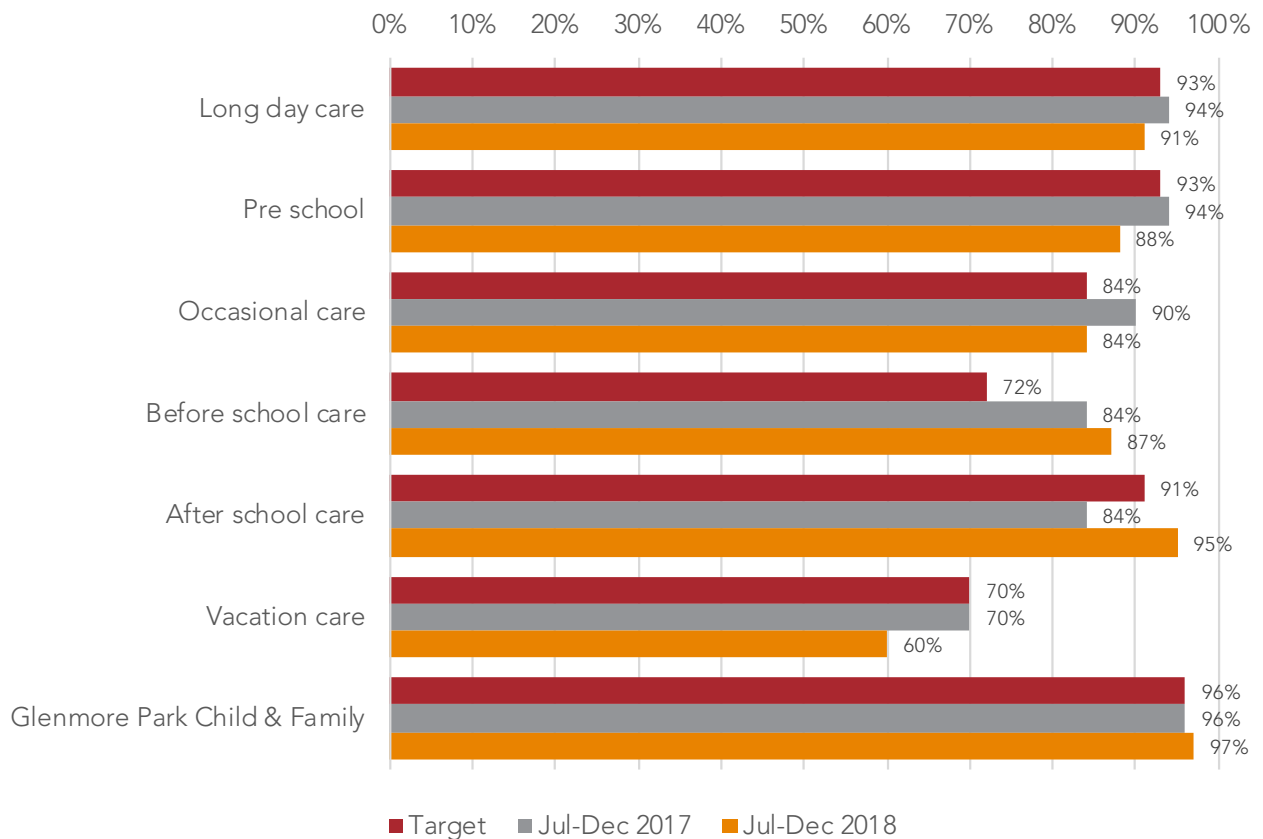
1. % of employed people working close to home
2. employment rate
3. % of residents satisfied that Council is supporting and encouraging local industry and jobs
4. % of business across different sectors operating within our City
5. % of caregivers who report they are able to participate in work or study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

HOW HAVE WE DONE OVER THE LAST 6 MONTHS?

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

Utilisation of Council provided child care centres

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

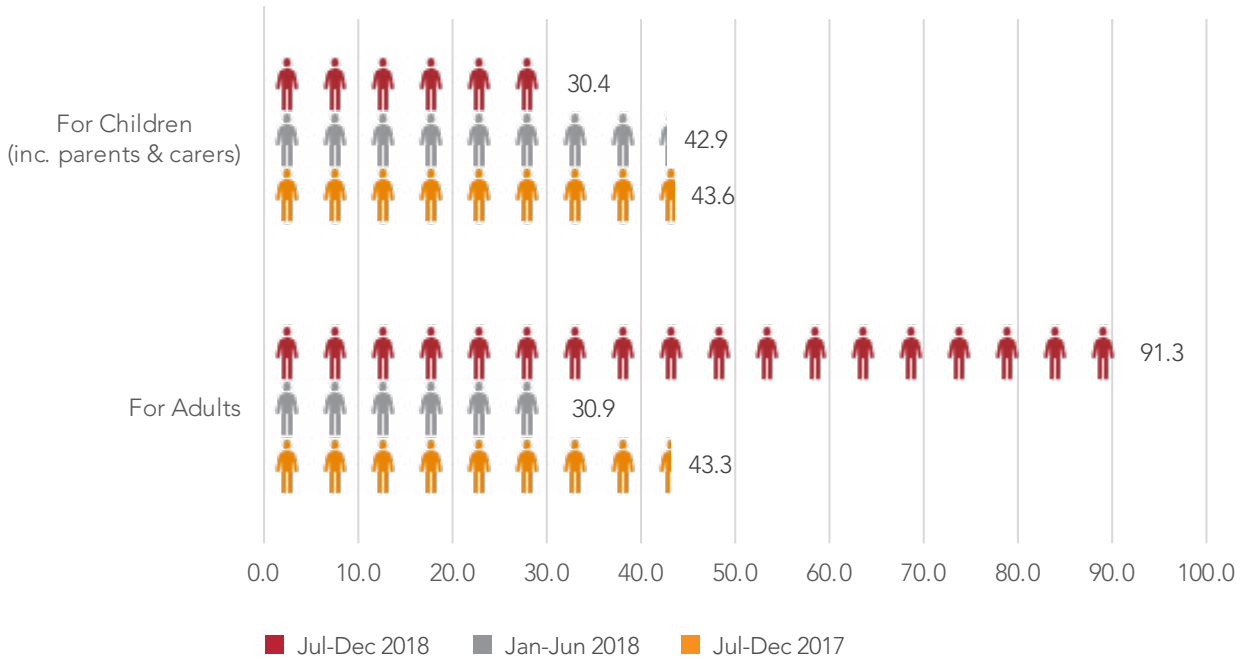


The long day care year to date utilisation is currently 2% below target. Two long day care services in particular have operated well under utilisation targets during the reporting period which has brought the overall Long day care utilisation down. The Board is currently investigating options for these two long day care services. Some preschool services started the financial year with utilisation down on projections. While this situation has turned around in most instances, this slow start brings the overall figure down. Before and after school care services continue to be well utilised.

St Marys Occasional Care service ceased operations in December 2018 primarily due to changes in legislation. The places will be converted into preschool enrolments with priority for children in the year before school.

Number of attendees at Library Education programs

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



Penrith Library has run eight educational workshops and talks for adults in the last six months, attended by a total of 730 adults. They included an Aboriginal family history workshop, a talk on gut health, 'Heritage near me' workshops, presentations by State Archives and researcher Steve Ford on researching military ancestors, and author talks from internationally renowned bestselling authors Fiona McIntosh and Lee Child.

Penrith Library also offers a range of children's programs for 0-16 year olds which include weekly toy library, baby time, story time, after school activities, holiday activities, library tours and outreach visits. The content of these programs regularly changes to enrich children's learning capabilities and interests. We recently introduced a free library trail activity for children to complete during the school holidays. Each trail is based on a popular children's book and encourages children and their families to attend the library and explore our resources. From July to December 2018, 6,921 children and 2,286 adults attended and/or participated in 303 children's library programs and visits.

WHAT HAVE WE DONE OVER THE LAST 6 MONTHS?

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

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

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

✓ a. Deliver actions to facilitate The Quarter

Council continued to work closely with The Quarter (Penrith Health and Education Precinct) leadership stakeholder group, a strong alliance of health and education providers in Penrith, to deliver the precinct's Action Plan. We held a successful stakeholder breakfast event to promote our health and education vision. The Quarter's Branding and Style guide for marketing purposes is complete. A travel plan is being developed with Transport for NSW to improve travel opportunities within the precinct. Council is also working on a business case for a research institute within the precinct.

Our Economic Initiatives team continued to implement the New West marketing strategy; work on the City Park site selection and due diligence report; and are preparing to start work on upgrading Regatta Park in line with the Regatta Park Masterplan if our application for funding under the City Deal

Liveability program is successful. Funding will be announced in January 2019.

The Our River Masterplan project has progressed with the appointment of a City Precinct Facilitator (River) and call for expressions of interest from businesses with services that could operate from Tench Reserve.

1.1.2 Facilitate investment in the city through partnerships with key stakeholders

Council officers continued to meet quarterly with representatives from the Department of Industry and strengthen this relationship.

We continued to work with the Greater Sydney Commission to identify opportunities and deliver the shared vision for the Greater Penrith Collaboration Area. Council has an active role in supporting the planning for the Collaboration Area, which specifically identifies the Penrith City Centre, The Quarter (Health and Education Precinct) and a tourism precinct extending from Penrith Lakes to Panthers. Council continued working with other Western Sydney City Deal councils to develop

regional strategies particularly around digital connectivity and smart technologies.

We are working with the NSW Government Western Sydney Attraction Officer as well as The Quarter (Penrith Health and Education Precinct) leadership stakeholder group to secure targeted investment.

1.1.3 Actively promote and market the New West

✓ a. Develop an economic analysis and long-term marketing strategy for the Western Sydney Airport

Council continues to attract the right type of investment to Penrith and create more local jobs for our community, by promoting Penrith as the New West, a place of huge opportunity thanks to our unique location and lifestyle. In November, we officially launched *Penrith New West – The Edge of Tomorrow*, showcasing Penrith's unrivalled liveability, space, infrastructure, connections and investment opportunities. It was attended by nearly 100 potential investors and others, including representatives from the Australian Trade and Investment Commission, Goodman Group and the NSW Department of Industry.

The New West eNewsletter continued to be a valuable source of information on the transformation of Penrith and the opportunities available for investment, business and development. Our monthly Penrith New West eNewsletter now has 1,554 subscribers, up 3.6% in the last year, and an average "open rate" of 37%, which is well above the industry average of 23%. There has also been a 5% increase in Facebook likes and a 9% increase in Twitter followers.

A strategic marketing plan for the Penrith New West brand has been developed in conjunction with specialist marketing agency Hoyne. This strategy, along with a specific Airport campaign 'Rise With Us' was launched at an industry event in November 2018. Two key pieces of collateral were prepared for the launch including a new prospectus and video. The program will be finalised in early 2019 with a 3 year implementation plan developed and implemented by March 2019.

1.1.4 Deliver city centre transformation through development of key Council sites

✓ a. Finalise site readiness and due diligence in preparation for stakeholder engagement and designs for the City Park

✓ b. Determine approach to delivery for the City Park

We have started work on a St Marys Town Centre Economic Analysis and Development Strategy. When completed in 2019, this will enable us to formalise our Reimagine St Marys vision.

The City Park Strategy was presented to Council's Property Development Advisory Panel in December. The delivery model for City Park is under investigation, and this investigation will form part of the site readiness and due diligence report expected to be presented to Council by July 2019.

We have made significant progress, with the help of the Property Development Advisory Panel, in planning the opportunity precincts identified by Penrith Progression to transform the City Centre and deliver local jobs for the future.

An application for Western Sydney City Deal Liveability funding has been submitted, seeking \$15m of federal funding to realise our community's vision for Regatta Park.

Together with other Western Sydney City Deal councils, we successfully secured funding from the federal Department of Industry, Innovation and Science to deliver the Western Sydney Digital Protocol Project. Penrith's focus will be on cooling the city.

Penrith's involvement in the Western Sydney Investment Attraction Office has led to several new international investment leads, which we are working to attract to the city. These would boost the local economy and generate more local jobs.

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

- ✓ **a. Develop and implement a strategic marketing plan for the New West brand**
- ✓ **b. Review Council's major events sponsorship policy to ensure maximum return on investment**
- ✓ **c. Conduct a review of Council's destination management plan to establish robust metrics to assess tactical effectiveness and impact, and develop a proposed plan of tourism tactics for implementation in 2019 - 2020 financial year**

Tourism continued to play a vital role in Penrith's local economy, and our reputation as a great destination for world-class events continued to grow. Events held in Penrith between July and December 2018 injected an estimated \$10 million into the local economy.

Council actively marketed Penrith as a unique and attractive place to visit under the Visit Penrith brand. The Visit Penrith website saw more than 129,000 sessions by almost 95,000 users between July and December – up from 65,000 users in the previous six months. Information kiosks connect visitors to the website when they're at popular locations across Penrith. These platforms are complemented by a monthly eNewsletter (sent to 2,488 subscribers, an increase of 34% since 1 July) as well as printed What's On calendars and an official visitor guide distributed widely.

Council continued to attract, organise and support a wide variety of events to showcase our City and bring our community together to celebrate our strengths and diversity. Highlights in this period included the Real Festival, NAIDOC Week, Penrith Show, St Marys Spring Festival, Music by the River, Ballet Under the Stars, FFA Cup, Nepean Triathlon, Nepean Disability Expo, NSW Golf Open Championships, Matildas vs Chile soccer match, Ironman 70.3 Western Sydney and Cinema in the Park.

Our Corporate Communications, Marketing & Events team has been working to develop a Council Sponsorship Policy. When finalised in early 2019 it will form the basis of our future sponsorship decisions, outlining the selection criteria, value and benefits required to attract sponsorship to ensure consistency in how proposals are evaluated and supported.

1.1.6 Manage Council's property portfolio to stimulate investment

Council owns almost 48ha of City Centre land and we want to use it in the best ways possible to support the long term vision and needs of the community and Council.

Significant work has been undertaken to progress the sites detailed in 1.1.4 above and further sites across the City.

CHALLENGES AND BUDGET EXCEPTIONS

Council is continuing to work with other government agencies to unlock and realise the economic and development capacity of the City Centre. Some Economic Initiatives projects have been slightly delayed as we were waiting for significant infrastructure and City Deals announcements.

STRATEGY 1.2

Provide access to lifelong learning to maximise opportunities for our community

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

1.2.1 Deliver high quality children's services

All Council's children's centres are rated as exceeding or meeting the National Quality Standards (NQS) compared to 76% achieving this rating nationally. Since July 2018, 19 Council services have been active in assessment and rating.

All our centres continued to focus on sustainable practices and educating children about the importance of sustainability. Our partnership with the Penrith Regional Gallery & The Lewers Bequest in relation to art and Nordoff-Robbins Music Therapy Australia in relation to music continued to benefit children across our centres.

More than 400 families submitted feedback on our children's services in our annual parent survey in August. Overall, parents are happy with the care and service we provide, with 92% rating our staff as 'excellent' or 'good'. Suggested improvements mainly related to upgrading equipment and communication between parents and centres.

Recent building and playground upgrades included flooring at Werrington County, Stepping Stones and Yoorami Children's Centres; Carita Children's Centre car park, as well as internal painting and staffroom upgrades at several centres.

We have applied for state government preschool funding for two capital projects (for Tandara and St Marys Children's Centres) and Quality Learning Environment funding for all five Council preschools.

1.2.2 Support young children to be successful lifelong learners

Our Children's Services actively promote social inclusion and community harmony in our City. Our range of initiatives is being substantially expanded through federal grant funding under the Inclusive Communities Grants Program. This is benefitting children aged 5-12 years in our out of school hours (OSH) services through a mentoring and sport program to promote resilience and inclusion. The program was officially launched by the Mayor in October at Kingswood Park Public School.

Children's Services staff have continued to build their skills in using online curriculum documentation for recording their planning for children and children's development. Staff have access to curriculum facilitator meetings, eLearning modules, mentoring and training sessions. The plan is for families to have access to the planning system and their children's portfolios online in future through an app.

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

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

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

Between July and December, our three library branches recorded 240,000 visits and gained almost 2,700 new members, bringing total membership to 42,414. A total of 253,217 items were borrowed (including eLoans, eBooks, eAudio and eMagazines), with eLoans increasing by 34% (to 33,518) compared to the same period last year.

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

We provide magazines in seven languages, children's bilingual picture books in 24 languages and free access to 14 community language collections via the State Library of NSW's bulk loan community language lending service.

Our Toy Library was awarded the 2018 'Innovation in Outreach Services' by the peak industry body, the NSW Public Libraries Association (NSWPLA), in November.

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

We continue to run a strong work experience and traineeship program, which we actively market through social media, careers events and local schools.

Over the past six months, 81 people have accessed work experience across Council. Our 2018 traineeship program is coming to an end with 17 Business Administration Trainees, an IT Trainee and 37 Child Care Trainees completing the program, including two trainees of Aboriginal and Torres Strait Islander background and one trainee identifying with a disability.

The beginning of 2019 will see 20 Business Administration Trainees, an Information Communication and Technology Trainee and 26 Child Care Trainees start at Council after another competitive recruitment drive. They attended an Engagement Day in December to familiarise themselves with Council. Children's Services are currently undertaking another trainee recruitment round to increase their intake to 40 trainees.

CHALLENGES AND BUDGET EXCEPTIONS

Our Library service continued to work to rebuild our collection following the flooding of St Marys Library in December 2017.

Children's Services supported local families throughout implementation of the federal government's Jobs for Families package and a new Child Care Subsidy Scheme from July 2018. We worked with families to help them genuinely meet the activity test or to change their hours of attendance or transfer to a preschool which was a more viable option. The Board continues to lobby government on this.

Legacy funding provided by the state government to Children's Services is under external review which may seriously impact our long day care, vacation care and mobile playvan services after the current funding agreement ends in June 2019.



Playing in Hilltop park, Jordan Springs

- INTRODUCTION
- WORK CLOSE TO HOME
- PLANNING FOR FUTURE GROWTH
- GETTING AROUND OUR CITY
- SAFE, VIBRANT PLACES
- OUR ENVIRONMENT
- HEALTH AND COMMUNITY SPIRIT
- OUR COUNCIL
- FINANCIAL REVIEW



Outcome 2

WE PLAN FOR OUR FUTURE GROWTH

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

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

Under *A Plan for Growing Sydney* Penrith will see accelerated development in both greenfield and infill housing, delivering an additional 6,600 dwellings by 2022 to improve housing choice and give our community more options to keep living in their local community as they age. Council must prepare a local housing strategy, considering how our housing range and affordability caters for the different life stages of our community over the longer term. Commitments under the City Deal will see a formal planning partnership between the NSW Government and Liverpool, Penrith, Campbelltown, Camden, Wollondilly and Blacktown; incentives to fast track development of local housing strategies and the investigation of a potential new growth area for Greater Penrith to the Eastern Creek corridor.

WHAT ARE WE WORKING TOWARDS?

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

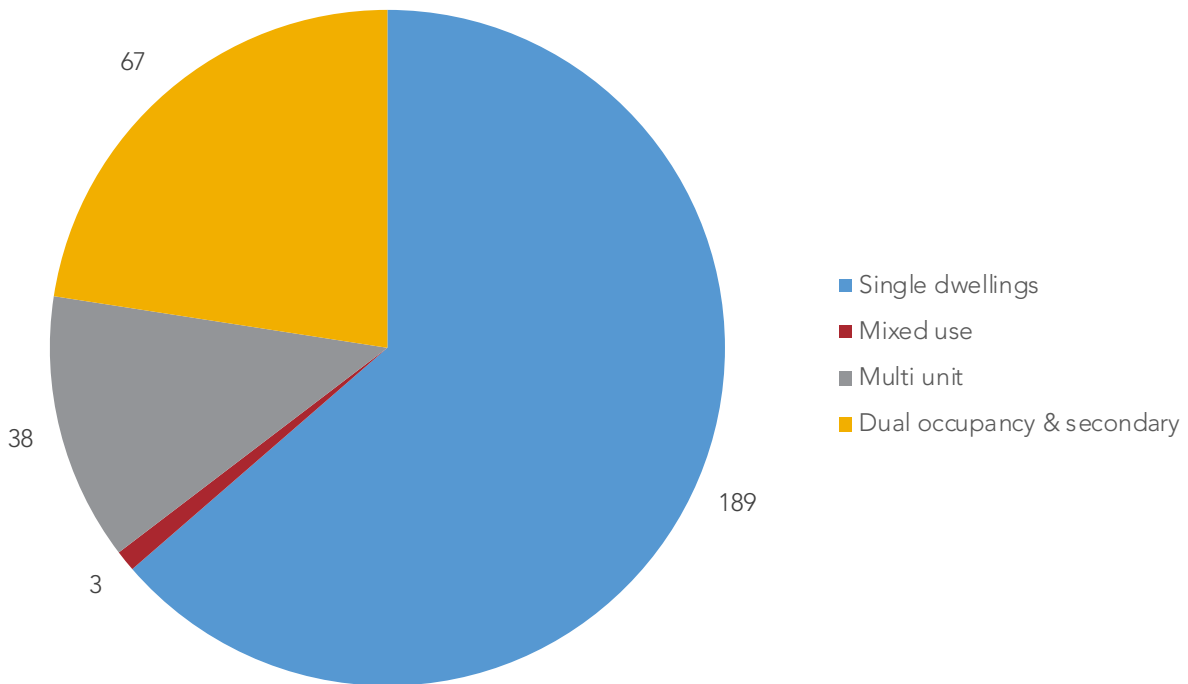
1. Approvals for different styles of housing
2. % of residents satisfied that Council is balancing the growth of our City while enhancing its unique qualities
3. % of residents satisfied that new development respects and enhances the identity of our City
4. % of residents satisfied that infrastructure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

HOW HAVE WE DONE OVER THE LAST 6 MONTHS?

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

Housing Approvals

Number of Development Applications received by Council



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

Number of formal variations to Penrith LEP

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

Six applications were determined with approved formal variations to Penrith LEP 2010. This represents 1% of the 582 applications determined or withdrawn during the 6 month period.

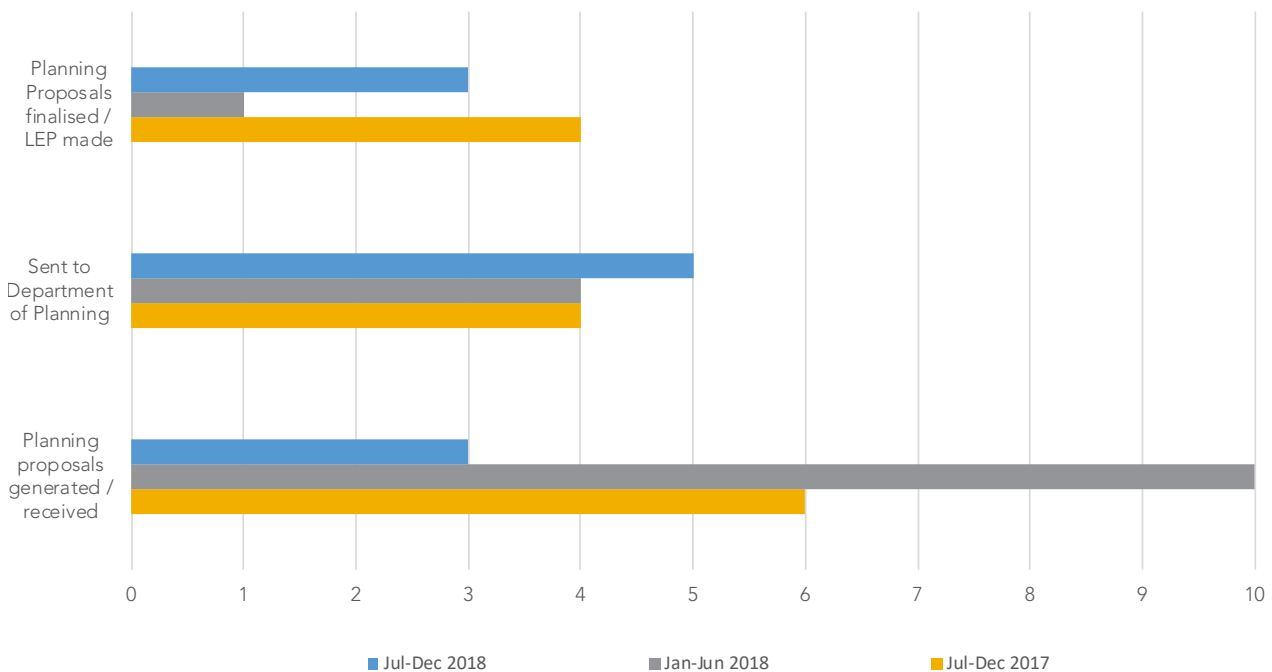
Local Planning Panel

- 5 determined applications with formal variations under Clause 4.6
- 2 deferred applications seeking formal variations under Clause 4.6 requests
- 7 applications reported for determination seeking variations under Clause 4.6

Sydney Western City Planning Panel

- One application with a Clause 4.6 request determined.

Number of Planning Proposals



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

WHAT HAVE WE DONE OVER THE LAST 6 MONTHS?

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

STRATEGY 2.1 Facilitate quality development in the City that considers the current and future needs of our community	
SERVICE ACTIVITY	FUNCTION RESPONSIBLE
2.1.1 Plan for and facilitate development in the City	✓ City Planning
2.1.2 Provide engineering advice for development applications, strategic planning and policy development	✓ Development Engineering
2.1.3 Assess development proposals efficiently and make decisions that are open and fair	✓ Development Services
2.1.4 Ensure buildings constructed are safe and healthy	✓ Development Services
2.1.5 Contribute to and influence changes in policy to ensure the best outcomes for our community	✓ Fire Safety and Certification

2.1.1 Plan for and facilitate development in the City

We have reviewed the Penrith Local Environmental Plan 2010 and prepared a Planning Proposal seeking changes to resolve several policy matters and make minor improvements. In December we received the 'gateway determination' from the NSW Department of Planning and Environment so it can go on public exhibition in early 2019.

We are progressing various changes to our planning instruments to respond to requests and opportunities for quality developments that help strike the right balance between local jobs, housing options, green spaces, services and infrastructure. These include:

- The Station Plaza, St Marys Planning Proposal to facilitate redevelopment of the shopping centre into a new mixed-use development containing apartments, upgraded shops and some commercial floor space. Council received a gateway determination in August, allowing us to start community and agency consultation. We are preparing the technical studies needed for consultation, including a traffic and parking assessment and overshadowing analysis.

- The Orchard Hills North Planning Proposal was submitted to the gateway process in July and we are awaiting determination. We have held stakeholder meetings in relation to traffic and water management.
- The planning proposal to permit a high density mixed use development of about 1,000 apartments at 39-49 Henry St, Penrith was on public exhibition in November/ December.
- The gateway determination for 57 Henry Street, Penrith was issued in October and required preparation of additional traffic and overshadowing analysis before it can go on public exhibition in 2019.
- The Chesham Street Planning Proposal was on public exhibition in August-September and a public hearing was held in October. A Council Briefing is anticipated in February 2019.

Council had an opportunity to comment on the Western Sydney Airport Gateway Planning Proposal, and staff continue to participate in regular meetings about this.

Council endorsed:

- a planning proposal for a Winter Sporting Facility at 2-4 Tench Avenue, Jamisontown in November to be forwarded to the Department of Planning and Environment for gateway determination, and
- a planning proposal for the Australian Arms Hotel in October to proceed to gateway following a thorough assessment, including referral to a heritage consultant.

In September 2018, a new Precinct Plan came into force for the Central Precinct of the St Marys Release Area, to achieve:

- an increase in the maximum number of dwellings from 970 to 1,450
- co-location of the shopping centre with open space facilities, and
- improved road and drainage systems.

The new development is supported by an agreement that secures essential infrastructure, services and facilities. Council is currently considering further amendments to increase the diversity of lot sizes and dwelling types and improve affordability.

Penrith Development Control Plan (DCP) 2014 has been amended to include a new Boarding House section and changes to the Multi Dwelling Housing section.

Under the City Deal, Council is required to prepare a Local Strategic Planning Statement (LSPS), and review and update our existing Local Environmental Plan (LEP). The LSPS will set out the vision and priorities for land use in our city, and describe how growth and change will be managed in the future to ensure that the character and identity of our local area is maintained. It will also explain how the NSW Government's strategic actions will be implemented and propose actions to address the challenges we will face over the next 20 years. We have started planning for this project and will engage with residents and other stakeholders over the next two years.

As part of this, a tender process has been completed to appoint consultants for the preparation of the Local Housing Strategy, Rural Lands Strategy (including Scenic and Cultural Landscapes) and an economic strategy for St Marys. Consultants have been engaged to prepare and implement an Engagement Strategy.

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

Council's Development Engineering team assessed 443 residential, industrial and commercial development referrals between July and December, to support quality development across our City.

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

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

Over the past six months, 605 development applications were lodged with 582 applications determined (including withdrawals). We continued to focus on reducing waiting times for applicants. Determination of single dwelling applications fell from an average of 48 days in 2017-18 to 47 days for the 6 months ending December 2018, below the KPI of 50 days. Determination of residential alterations and additions fell from an average of 51 days in 2017-18 to 50 days. This has been the result of continued improvement of our systems and processes.

Our Development Services team has also reviewed and responded to over 75 development and infrastructure works proposals from the State Government and telecommunications authorities during this period.

We ran an Apartment Building Waste Workshop in December with regular customers, architects, and staff from our Waste Management, Development Engineering and Development Services teams to review onsite waste vehicle specifications and identify innovative design options for investigation.

Our efforts to improve our service delivery also focussed on our prelodgement processes and reducing the processing time of subdivision certificate applications and land title dealings. We have reduced the time between prelodgement meetings and issue of prelodgement advice from an average of 20 working days to 5 working days and reduced the timeframe for issuing urban design advice from an average of 10 working days to 5 working days.

We created a temporary specialised duty planner position to improve the consistency of advice to customers, improve information availability and streamline enquiry procedures. We set up a Landscape Advisory Panel to review applications and provide technical landscape design advice outside formal referral processes. We also worked with the Department of Planning and Environment to pilot an online application lodgement system, and improved mapping tools.

2.1.4 Ensure buildings constructed are safe and healthy

Over the past six months we issued 127 occupation certificates and approved 91 construction certificates. An increase in the number of complex, large scale construction certificates submitted for assessment corresponds with an increase in large residential and commercial buildings under construction.

We performed 684 critical stage construction inspections and received 1161 Annual Fire Safety Statements – up from 341 in the previous six months. We conducted 25 Fire Safety Audits on existing commercial buildings, many in response to complaints made by Fire and Rescue NSW or community members.

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

Our Development Services team continued to consider proposed legislation and policy amendment and provide advice and technical feedback, including:

- input to the NSW Office of the Government Architect on draft design excellence competition guidelines
- submission to the NSW Department of Planning and Environment on proposed amendments to Boarding House provisions within SEPP No. 70 – Affordable Rental Housing (2009)
- submission to the NSW Department of Planning and Environment evaluating the implementation of the Local Planning Panel and recommendations to refine development types necessitating Panel determination

- submission to the NSW Department of Planning and Environment on the implications of SEPP (Penrith Lakes Scheme) 1989 and the consideration of State Significant Development proposals
- attendance at forums arranged by the Department of Planning and Environment on the creation and implementation of Best Practice Guidelines for major development application preparation and assessment
- advice to the Department of Planning and Environment following attendance at the M12 Motorway Planning Focus Meeting
- advice to Sydney Water on procedural recommendations for servicing developments following attendance at the Sydney Water Development Forum
- input into changes in biodiversity assessment processes as part of the Sydney Biodiversity Offset Scheme Local Government Workshop facilitated by the NSW Office of Environment and Heritage
- attendance at, and input into interagency taskforce on combustible cladding
- submissions on draft legislative changes under the Environmental Planning and Assessment Act and Building Professionals Act regarding private certification, compliance and enforcement.

CHALLENGES AND BUDGET EXCEPTIONS

The time and resourcing requirements to manage the Penrith Local Planning Panel (LPP) and support the Sydney Western City Planning Panel (SWCPP) continued to be a challenge. During the review period, 16 matters were reporting to the LPP and a further 16 matters were briefed and reported to the SWCPP. The increasing number of applications reported to these panels has required a realignment of administrative resourcing to manage these processes. Additional work is required to be undertaken by Council's technical officers to prepare for, brief and formally present to the panels.

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

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

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

- ✓ **a. Commence background studies to inform the preparation of the Penrith Local Strategic Planning Statement**
- ✓ **b. Complete a review of the planning controls, traffic and parking strategy for the Penrith City Centre**

Council is undertaking a review of the Penrith City Centre, including a comprehensive review of planning controls, and preparation of a Transport Management Plan and Parking Strategy. We received a draft report from consultants Architectus with initial recommendations for the planning review report. Engineering consultants Arcadis have started preparing the Transport Management Plan, including detailed traffic modelling. The Parking Strategy being prepared by consultants Bitzios will help us predict future parking needs. It is expected to be presented to Council staff in January 2019.

2.2.2 Undertake research and projects in response to emerging issues

As part of the preparation of the Local Strategic Planning Statement a tender process has been completed to appoint consultants for the preparation of the Local Housing Strategy, Rural Lands Strategy (including Scenic and Cultural Landscapes) and an economic strategy for St Marys. Consultants have been engaged to prepare and implement an Engagement Strategy.

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

Council's Urban Design Review Panel reviewed 23 development proposals during the past six months. The majority of the proposals considered through these processes relate to residential town house and flat building development, shopping centre and commercial developments, concept master plans and mixed-use developments. In addition, 53 proposals were considered through prelodgement meetings. These panel meeting processes give applicants early technical advice to inform development proposals and facilitate quality development outcomes that meet the needs of our community.

Council's expert heritage advisor provided advice in the consideration of 33 development proposals relating to, or adjacent to, heritage listed properties. Heritage Assistance funding has been increased from \$30,000 to a maximum potential \$100,000 per year to assist owners of local heritage listed properties to undertake restoration works.

We continued to monitor how development is delivered on the ground to check how well our plans are delivering the sustainable, quality developments we intend. Council officers have recently inspected a number of projects nearing completion, including residential flat buildings and mixed use developments at Thornton.

CHALLENGES AND BUDGET EXCEPTIONS

It is an ongoing challenge to encourage applicants to take advantage of Council's urban design and prelodgement processes, and prepare complete, high quality proposals that reflect the objectives and controls applying to development in our City.

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STRATEGY 2.3

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

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

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

Since the adoption of Council's Advocacy Strategy in April 2018, an Advocacy Working Group has been established to progress joint advocacy development and act as an information exchange.

Key objectives include building the advocacy capacity of our organisation and community; building on and strengthening our advocacy partnerships, and monitoring and responding to emerging issues. We have focussed on the flagship priorities of North South Rail; securing investment for the Our River Masterplan and Nepean River, and maximising community benefit while minimising impacts of the Western Sydney Airport.

We endorsed the Western Sydney City Deal Implementation Plan in December, which clearly defines how and when City Deal commitments will be delivered and who is responsible.

The North South Rail Business Case is progressing through \$100m funding from the Federal and State Governments, aimed at seeing Stage 1 of North South Rail (Aerotropolis to St Marys) open in line with the airport's operations commencing in 2026.

We continue to represent the community on the Forum on Western Sydney Airport (FOWSA). Council is also a member of the National Growth Areas Alliance which represents many of the fastest growing regions across Australia and regularly meets with Federal and Opposition politicians as well as Federal bureaucrats. Council made a number of submissions on relevant City issues during the second half of 2018 including the Western Sydney Aerotropolis Land Use and Infrastructure Implementation Plan.

Council's Advocacy officer supported several Council departments in preparing applications for grant and funding opportunities from the State and Federal Government, including road and infrastructure, sport and recreation programs to ensure our community receives government investment in line with our City's sustained and ongoing growth.

We have developed our 2019 State election advocacy priorities and prepared several submissions and grant applications for the Liveability Fund (a State and Federal pool announced in the Western Sydney City Deal) and other significant recreational funding opportunities.

Aspects of Council's submission to the Federal Parliamentary Inquiry into the Australian Government's Role in the development of cities were included in the Committee's report - Building Up and Moving Out released in September 2018.

Council's Advocacy Officer also oversaw the development of a Relationship Alignment framework for the 8 Councils involved in the Western Sydney City Deal that will support collaboration and joint advocacy.

A series of meetings have also been secured and supported with political leaders including Federal Member for Hume Angus Taylor, NSW Opposition Leader Luke Foley, Minister for Cities Alan Tudge, local MPs Stuart Ayres and Tanya Davies.

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

Council has engaged a consultant to review the current contribution plans and recommend the best mechanism to deliver infrastructure for the growing community.

The Erskine Business Park Improvement Project utilises approximately \$2.65M in remaining development contributions to enhance the appearance, function and appeal of the estate through expenditure on local infrastructure consistent with the s7.11 Plan which previously applied to the precinct. Approximately \$1.3m in contributions has been spent on: 5 new bus shelters, an outdoor gym and staff lunch area, landscaping and culvert improvements.

The next phases of this project involve:

A voluntary planning agreement (VPA) was entered into in December between Council and Lend Lease securing the social and physical infrastructure to support the development of the St Marys Release Area.

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

✓ a. Prepare a submission on corridor preservation for major transport infrastructure

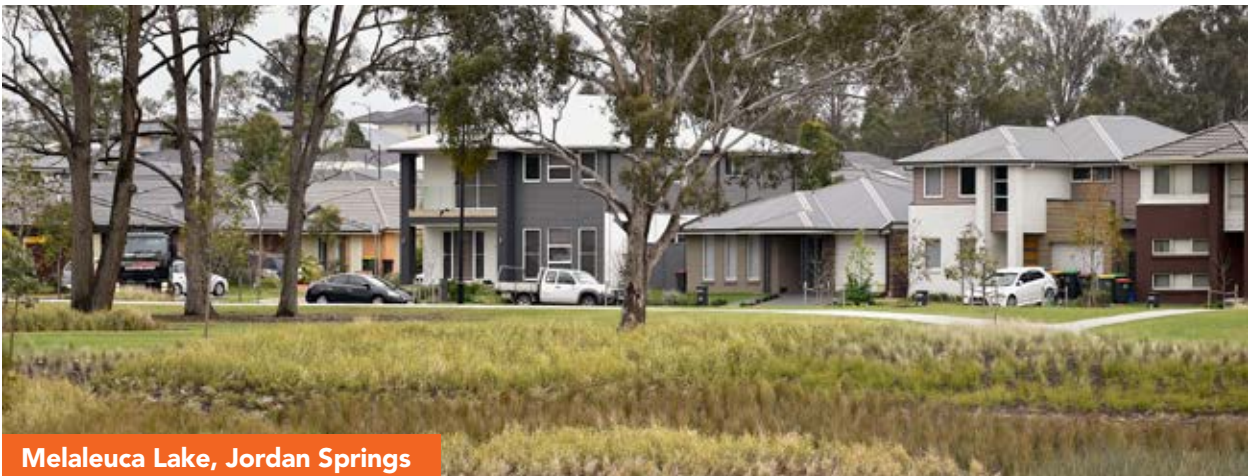
Council requested the opportunity to work collaboratively with TfNSW on corridor planning, preservation and design. We also made a submission on the Western Sydney Aerotropolis Land Use Infrastructure and Implementation Plan - Initial Precincts.

2.3.4 Position the city to harness the opportunities that come from advances in technology to improve everyday life, business and sustainability for our community.

✓ a. Develop a Smart City Strategy

A cross functional Smart Cities Steering Group and Working Party have been created to identify, research and assess technology based opportunities that could improve everyday life, business and sustainability for our community. These groups have developed and endorsed 5 principles to guide research and investment decision making – inclusion; current issues; open data; flexibility and agility; and work together. These principles will guide research and decision making to help address the challenges facing our community, our City and our region.

A Request for Quote for a Smart, Resilient Penrith Strategy was released to six organisations, three submissions were received, evaluated and a consultant has been selected. The project will formally commence in January, with a draft strategy on track to be prepared by the end of June.



Melaleuca Lake, Jordan Springs



Outcome 3

WE CAN GET AROUND THE CITY

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

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

An integrated shared pathway network throughout our City - linked to public open space, schools, shops, community facilities and public transport - is vital to create connections and encourage people to walk and cycle. Council will keep adding to and improving our pathways and working with developers to deliver shared pathways for new communities.

If Penrith is to grow as envisioned by the State Government, good transport will be essential to creating a liveable City. Planning to upgrade The Northern Road and Mulgoa Road has already commenced, and the Western Sydney City Deal includes a commitment to the first stage of the North South Rail Link between St Marys and Badgerys Creek in place by 2026, supported in the shorter term by an express bus service. Investigation of the outer Western Sydney Orbital will also commence.

WHAT ARE WE WORKING TOWARDS?

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

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

HOW HAVE WE DONE OVER THE LAST 6 MONTHS?

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

Number of complaints received regarding defects on Council's roads (potholes): 178

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

Km's of path paving added to the network

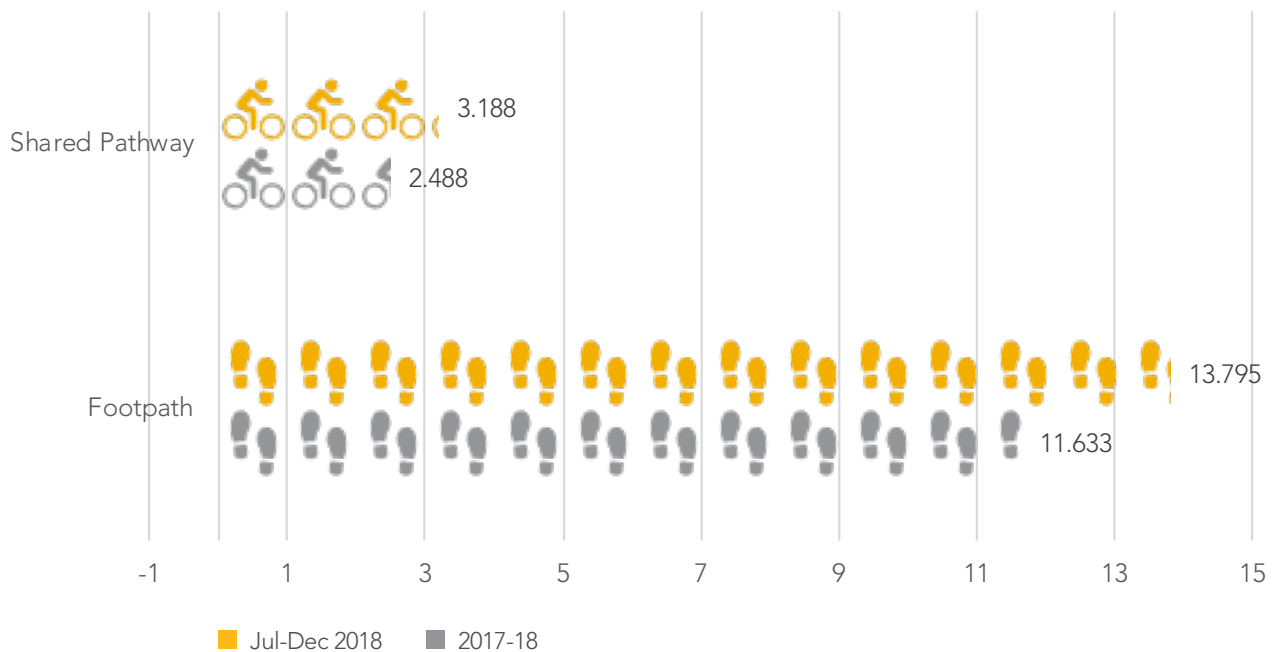
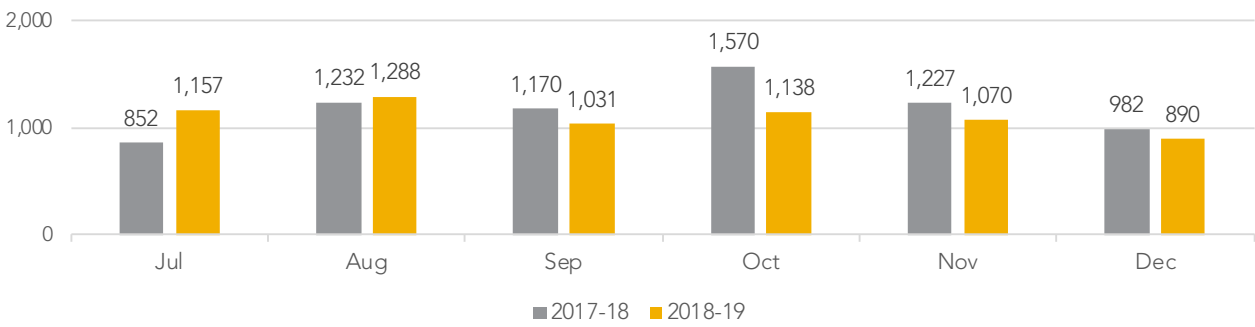


Figure includes developer constructed shared path **2.5km**

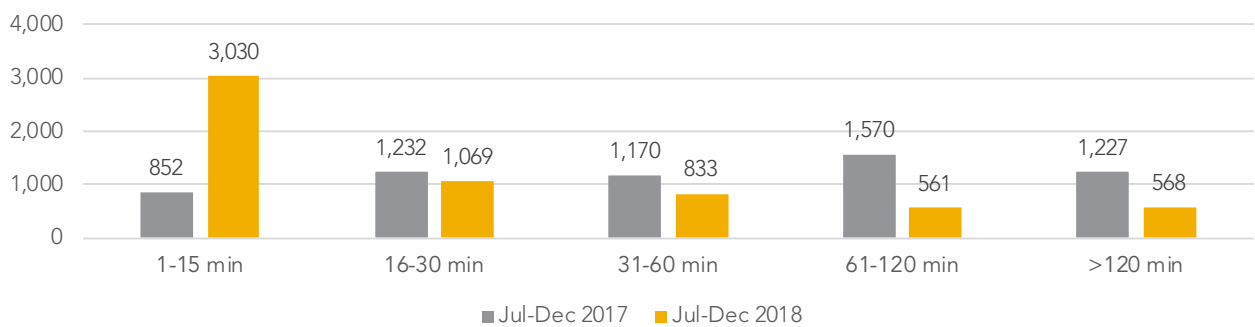
Figure includes developer constructed footpath **11.8km**

Footpaths are an important asset for our community and a strong focus for Council this term. Council develops a footpath program each year, with a significant proportion this year delivered in the first six months.

Count of Non-compliant cars



Count of Non-compliant cars on Time Range



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

WHAT HAVE WE DONE OVER THE LAST 6 MONTHS?

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

STRATEGY 3.1 Work with partners to improve public transport	
SERVICE ACTIVITY	FUNCTION RESPONSIBLE
3.1.1 Implement the bus shelter renewal program	✓ Civil Maintenance and Renewal
3.1.2 Work with providers to review existing and plan for new public transport services	✓ Traffic Management, Parking and Road Safety

3.1.1 Implement the bus shelter renewal program

The Bus Shelters Program is on Target. We have installed a new bus shelter on Tench Avenue, Jamisontown. Bus Shelters will be installed at the following locations in the third and fourth quarter of 2018/19: Second Ave, Kingswood (opposite Kingswood Primary School); Andromeda Dr, Cranebrook (outside the primary school); Solandaer Dr, St Clair; and Oxford St, Cambridge Park.

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

We made a submission to Transport for NSW in December regarding its Review of Environmental Factors for the Kingswood Station Upgrade.

The business case for North South rail is currently being prepared, jointly funded by the State and Federal Government. Penrith has a representative on the business case team, and have been working to analyse centres and route options for the North South Rail Link.

CHALLENGES AND BUDGET EXCEPTIONS

No significant challenges were experienced during this period, and all service activities are within budget.



Shared Footpath, Emu Plains

STRATEGY 3.2
Provide a safe and efficient road and pathway network

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

3.2.1 Maintain the City's roads and pathways

We're committed to an ongoing program to ensure that the City's pathways and roads are in a serviceable and safe condition. It includes both scheduled maintenance and responding to maintenance requests.

Road surfaces have been reconstructed along The Driftway, Londonderry; Eighth Avenue, Llandilo; Chain-o-Ponds Road and Littlefield Road, Mulgoa, Cook Parade, St Clair and Lansdowne Rd, Orchard Hills in this period.

A new roundabout has been constructed at the intersection of York Road and Ikin Street, Jamisontown and pedestrian refuges have been constructed in Carpenter Street, Colyton; Swallow Drive, Erskine Park and Brisbane Street, St Marys. Speed humps have been constructed in Pendock Road, Cranebrook and Bennett Road, Colyton.

A total of 9.1km of road, with a value of \$11.8M was dedicated to Council by developers in the first six months of 2018/19, primarily as part of development of new residential estates.

3.2.2 Implement the road asset renewal program

A total of 137,956m² of road pavement has been resurfaced as part of the Road Resealing, Road Reconstruction and Roads to Recovery program in the first and second quarter of 2018/19. Works completed during this period include in Agnes Banks, Berkshire Park, Colyton, Erskine Park, Glenmore Park, Jamisontown, Kemps Creek, Llandilo, Londonderry, Mt Vernon, Mulgoa, North St Marys, Orchard Hills, Penrith, South Penrith, St Clair Werrington and Werrington Downs.

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3.2.3 Implement the footpath and shared pathway program

We have delivered our ongoing program of footpath and shared pathway construction. A total of 13.8km of footpath and 3.2km of shared pathway have already been constructed this financial year.

We constructed new shared pathway at Coombes Drive, Penrith (325m) and Greenhills Ave, South Penrith (410m) and completed the following footpath works:

- Millstream Rd, Werrington Downs (570m, constructed)
- Brookfield Ave, Werrington County (300m, constructed)
- Reserve (Blackwell Ave - Napunyah Way) (470m, constructed)
- Newmoon Pl, St Clair (185m, constructed)
- Victoria St, Werrington (220m, constructed)
- Regentville Rd, Jamisontown (260m, constructed)
- Laycock St, Cranebrook (60m, reconstructed)
- Londonderry Rd, Londonderry (54m, reconstructed)
- Woodriff Gardens, Penrith (250m, reconstructed)
- Monfarville St, St Marys (85m, reconstructed)

In addition to the above, 665m² of poor condition footpath was reinstated in Glenmore Park, St Marys and Penrith, and the 2nd stage of the shared-use path in Jane Street, between Westfield and Riley St is underway and nearing completion.

3.2.4 Provide detailed designs for Council's roads and pathways

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

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

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

A number of parking projects are underway. Construction of the new North Street Car Park will deliver up to 230 car spaces for local businesses, workers, shoppers and visitors, with a new pedestrian ramp linked to Lemongrove Bridge and a driveway entrance at Henry and Doonmore Streets. Once the North Street carpark

is operational, work will begin on a new multi-deck car park at Soper Place.

3.2.6 Certify future public assets being delivered as part of development

✓ a. Participate in the development of uniform engineering design standards

From July to December our Development Engineering team received 30 applications for approvals through the Roads Act, Local Government Act and Environmental Planning and Assessment Act.

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

We started participating alongside eight other councils in a project funded by the Western Sydney Planning Partnership to develop uniform, local government engineering design standards that:

- lead to high quality urban design outcomes
- are achievable, cost effective and take into account local conditions
- provide clarity and certainty to industry and the community, resulting in more efficient development assessments
- are flexible and support innovation and emerging technology, and
- represent best practice for Western Sydney in the context of relevant Government policy

There will also be engagement with other stakeholders including Sydney Water, Telstra and NBN, Roads and Maritime Services, IPWEA, Urban Development Institute Australia (UDIA), Planning Institute of Australia, Australian Institute of Landscape Architects and other service authorities. The project is expected to be completed in October 2019. It is hoped that the final Uniform Engineering Design Standards will be incorporated into the development standards associated with the Precinct Planning for the Western Sydney Aerotropolis.

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

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

3.2.8 Manage programs and initiatives that improve road safety and efficiency

Council worked on numerous road safety projects and initiatives this period to help ensure our road network is as safe and efficient as it can be.

All federally funded Blackspot projects are on track to be delivered within the financial year and within budget.

Our free *Helping Learner Drivers Workshop* in October was attended by 24 people. Our free Child Car Seat Check Day on 17 November saw 66 seats checked or fitted in 43 cars, and we received positive feedback from participants.

Our road safety stall at Grandparents Day celebrations on 28 October generated significant interest and was a good opportunity to answer questions and distribute information to a range of age groups.

Senior Pedestrian Safety Presentations were delivered to approximately 70 people through two events at Glenmore Park. We continued to raise awareness about drink driving with coasters and bottle bags distributed to local venues. Other road safety messages were promoted through social media including reminders about double demerit point periods.

Road safety is included in Council's Community Safety Plan, and comments were invited from the community on the draft plan during its public exhibition in September – October.

Council continued to maintain the building, parkland and facilities at the Community and Road Education Scheme (CARES) facility at St Marys, which is in its 22nd year of running road and bicycle safety programs for more than 2700 local school students each year.

We hosted meetings attended by Western Sydney Road Safety Officers and a Roads and Maritime Services representative in September and December.

New road safety resources have been prepared, ready for distribution to local schools for the information of parents and carers.

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

✓ a. Lobby for funding to upgrade roads where there are identified areas of significant congestion

Council officers continued to identify issues relating to traffic congestion on main roads.

We continued to work to have projects "shovel ready" for construction when funding is secured. We put forward four expressions of interest for Western Sydney Infrastructure Plan Local Roads Package funding in July, ahead of Round 3 funding applications opening in early 2019, for the following projects:

1. construction of Caddens Road (Gipps to Heaton)
2. construction of Dunheved Road (Stage One – from Greenbank to John Oxley)
3. investigation and detailed design for the road widening of Coreen Avenue to four lanes between Castlereagh Road and The Northern Road (Parker Street), Penrith
4. investigation and design for traffic lights to upgrade Jamison Road intersections at Station and Woodriff Streets, Penrith.

CHALLENGES AND BUDGET EXCEPTIONS

No significant challenges were experienced during this period, and all service activities are within budget.

STRATEGY 3.3

Provide parking to meet the needs of the City

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

3.3.1 Maintain Council's car parks

All car parks were maintained in accordance with Council's adopted maintenance standard, so they remain clean and serviceable for our community.

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

Council's five Parking Rangers continued to patrol Penrith and St Marys CBDs, the Hospital precinct and Emu Plains areas on a daily basis to enforce restrictions. Bicycle patrols continued to be effective in regulating parking, allowing rangers to cover areas more efficiently and respond to complaints quickly.

In November, Councillors accepted a tender from Duncan Solutions Australia to install and maintain an Integrated Parking Management System for Penrith City Centre. The contract is being finalised.

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

- ✓ **a. Finalise detailed design for the Soper Place development**
- ✓ **b. Finalise the design and commence construction of North Street temporary carpark and upgrade works (roundabout and pedestrian ramp)**
- ✓ **c. Finalise Development Agreement for the Union road site that includes delivery of public car parking**

We know that parking remains a key issue of concern for our community, and a number of parking projects are underway to tackle the challenges of managing parking to meet the various needs of residents, visitors, shoppers, workers and commuters.

We have engaged Bitzios Consulting to develop a Parking Policy and Strategy for Penrith City Centre to help us understand and meet future parking demands.

Detailed designs are being finalised for a new multi-deck car park at Soper Place, ready for construction to start once the North Street car park is open for use. We continued negotiations for delivery of a multi-decked car park in Union Road to provide an additional 1,000 public parking spaces for Penrith CBD. A planning proposal will be required, followed by a Development Application, before construction can commence.

CHALLENGES AND BUDGET EXCEPTIONS

No significant challenges were experienced during this period, and all service activities are within budget.

STRATEGY 3.4

Improve passenger and freight transport connections in the region

SERVICE ACTIVITY	FUNCTION RESPONSIBLE
3.4.1 Work with government to deliver regional transport infrastructure that meets the needs of our community	Traffic Management, Parking and Road Safety

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

✓ a. Advocate for regional transport infrastructure

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

In November, we made a submission to Roads and Maritime Services regarding its Review of Environmental Factors for the Mulgoa Road Upgrade (Jeanette Street to Blaikie Road). We sought a commitment to a balance between tree canopy and road widening, noting particularly the importance of the Grey Gums located within the project area. We also sent advocacy letters to our Federal and State Members to seek their support for this submission.

Through the City Deal deliberations, we have continued to make the case for North South Rail and ensure the commitment to Stage 1 - Aerotropolis to St Marys is on track for delivery in time for the 2026 election. Through the Greater Sydney Commission’s Collaboration Area framework Council secured a commitment for an integrated transport strategy to be led by Transport for NSW as well as a Travel Plan for the Quarter Health and Education Precinct.

In regular meetings with local MPs, Council reiterated the need for Mulgoa-Castlereagh Road widening to be funded and expedited.

3.4.2 Contribute to all processes that support delivery of the North-South rail link, in time for the opening of Western Sydney Airport

Council continued to work alongside Government and other councils in the implementation of the Western Sydney City Deal and to support delivery of the North South rail link.

CHALLENGES AND BUDGET EXCEPTIONS

No significant challenges were experienced during this period, and all service activities are within budget.

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Outcome 4

WE HAVE SAFE, VIBRANT PLACES

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

The character of our City has in part been shaped by its location, the unique balance of rural, natural and urban areas, and the Nepean River. It has been characterised by a great lifestyle, close-knit community and family-friendly environment. Our centres offer a range of community services, retail, commercial, educational, entertainment and cultural activities.

As the City grows our lifestyle needs change, but residents have told us it is important to them that the character and sense of place in our centres and neighbourhoods is not lost. Council will continue to focus on revitalising the older established areas of the City, and working with developers to ensure new residential areas have what they need to be safe and vibrant places.

Council is focused on renewing our major centres in Penrith, St Marys and Kingswood; activating the public areas along the Nepean River, and improving the connections between the Penrith City Centre and the River.

WHAT ARE WE WORKING TOWARDS?

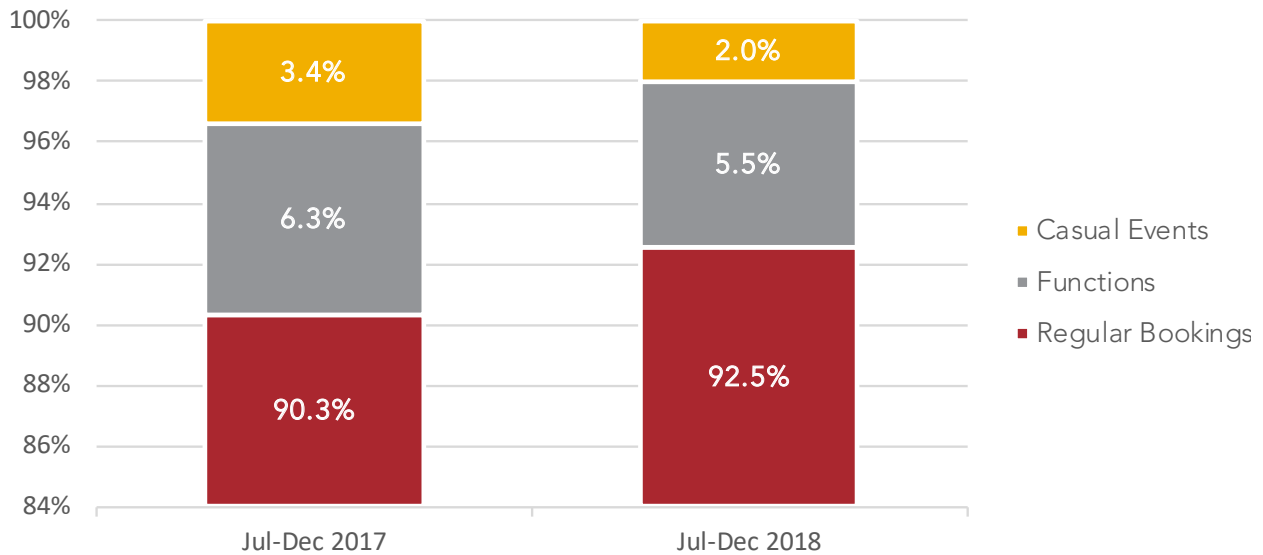
The activities and services we deliver under Outcome 4 aim to ensure that our places are safe, welcoming and attractive. The following community indicators will measure how we’re going as a City. We’ll report on them in our End of Term report every four years, and in our Annual Report whenever data is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

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

HOW HAVE WE DONE OVER THE LAST 6 MONTHS?

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

Average utilisation rate of community facilities



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

From July to December Council's community facilities hosted just under 10,000 events, with most 92% of these being regular bookings by community groups. **Overall usage was around 21% of total capacity, with some centres used more than others.** These figures indicate that our buildings have additional capacity and we are reviewing community expectations for how this service is delivered.

Number of community / customer requests related to public amenity: **847**

Parks	217
Building (Reactive)	443
Building (Corrective)	13
Building (Scheduled)	174

Number of reported incidents of graffiti: **584**

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

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

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

PROGRESS ON KEY REVITALISATION PROJECTS



CBD Improvement

The High St works were substantially complete at the end of November 2018, with the Station St intersection delayed by unexpected power supply issues with the existing RMS traffic lights. That issue has been resolved and the traffic lights can be relocated in early Feb 2019 so that all works will be complete by end of February 2019.



Our River

Implementation of the 2013 Our River Masterplan continues, with the Weir Reserve Rowing Dock extension completed, along with significant additional pathworks in Tench Reserve. The Boat Ramp and Trailer parking area was tendered for construction and site works are well underway. The adjoining Wharf Precinct designs are also complete and Council is seeking construction funding.

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WHAT HAVE WE DONE OVER THE LAST 6 MONTHS?

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

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

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

4.1.1 Maintain and renew Council's public buildings

Council's City Presentation team continued to maintain and renew our public buildings as per agreed service standards and schedules, so they are contemporary and fit for purpose. Between July and December we have particularly invested in St Marys Ripples; the St Marys Queen Street Centre and Library; Koala Corner, Stepping Stones and Tamara Child Care Centres; Penrith Civic Centre and Library; Joan Sutherland Performing Arts Centre, and Penrith Senior Citizens Centre.

4.1.2 Implement the Public Amenity Replacement Program

A new amenity block for Tench Reserve is in the design phase and a tender has been released for a new amenities block for Mulgoa Park.

4.1.3 Manage Council's cemeteries

Council has care and control of three operational and two heritage cemeteries, and we work to maintain and manage them in a way that continues to meet or exceed community expectations. Over the past six months there have

been 98 burials and 25 ashes placements across our three operational cemeteries.

New landscaping has been completed around Memorial Garden 3 at Penrith Cemetery, providing visitors with new pathways and improving amenity. Progress has also been made towards transferring ownership of Castlereagh Cemetery to Council from the Anglican Church in 2019.

Cemetery Operations staff continued to provide efficient, respectful and supportive service to all customers, liaising closely with bereaved members of the public as well as funeral industry representatives, including funeral directors, grave digging contractors and monumental masons.

4.1.4 Provide designs and plans for Council's buildings

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

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

- ✓ **a. Finalise design of road alignment for River Road and obtain relevant approvals to commence construction**
- ✓ **b. Facilitate engagement to determine vision and activation plan for Regatta Park**

We have been working on the masterplans and designs for Regatta Park, as well as a range of other projects including playground upgrades and tree planting in sporting fields and streets. Local residents have been consulted about designs for local playgrounds such as Mulgoa Park.

4.1.6 Manage the delivery of Council's major capital projects

Council is delivering a number of large scale capital projects. Our Design and Projects team is working with stakeholders to ensure community needs are met while delivering some exciting and attractive projects including public domain, park amenities and building renewals across the City.

Some projects that are now at construction stage include the boat ramp and trailer parking at Tench Reserve, and upgrades to Erskine Park Road and The Northern Road.

Penrith City Centre improvements have been a focus, with the High Street upgrade between Riley Street and Woodriff Street substantially completed.

4.1.7 Maintain a Community Safety Plan for the City

- ✓ **a. Finalise development and commence delivery of the Community Safety Plan 2018-22**

A new Community Safety Plan for 2018-2022 was finalised, and adopted by Council on 26 November. The plan was developed through extensive community consultation and analysis of local crime data. It identified actions for the next four years under three priority areas of Public Space Safety; Domestic and Family Violence; and Community Cohesion and Resilience.

While some initiatives are ongoing, such as incorporating community safety considerations into our review of development applications and design advice, we also started work on some innovative community safety projects, including the new Good Neighbour project to be launched in 2019.

Our fifth annual White Ribbon Day walk at Weir Reserve on 25 November was attended by more than 500 people in support of ending men's violence against women. We also supported a community led White Ribbon awareness raising BBQ in Oxley Park on 30 November, attended by around 50 residents, and the Nepean Domestic Violence Network Christmas lunch for families affected by domestic violence.

We started work on the Lights Bollards Activate project funded by the Federal Government's Safer Communities Program, which will involve installing 20 custom designed bollard light poles along pedestrian linear plaza areas on High Street, Penrith to stop vehicles entering the areas. Footings for the bollards and underground cabling were installed as part of streetscape improvement works, ready for installation of the poles in the next few months.

4.1.8 Maintain Council's public spaces

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

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

4.1.9 Manage public trees across the City

✓ a. Review the Street and Park Tree Management Plan

Council has an ongoing program of scheduled and reactive maintenance of park and street trees, including pruning, removal and stump grinding. Our new mobile wood chipper unit is reducing the amount of tree material requiring transportation to and from Council's nursery.

We worked to finalise the Street and Park Tree Management Plan, following Council's endorsement of the draft plan in March. Under this plan and our Cooling the City Strategy, we will increase the number of trees at appropriate locations, on the basis that "the right trees in the right place" have many benefits for the community.

We engaged with local residents on the Living Places St Marys project which will see 400 new street trees planted in the cooler months of 2019. We wrote to 1,000 households in the project area, and held a pop up event held at a local park with face painting, a jumping castle and a plant giveaway. Community feedback was overwhelmingly positive.

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

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

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

4.1.11 Implement the Building Asset Renewal Program

We continue to implement our ongoing Building Asset Renewal Program, with an increased budget from 2018-19. Priorities this year include Penrith Library; Yoorami Child Care Centre roofing; lighting and airconditioning at the Penrith Regional Gallery and Lewers Bequest and canteen upgrades at a range of sportsgrounds.

The Penrith Library upgrade works have started. The updated facilities will include smarter borrowing systems, training spaces for community workshops, additional study desks, expanded quiet zones and a new and improved local history research room. The works have been staged so that the Library will remain open, and are expected to be completed in March 2019.

4.1.12 Provide security for Council property and public areas

Ongoing security is being provided as required for Council property and public areas through our current provider. An external consultant continued work to develop a standard and strategy for the long term use and maintenance of CCTV systems, including completing an audit of current CCTV use.

CHALLENGES AND BUDGET EXCEPTIONS

The installation of 10 additional CCTV cameras on Queen Street, St Marys was delayed while underground cabling was prepared but will be completed by the end of June 2019.

STRATEGY 4.2

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

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

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

✓ a. Actively engage businesses to support the revitalisation of Penrith City Centre

Our Neighbourhood Renewal and Community Safety teams have been talking with the community in the Kingswood shopping area along the Great Western Highway and Bringelly Road ahead of planned improvement works in the area. Consultants have been engaged to deliver a Pedestrian Lighting Study and Strategy in Kingswood.

We have continued to connect and liaise regularly with the Penrith CBD Corporation and St Marys Town Centre Corporation and provide financial support for their efforts to support local businesses and activate our local centres.

Major streetscape and drainage upgrades of High Street Penrith were expedited to have major components completed before Christmas. Council continued to liaise closely with the Penrith CBD Corporation and local businesses as well as contractors to reduce impact where possible. Feedback from businesses about the end result has been generally positive. The second pedestrian footfall count was undertaken. The results will be compared with a pre works count to understand the impact the works have had on pedestrian numbers and travel directions.

We continued to implement actions from the Penrith Night Time Economy Strategy. Consultants have been engaged to deliver creative pedestrian lighting in Woodruff Lane and the Broadwalk in Penrith City Centre. The St Marys Night Time Economy Audit was undertaken in November and a focus group was held with local stakeholders including St Marys Town

Centre Corporation, NSW Police, Busways and local traders in early December.

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

Council's Place Management team continued to work with residents, businesses and other stakeholders to develop places where people feel safe and welcome. Initiatives such as the Magnetic Places Program and the Welcoming Village projects build local pride and foster a sense of the unique attributes of our diverse communities. Place Management is working with other teams within Council through initiatives such as the Think Bold forum to build knowledge and interest in responding to the needs of residents in the planning of community places and spaces.

Work continued on the Gen Connect North St Marys Community Safety Project, thanks to an \$81,000 grant under the NSW Department of Justice's Community Safety Fund. A series of fortnightly community engagement activities provided opportunities for local school students and older residents to connect and work alongside local businesses, design consultants and professional artists to help improve Parklawn Place.

Young people had the opportunity to help plan the renewal of a playspace in Cook Park, St Marys through the annual Mayoral Challenge. The playground design by students from St Marys Public School was endorsed by Council in August, with Councillors contributing funds to also deliver a fence as part of the upgrade. The installation is nearing completion.

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We undertook further community engagement as part of the Londonderry Local Charm project, and our Neighbourhood Renewal team continued to coordinate the delivery of the Oxley Park Place Plan (see 4.3.3 for details). Engineering Services refreshed the line markings in Oxley Park in response to ongoing resident concerns about road safety.

Following extensive promotion of the Magnetic Places grants program, Council endorsed funding for five exciting community placemaking projects in Cranebrook, Kingswood, Kingswood Park, Llandilo and St Marys.

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

Council generally encourages uses of public space that help make our streets more vibrant, active and attractive, create opportunities for positive social interaction and help local businesses to thrive. Public places that are accessible for all are likely to be more pleasant and enjoyable, as well as safer. We developed a new Outdoor Dining Policy and

Guidelines, which will go to Council and on public exhibition early in 2019. Outdoor dining can have social and economic benefits, as long as it is done in a way that promotes safety and accessibility.

Council continued work on the proposed City Park Precinct, which will provide a high quality, attractive destination for residents, workers and visitors and help transform the Penrith City Centre. We continued to work towards what the community has told us they would like to see around the Nepean River. To provide additional opportunities to connect to the river, we are working with the Department of Planning to transfer key sites into Council's ownership to progress the upgrade to Regatta Park.

CHALLENGES AND BUDGET EXCEPTIONS

No major challenges were experienced and all service activities are on budget.

STRATEGY 4.3 Work with our communities to improve wellbeing and infrastructure in their neighbourhoods	
SERVICE ACTIVITY	FUNCTION RESPONSIBLE
4.3.1 Manage the use of Council's community buildings	✓ Neighbourhood Facilities Management
4.3.2 Implement the Neighbourhood Facilities Improvement Program	✓ Neighbourhood Facilities Management
4.3.3 Work with local communities to identify priority issues in their area	✓ Place Management
4.3.4 Deliver projects that address local issues and improve the wellbeing of local communities	✓ Place Management

4.3.1 Manage the use of Council's community buildings

Council continued to manage 40 neighbourhood facilities (including halls, community and neighbourhood centres, youth centres and seniors centres) in accordance with adopted policies and procedures to ensure equitable access and consistent standards of customer service. These facilities hosted just under 10,000 events between July and December, attended by approximately

257,000 people. Of these events, 5.5% were function bookings, 2% casual (one off) bookings and 92.5% regular bookings.

Council staff conducted 480 weekly inspections during this period and six work, health and safety inspections.

The new Thornton Community Centre opened to the public in August 2018, and is being used by the local community for small family gatherings and regular activities such as yoga and English classes.

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

Support continued to be offered to the management committees of externally managed facilities including Penrith Seniors Centre, Andromeda Community Centre, North St Marys Neighbourhood Centre, Autumnleaf Neighbourhood Centre, Cook Parade Neighbourhood Centre, Coowarra Cottage, and South Penrith Neighbourhood Centre.

4.3.2 Implement the Neighbourhood Facilities Improvement Program

We continued to work to provide safe and clean facilities for local residents. Recent improvements include:

- installing solar panels at Cranebrook and South Penrith Neighbourhood Centres, and
- installing solar monitoring devices on 13 neighbourhood facilities that already have solar panels to help us monitor and optimise their performance.

We also continued to ensure our facilities, including the new Thornton Community Centre, have all the required fixtures, fittings and furniture.

Reviews of Council's Building Asset Renewal program and scopes of work, designs and priorities have been established for facility renewal in 2019-2020.

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

✓ a. Undertake neighbourhood renewal activities in Kingswood

Council's Place Management team continued to support high quality engagement with residents and other stakeholders to identify and respond to priority local issues, particularly in North St Marys, Kingswood and Oxley Park.

#NorthStMarysMatters continued to grow and strengthen the capacity of residents to respond to issues within their own neighbourhood. Regular meetings, activities and events were held to extend the reach of the program.

Our Neighbourhood Renewal team continued to deliver the Oxley Park Place Plan, liaising with teams across Council to get things done, such

as getting line markings refreshed in Oxley Park in response to ongoing resident concerns about road safety. Council endorsed changes to the Local Environmental Plan to support better quality development outcomes in Oxley Park.

The Kingswood Place Plan, focussing on a safe community with access to services, was endorsed following resident participation in the Capture Kingswood project. Many actions are underway, including the submission of grant applications for community safety related projects, the investigation of local speeding hotspots and delivery of the Village Cafe project. We also delivered a 6-week program of Community Action Training to a diverse group of 18 Kingswood residents to equip them with the skills to make a difference in their community, including community leadership, advocacy, community engagement, event planning, effective communication and collaboration.

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

This period we delivered a number of projects that improved community connection and wellbeing. The Village Cafe project continued its success, launching in Kingswood and continuing to attract a large number of residents in North St Marys, connecting residents with each other and relevant service providers.

The upgrade of Robin Wiles Reserve in North St Marys, which Council has worked with residents to design, is a step closer after local construction company Romba Pty Ltd was appointed to deliver stage one of the works. Matched funding of \$50,000 for the upgrade has been sought through the Everyone Can Play program (NSW Department of Planning and Environment) for a shade sail and accessible picnic shelters.

The delivery of new footpath and a shade sail at Lincoln Park in Cambridge Park is well underway, funded by the NSW Community Building Partnership.

CHALLENGES AND BUDGET EXCEPTIONS

No major challenges were experienced and all service activities are on budget.

Mountain View Reserve



Outcome 5

WE CARE ABOUT OUR ENVIRONMENT

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

One of Penrith's defining attributes is our natural environment including beautiful waterways and a diverse range of native species and ecological communities. Our City contains approximately 17% of the remnant vegetation of the Cumberland Plain - the highest proportion in any council area. Penrith is also unique in that significant areas of remnant native vegetation occur on private land outside conservation reserves.

Council is the steward of approximately 1271ha of open space with an estimated 274ha of natural areas having biodiversity value. Outcome 5 recognises the need to balance population growth with the need to respect our environment, support agriculture and build on our local fresh food production and other rural activities.

A significant proportion of the City has the potential to be affected by flooding, especially along the Nepean River and South and Ropes Creeks. We are also likely to experience more severe weather events in future, such as heatwaves, storms and bushfires.

Heat is particularly an issue for Western Sydney, and Council is looking at ways to 'cool-down' the City. Our organisation continues to lead by example in terms of reducing waste generation and energy and water use.

We also deliver education and awareness programs to help our communities to live more sustainably. Outcome 5 reflects our efforts to achieve a healthier, better protected and well managed environment that responds to a changing climate.

WHAT ARE WE WORKING TOWARDS?

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

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

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HOW HAVE WE DONE OVER THE LAST 6 MONTHS?

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

Corporate waste generation and diversion from landfill

Hectares of land under active management

% of Council's electricity supplied from low carbon sources

% reduction in Council's greenhouse gas emissions

Council's use of potable water

HOW HAVE WE DONE OVER THE LAST 6 MONTHS?

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

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

5.1.1 Maintain Council's drainage infrastructure

Council continued to respond to maintenance requests and complete scheduled maintenance for all our drainage infrastructure, including Gross Pollutant Traps (GPTs), so they are clean and functional.

A total of 14.5km of new drainage infrastructure, including 10 gross pollutant traps and 646 pits have been dedicated to Council by developers between July and December. We completed drainage improvement works in Mills Rd, Londonderry and Fairlight Rd, Mulgoa and works in Muscherry Rd, Londonderry and Eighth Ave, Llandilo are in progress. We upgraded the GPT in Andrews Road to improve pollutant retention and protect water quality.

5.1.2 Provide designs and plans for Council's drainage infrastructure

Designs were completed for drainage projects in line with the 2018-19 Operational Plan and in advance for 2019-20.

5.1.3 Help protect and improve our City's natural environment

- ✓ **a. Complete the environmental assessment and final validation of site remediation for the former Gipps Street landfill site**
- ✓ **b. Commence community consultation regarding amendments to the 2007 Masterplan once Validation has been achieved**
- ✓ **c. Prepare and adopt an amended masterplan for the Gipps Street recreation area**

Recreational water monitoring was undertaken weekly at three key sites along the Nepean River. Results were assessed applying National Health and Medical Research Council Guidelines to provide a guide on the suitability of sites for swimming. Macro-invertebrate sampling was conducted during spring. Seasonal monitoring of waterway health helps to identify changes in water quality and the ecological condition of local waterways, and is also used as a general indicator of water health.

Council's On-site Sewage Management (OSSM) Systems Program continued to focus on the City's 4,400 OSSM systems, assessing installation and operational approvals, auditing non-domestic and non-complying systems and responding to complaints. We assessed 142 applications or referrals for new OSSM systems or alterations to existing systems, issued 430 operational approvals and investigated or audited 66 OSSM systems during this period.

Our Environmental Health team continued to provide advice during the development assessment process to help minimise the impacts associated with major projects, subdivision and rezoning proposals.

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

Council's Environmental Health team continues to manage and monitor the performance of the Leachate Management System at the Gipps Street Reserve (former landfill site) to ensure it is effectively protecting the environment, including South Creek. This includes carrying out weekly site inspections and quarterly water sampling; managing contracts for regular maintenance of the treatment cell area and monitoring landfill gas; pump maintenance and remote monitoring of the site through cameras and alarms.

A new vegetation permit system has been introduced to streamline the assessment of applications to prune or remove trees. We introduced an online application and payment option for customers this reporting period.

In October the Cranebrook Wetland & Bushland Restoration Project won the 2018 Keep Australia Beautiful NSW - Coastal and Waterways Protection Awards.

Designs are being prepared for Cook Park which was selected as the preferred first site for a stormwater harvesting and reuse project which will include an enlarged flood storage basin to mitigate local flooding issues.

Our roadside reserves are a focus. We secured a Roadside Reserves Environmental Management Grant and reviewed the Roadside Vegetation Management Plan prepared by a consultant to assess and help us prioritise vegetation management actions.

5.1.4 Provide advice on protection of the environment and community health

Three schools participated in the Catchment Tour program, engaging over 120 students on water quality issues and the impacts of stormwater pollution. Around 500 native trees were planted as part of the tours. This period marked the end of the 10 year program, which has engaged over 2,800 students from 82 schools. Through their efforts around 13,530 trees and shrubs have been planted throughout Council's reserves.

5.1.5 Maintain Council's natural areas

Council continued to deliver an ongoing program of weed management, vegetation management, planting and education. We also coordinate and support a range of volunteer bushcare groups that make a valuable contribution to improving the quality of our natural areas. We continued a strong partnership with the Hawkesbury River County Council for the control/management of priority weeds.

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

We continue to host the operations of the Regional Illegal Dumping (RID) Squad on behalf of member councils The Hills, Cumberland, Fairfield and Blacktown. Council and the Environmental Protection Authority (EPA) have been actively engaging with other councils to increase membership of the RID Squad, with successful negotiations with Blue Mountains City Council who have agreed to partner with the Western Sydney RID Program for the 2019 calendar year on a 12-month trial. Discussions with other Council's including Hawkesbury are continuing.

Three new investigators have been employed, bringing a diverse range of skills and experience to the squad.

5.1.7 Help minimise impacts on the environment from unauthorised activities

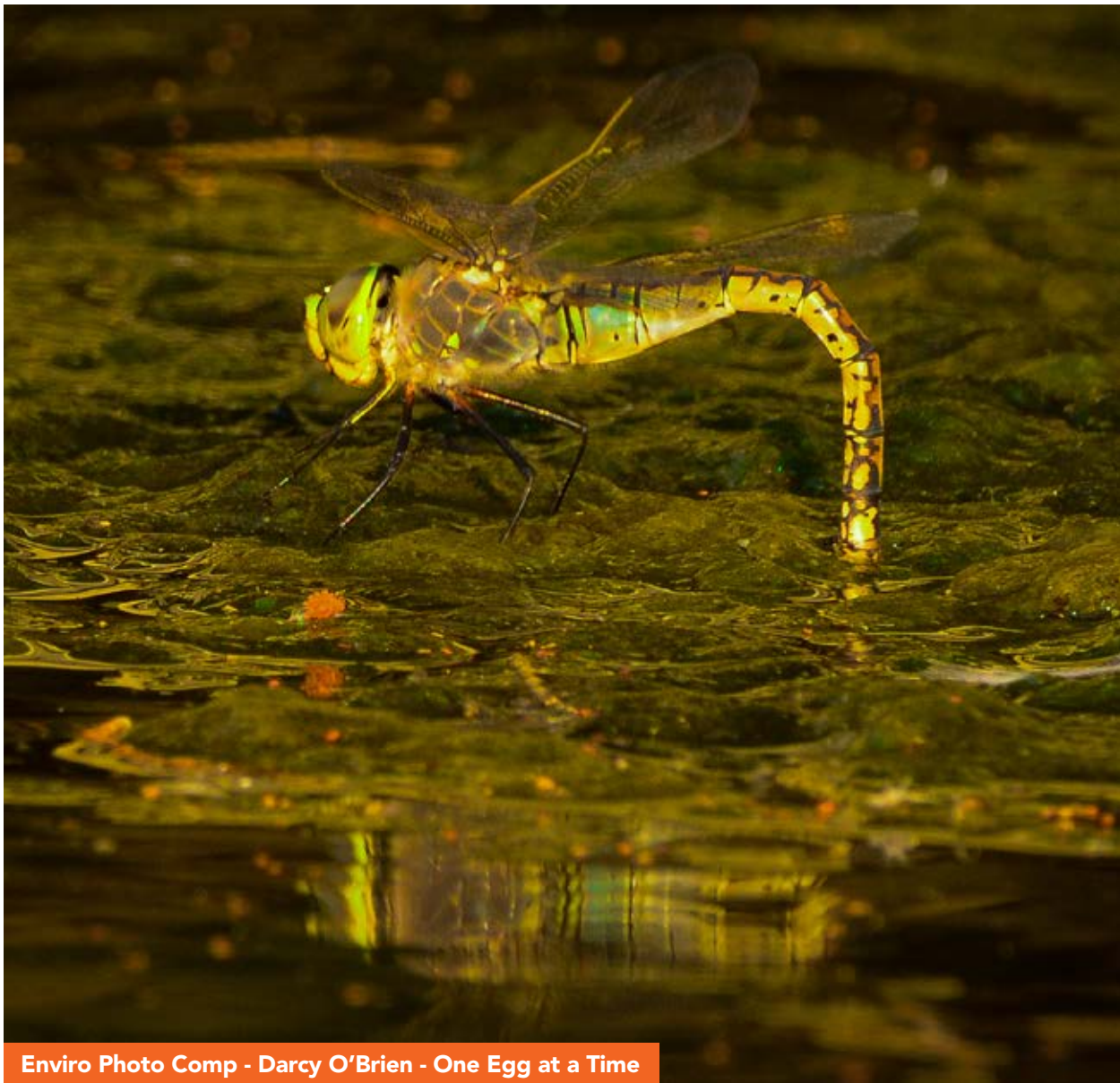
We have continued to make changes to improve the efficiency of our Development Compliance team and reduce the number of outstanding compliance matters.

We are making better use of technology including iPads out in the field. We have implemented an electronic penalty infringement notice system and improved use of Council's Property and Rating System. Our improved operating procedures ensure more effective investigations and decision making. Councillors were briefed on our draft Compliance and Enforcement Policy in December and a report to Council recommending endorsement of the revised policy is expected in early 2019.

Additional resources have been approved to address workload issues within Development Compliance, with recruitment expected to be complete by March 2019.

CHALLENGES AND BUDGET EXCEPTIONS

The Environmental and Compliance auditing program focussing on industrial, commercial and agricultural activities was suspended in the last financial year due to lack of resources. However, additional resources have been approved which will enable auditing activities to recommence.



Enviro Photo Comp - Darcy O'Brien - One Egg at a Time

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STRATEGY 5.2

Support our community to use resources wisely

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

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

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

We distributed six issues of our Sustainability eNews to our ever-growing online mailing list, promoting local sustainability events and news from Council as well as organisations like Conservation Volunteers Australia, Greening Australia, Penrith Observatory, The Joan Sutherland Performing Arts Centre and Penrith Regional Gallery. Topics included biodiversity, waste, household sustainability and more.

A survey was undertaken to understand local residents' thoughts and goals around growing their own food. We received more than 100 responses and developed a range of actions to respond to the feedback, including home gardening workshops held in November. Topics included Building Healthy Soil, Growing Veggies in Small Spaces, Herb Gardening, Natural Pest Control, and Preserving. All workshops were booked out and received positive feedback.

Council's annual Real Festival, attended by around 25,000 people, included a hands on activity for attendees to plant plants into a vertical garden which spelt the word LIVING. This provided an opportunity for staff to talk to people about the benefits of gardening, ask what they grow at home, and promote the upcoming home gardening workshops.

Council's sustainability efforts were recognised at the Local Government NSW Excellence in the Environment Awards. The Jordan Springs Community Hub won the Sustainable Infrastructure

category, and the Climate Adapted People Shelter in Kingswood was Highly Commended in the Climate Change Action category.

Council continued to help coordinate the Penrith Hawkesbury Environmental Education Network (PHEEN) sustainable schools network, with other local organisations. A meeting has been held each school term, and the Sustainable Times newsletter for schools has been transitioned to an email format. The PHEEN network continued to grow, with new schools and contacts regularly being added to the contact list.

Council also attended local community events including the Day of Peace, Grandparents Day, and a conference for multicultural diversity hosted at Council. Information was provided on living more sustainably at home, and hands on activities such as rosemary propagation or ephemeral art were also offered.

5.2.2 Manage resource recovery and waste collection services

- ✓ **a. Investigate regional waste initiatives**
- ✓ **b. Finalise negotiations for the new waste contracts and prepare for implementation from 1 July 2019**

On Friday 24 August, Council signed the new 10-year Waste Collection contract with Suez after a long and competitive tender process. Planning is underway to ensure a smooth transition to the new contract from July 2019.

Waste education is one area being looked at for collaboration under the Regional Strategic Alliance with Blue Mountains and Hawkesbury Councils. Council is also involved in the Western Sydney Regional Litter Implementation Plan 2019-20. In addition, following the adoption of

the Regional Strategic Alliance Waste Strategy member councils have met to discuss the progress of identified opportunities. In line with the State government response to the National Sword issue cross cooperation with RSA procurement group was identified as an area of “gain” for waste management and resource recovery, especially construction and demolition waste. A workshop is to be hosted by Blue Mountains in the first quarter of 2019.

We delivered 58,200 compostable bags to 3-bin households in late November. Improvements in GPS tracking provide ongoing support for delivery enquiries and efficiency. The green bin service was extended to some multi-unit dwellings.

Our eWaste Drop Off Day in September saw 683 vehicles drop off 19.48 tonnes of electronic waste and 99.86% of all material collected was recycled. There was a 35% decrease in the number of attendees and tonnage received. This is most likely the result of increased patronage at the Penrith Community Recycling Centre where items such as TVs and computers are accepted throughout the year, meaning residents can drop off items as they need to rather than waiting for the eWaste day.

Our Waste Rangers have undertaken almost 240 inspections, engaged with 405 members of the community and directly provided information to more than 700 residents while out in the field. The results of this work is evident in increased amenity and fewer incidents of illegal dumping.

Our Waste Services team continued to work closely with our Planning and Development Services teams to make sure urban design, prelodgement and development assessment promote the implementation of innovative onsite waste collection technologies within new developments, in accordance with Council’s C5 Waste Management Development Control Plan and development specific Guidelines.

The infrastructure renewal process has successfully identified 120 legacy multi-unit developments which had no existing on-site waste collection infrastructure. Following consultation Council has now provided development specific infrastructure information to residents and strata. This supports the transition of residents from the ‘2 bin service’ to the ‘collect and return service’ in readiness for the new contract. Council recently held a developer forum to address the waste provisions within the

development application process. Following the review, Waste Services worked closely with planning, legal and SUEZ (waste collection contractors) to develop an innovative low entry vehicle response to Councils DCP provisions. The vehicle is designed to provide a heightened amenity and urban design outcome whilst providing residents with Councils innovative waste service within higher density developments.

We are building a new system to take customer requests to help improve how we track and respond to them and enable customers to report missed services and damaged bins and book bulky waste collections online.

5.2.3 Help our community understand how they can better manage waste

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

The Oxley Park door-knock program has been completed. The Waste team attended all properties in Oxley Park between June 2018 and January 2019, speaking with residents from over 30 % of households. There was engagement and communication regarding waste services including how to book clean up collections, how to report illegal dumping, how to arrange a repair or replacement of a damaged bin and options for bins to encourage responsible waste management and resource recovery. The program also promoted the community recycling centre for drop off of household hazardous waste, and electronic waste including televisions, computers and computer peripherals. Where residents were not home or did not come to the door, information was left in their letterbox about all the services provided. Discussions between Place Management and Waste Services are underway as to how best to support residents of Kingswood in a similar manner.

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The 2019-29 Waste Collection contract has been finalised, however processing contracts are yet to be finalised. There are currently a number of waste challenges to be resolved with regard to the application of mixed waste organics to land (red bin) and the effects of the China Sword Policy and Container Deposit Scheme rebates (yellow bin). Council officers are involved in the State government working groups and it is anticipated that all contract issues will be resolved by the end of the March quarter.

STRATEGY 5.3		
Minimise risks to our community from natural disasters and a changing climate		
SERVICE ACTIVITY		FUNCTION RESPONSIBLE
5.3.1 Manage the risk to and impact on life and property from the existing and potential future use of the floodplain	✓	Floodplain and Stormwater Mgt
5.3.2 Provide advice on floodplain and stormwater management	✓	Floodplain and Stormwater Mgt
5.3.3 Help protect our community by supporting emergency services to prepare for and respond to emergencies	✓	Security and Emergency Services
5.3.4 Identify opportunities to respond to a changing climate	✓	Sustainability
5.3.5 Work with partners to enhance the resilience of the City	✓	Sustainability

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

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

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

5.3.2 Provide advice on floodplain and stormwater management

Council continues to provide advice and management of our floodplain in accordance with the NSW Floodplain Development Manual and adopted Council policies.

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

Council continued to support our City's emergency service agencies to prepare for and respond to emergencies. We provide administrative support to the Local Emergency Management Committee and its member agencies, and staff support during emergency operations. We supported the SES in several severe storm events in November and December. We continued to work with the local community and Rural Fire Service (RFS) to identify a suitable site for a new Mulgoa RFS station.

5.3.4 Identify opportunities to respond to a changing climate

- ✓ **a. Complete activities required under the Global Covenant of Mayors for Climate and Energy**
- ✓ **b. Coordinate the implementation of the Cooling the City Strategy**
- ✓ **c. Assess tree canopy coverage across the City and look to establish targets**

We continued to implement actions under our Cooling the City Strategy to create cooler and more liveable communities, including consulting with local residents in St Marys in preparation for planting 400 new street trees in early 2019 under the Living Places St Marys project. We sent letters to 1,000 households in the project area, and a pop up event was held at a local park with face painting, jumping castle and a plant giveaway. Feedback from the community was overwhelmingly positive. The trees have been purchased and the planting contractor selected.

Staff and managers across Council have participated in a climate change risk assessment, in line with the Global Covenant of Mayors for Climate and Energy.

We planned and started our annual summer 'Beat the Heat' communications campaign and updated our Beat the Heat webpage, in line with heat messaging from NSW Health and including low cost tips for keeping cool. It is designed to help vulnerable residents be more resilient to extreme heat.

Council supported the launch of WSROC's Turn Down the Heat strategy. Council was recognised in two categories of the prestigious Local Government NSW Excellence in the Environment Awards, announced in early December. The Jordan Springs Community Hub won the Sustainable Infrastructure category, and the Climate Adapted People Shelter in Kingswood was Highly Commended in the Climate Change Action category.

5.3.5 Work with partners to enhance the resilience of the City

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

Council's Resilience Committee continued to provide input and guidance into our work to make our organisation and the city more resilient. Actions from the committee included a food survey and home gardening workshop series (see 5.2.1 for details).

CHALLENGES AND BUDGET EXCEPTIONS

The lack of State Government action around improved planning legislation on urban heat and its abatement continues to be a challenge in creating a cooler city. In November Council wrote to the NSW Department of Planning and Environment requesting improved building controls with increased focus on solar, insulation and efficiency to suit our local climate.

The Penrith CBD Risk Management Study and Plan was due to be completed in December, but we were able to have the NSW Government grant extended until June 2019.



Outcome 6

WE ARE HEALTHY AND SHARE STRONG COMMUNITY SPIRIT

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

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

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

Council has a number of libraries which provide community hubs for access to information and life-long learning. We have a number of regional arts, entertainment and cultural facilities including the Joan Sutherland Performing Arts Centre, the Penrith Conservatorium of Music, the Q Theatre, and the Penrith Regional Gallery and The Lewers Bequest. Major sporting venues include the Sydney International Regatta Centre, the Penrith Whitewater Stadium, as well as the Penrith Panthers complex.

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

WHAT ARE WE WORKING TOWARDS?

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

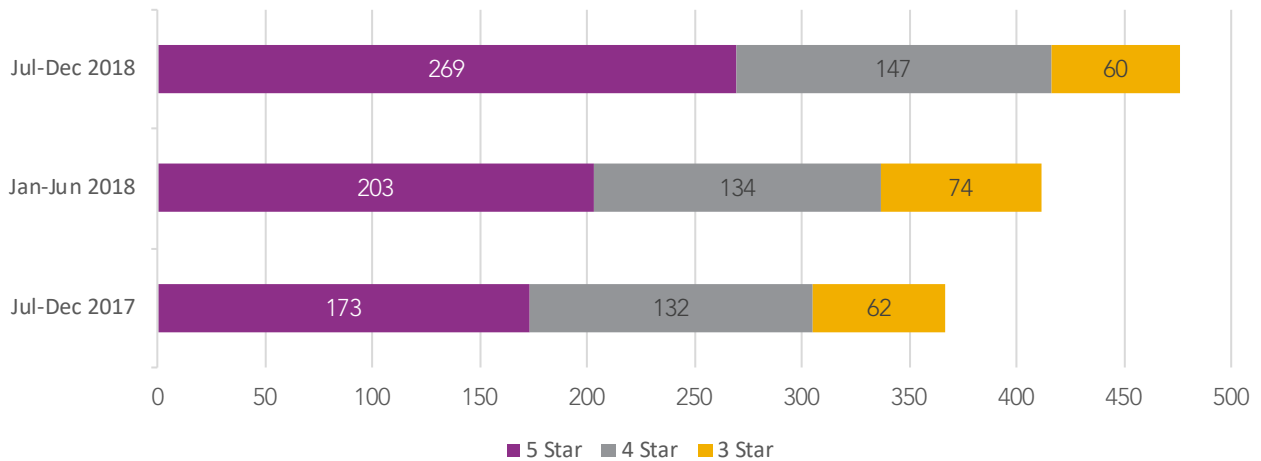
1. % of residents that feel part of their neighbourhood or community
2. % of residents satisfied with local community festivals and events
3. % of residents who feel proud of where they live
4. % of residents who say they can get help from friends, family or neighbours when needed
5. % of residents who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

HOW HAVE WE DONE OVER THE LAST 6 MONTHS?

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

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

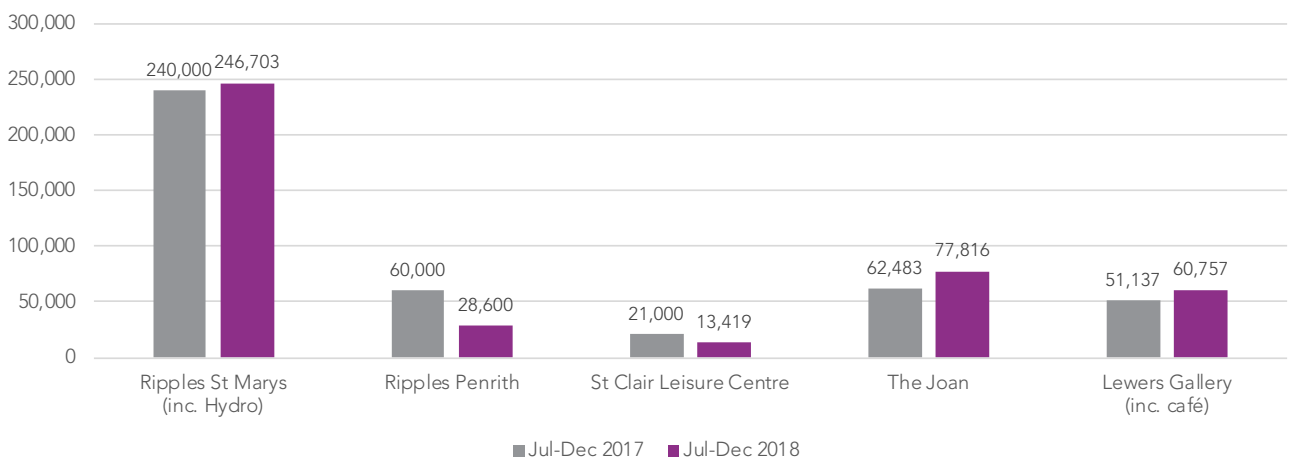
This will provide an indication of the effectiveness of Council's food safety regime in promoting good practices and protecting public health.



As part of the 'scores on doors' program, 269 local food premises received a rating of 5 stars, meeting the highest expectations of hygiene and food safety practices.

Number of visitors to Council's leisure and cultural facilities

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



Council's leisure and cultural facilities continued to be well utilised, with visitor numbers indicating Ripples St Marys is our most used facility, with approximately 247,000 visits (including swimming carnivals and swimming lessons).

Council run and supported community events

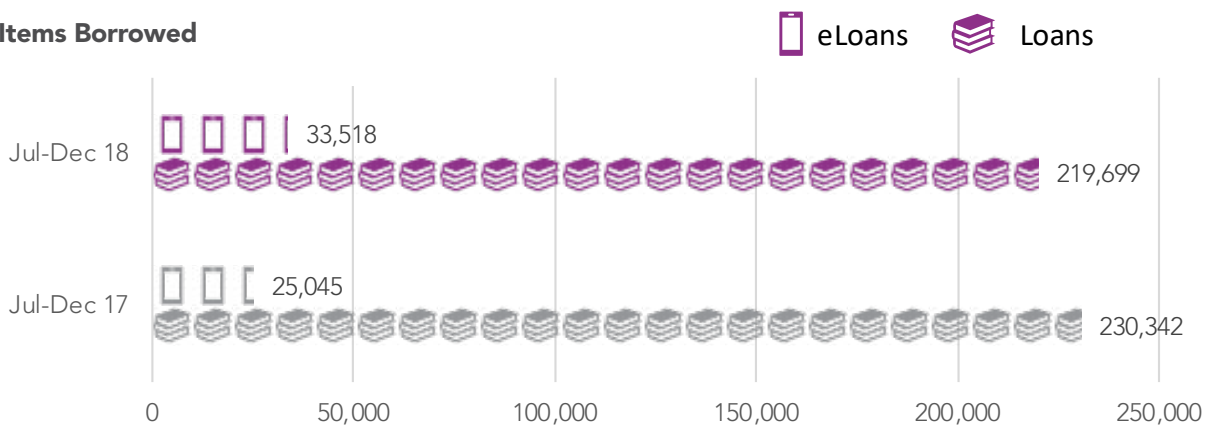
A comprehensive program of community events have been delivered during the July-December 2018 period that have showcased the City. The program includes events that Council conducts and others which it supports either financially or in-kind and are effective in generating significant community spirit.

These events have included the William Cox Historical Festival, Penrith Show, St Marys Spring Festival, Music By The River, Ballet Under the Stars, FFA Cup, Nepean Triathlon, Real Festival, NSW Golf Open Championships, Matildas vs Chile soccer match, Remembrance Day/Granting of Freedom of Entry, Ironman 70.3 Western Sydney, Cinema in the Park and NAIDOC Week celebrations.

Use of Council's libraries

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

Items Borrowed



Number of Visitors 240,000

In the past six months a total of 253,217 items have been borrowed from Penrith Library branches. This number includes online loans (eLoans) - eBooks, eAudio and eMagazines. A total of 33,518 eLoans were processed – this is an increase of 33.8% compared to the same period the previous year. The highest number of users were recorded for both eBooks and eMagazines during December 2018. 2,689 new members joined the library in the last six months bringing the total number of active library memberships to 42,414 by the end of the 2018. 'Active' members refers to all library members who have either joined the library, renewed their membership or borrowed items in the past 4 years. Over this same period 6,447 reservations were placed (this number includes reservations for eResources such as eBooks) and 240,000 people visited one of our three library branches.

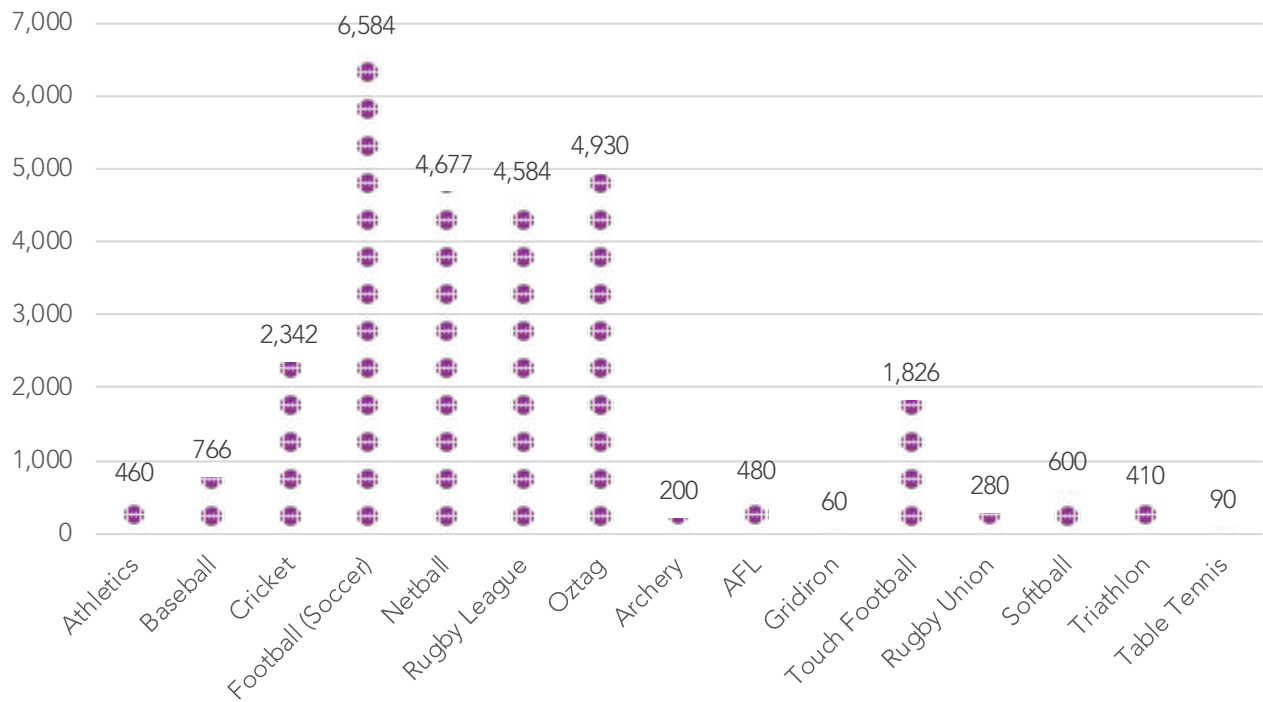
Although we have experienced a decrease in active membership numbers, we have maintained steady numbers in new memberships and membership renewals. We had a spike in membership in 2017-18 due to a very successful membership drive we ran that summer.

Membership Numbers



Number of local sporting club members as a % of the population aged between 5 and 50: **23%**

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



A total of 23% of the population aged between 5 and 50 was registered with a local sporting club, with the top three sports for this period being football (soccer), oztag and netball.

These numbers represent membership numbers for the winter season (1 March to 30 August 2018). The results indicate our sportsgrounds are well utilised with almost a quarter of the population aged between 5-50 being members of a sporting group. Council will continue to monitor utilisation rates, surface conditions and maintenance schedules to ensure our community's recreational needs are met.

**Penrith City official estimated resident population aged 5-50 is 124,877 (2016 Census)*

HOW HAVE WE DONE OVER THE LAST 6 MONTHS?

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

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

6.1.1. Implement the Parks Asset Renewal Program

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

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

Between July and December we upgraded playgrounds at Grays Lane, Cranebrook; Applegum Reserve, Glenmore Park; Richardson Place, Glenmore Park; Pioneer Park, South Penrith and Bunyarra Reserve, Emu Plains.

We reconstructed two fields at Cook Park, St Marys and installed watering systems and renewed playing field surfaces at Jamison Park, Penrith and Chapman Gardens, Kingswood.

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

- ✓ **a. Implement the Penrith Health Action Plan in collaboration with the Nepean Blue Mountains Local Health District and the Nepean Blue Mountains Primary Health Network**
- ✓ **b. Contribute to the improved health of residents in older established suburbs through the Village Café (subject to RAR bid / external funding application)**

Council continued to make important contributions to community capacity building and wellbeing. Health and wellbeing has been promoted in the community at a number of activities and events including NAIDOC week and Grandparents Day.

During this period Council collaborated on several projects with the Nepean Blue Mountains Local Health District (NBMLHD) and the Nepean Blue Mountains Primary Health Network as part of our Health Action Plan, including the Village Cafe in North St Marys and Kingswood. In November a new Health Action Plan was signed by the three levels of government as well as the local Aboriginal medical service - Greater Western Aboriginal Health Service (GWAHS). The four organisations collaborating on the Health Action Plan will support each other's public communications and health messages, and work together to improve Penrith's built environment for health outcomes. Priorities for 2018-20 include promoting and supporting the GWAHS opening in Penrith's city centre in early 2019, and promoting the role of local men's sheds in reducing isolation and improving mental health.

The Penrith Health Action Plan won two awards in 2018 for best practice in collaboration and service delivery to local communities that lead to improved health and wellbeing, one from Local Government NSW and the other from the NBMLHD Best Practice awards.

6.1.3 Provide designs and plans for Council's parks and sportsgrounds

- ✓ **a. Finalise tender and commence construction of new playing fields and associated facilities at the Kingsway**

Design work was completed for parks and sports grounds in accordance with the 2018-19 Operational Plan, including the grant funded

program to plant shade trees at 11 sportsgrounds. We finalised designs for new playing fields and a sporting amenities building at The Kingsway, ready for construction to start in January 2019, and finalised designs and quotations for the construction of a storeroom and awning at Gow Park, Mulgoa.

We consulted local residents on design options for upgrades at Mulgoa Park, Mulgoa including a new playground, amenities block, multi-use tennis courts and landscaping.

6.1.4 Help protect and improve the health of our community

Council continued to deliver programs to promote safe food handling practices and protect the health of our community. We have 878 registered food businesses and in this period we completed 554 primary food safety inspections and 98 reinspections. We issued 25 Improvement Notices, three Prohibition Orders and 15 Penalty Infringement Notices and we investigated 41 food complaints.

Council has incorporated the NSW Food Authority's Scores on Doors Program into our Food Safety Program, so food businesses we inspect are assigned a rating of 5 stars, 4 stars, 3 stars or no stars at each inspection. As at the end of December, there were:

- 269 businesses rated 5 stars
- 147 businesses rated 4 stars, and
- 60 businesses rated 3 stars.

Our Temporary Event and Mobile Food Safety Program issued 217 approvals for temporary events and 15 approvals for mobile food vending vehicles. We also carried out food safety inspections at many community events including the Penrith District Show, St Marys Spring Festival and the Real Festival.

We sent two issues of our quarterly newsletter to all food businesses and held two free food handler education seminars for food proprietors and their staff. Our Environmental Health team is represented at the NSW Food Authority State Liaison Group and Council continues to work with the NSW Food Authority on food safety and hygiene.

At the end of December, Council's Skin Penetration Safety Program had 99 registered businesses. We carried out 93 primary skin penetration business inspections and 23 reinspections, and issued three

Improvement Notices. We sent a newsletter out to all skin penetration businesses.

At the end of December, our Legionella Safety Program had 57 registered businesses, and we did 20 inspections of cooling towers and warm water systems. NSW Health strengthened the Public Health Regulation 2012 to require a performance based (or risk management) approach to managing cooling water systems. From August, building occupiers were required to test for Legionella bacteria on a monthly basis and notify high 'reportable test results' to Council.

As of the end of December 2018, Council's Public Swimming Pool, Spa and Splash-park Safety Program had 19 registered businesses, with approximately 18 primary inspections being completed. It is anticipated that the remaining inspections will all be completed by the end of the third reporting quarter.

Council participates in the NSW Health Arbovirus Surveillance and Mosquito Monitoring Program. We continued to monitor four sites at Werrington, Emu Plains, Glenmore Park and Castlereagh.

We investigated more than 200 environmental and public health complaints including air, noise and water pollution issues.

6.1.5 Deliver library services that support a vibrant, connected community

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

Penrith City Library celebrated 70 years of service this year. We continue to evolve to meet community needs and expectations, including an increasing focus on eResources such as eBooks, and support services for young families, school students and seniors. Our library service has attracted 2,689 new members, loaned 253,217 items and clocked up 240,000 visits between July and December.

The Pop Up Library provides opportunity for library staff to engage and connect with the community at local events, service centres, and in neighbourhoods. By bringing the library into the community, Library staff make meaningful local connections while demonstrating the range of resources we offer for everyone in the community. In the last six months our library "popped up" at the Day of Peace, Spicy Penrith, Children's Week, Grandparents Day, Westies Markets and International Day of People with Disability.

The Penrith library refurbishment and rebuilding of the St Marys library collection following a flood last year has also continued.

Our Research Services team has delivered a comprehensive program of workshops, talks and exhibitions that have connected our residents to their local community and local history. These programs have included:

- family history workshops during August, including one focusing on researching Aboriginal family history
- a collaboration with the NSW Office of Environment and Heritage to deliver a series of 'Heritage near me' workshops in October
- an exhibition on the local soldiers who died during the First World War and an evening of reflection to mark the centenary of the end of the war in November, and
- an exhibition on the artefacts found at Oakdale Estate at Kemps Creek; and, the 'Noble Work Recognised' event which was.

The team also designed our popular annual local history calendar for 2019 and published the final 'Our Fallen 1918' which included biographies of all the local soldiers who died during the First World War.

6.1.6 Maintain the City's sportsgrounds, parks and open spaces

Council maintains almost 550 parks and playgrounds as well as 105 sporting facilities and 1,270 hectares of open space. We continued to deliver our program of scheduled and reactive maintenance to make sure these facilities meet the community's needs, are fit for purpose and are maintained in accordance with relevant service specifications.

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

Council has continued to allocate and manage use of sportsgrounds, parks and reserves; operate St Clair Leisure Centre and Council tennis courts; and complete, progress and plan for infrastructure projects.

Over 33,000 club members used Council's sportsgrounds during the winter season, with almost 14,000 now enjoying summer season sports activities. In addition to regular weekly use, 83 events have been facilitated and supported including 19 state and regional sporting events

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and carnivals; 47 private/ sporting groups/ associations/Government department events ranging from community to national status; and 17 club presentation days. Approximate overall event attendance totalled 52,640.

St Clair Leisure Centre continued to provide a range of recreational opportunities and its financial performance is in line with budget expectations. Tennis court use remains stable. The introduction of the 'book a court' online system for Arthur Neave tennis courts has made it easier for the community to access this facility.

We worked on a range of infrastructure projects, including:

- Completed construction of the extension to the Weir Reserve Rowing Pontoon, Penrith.
- Completed floodlight upgrades at Potterfields, Colyton.
- Club consultation and designs for a renewed and expanded amenity at Chapman Gardens, Kingswood
- Commenced renovations to field surfaces at Elieen Cammack, South Penrith; Cook Park, St Marys; Londonderry Oval, Londonderry and Jamison Park Field 5, Penrith.
- Completed Level 3 floodlight designs for Leonay Oval, Leonay.
- Completed canteen and amenity upgrade at Ched Towns Reserve, Glenmore Park.
- Commenced construction of a dog park at Windmill Park, Glenmore Park.

Work also began on the renewal of the Andrews Road Baseball facilities and Londonderry Oval surface improvements.

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

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

We worked to finalise the draft 10 year Sport, Recreation, Play and Open Space Strategy following extensive community engagement last year, ready for public exhibition in early 2019. This strategy will help us ensure our community's sport, recreation, play and open spaces remain at the forefront of our planning priorities in the coming years and inform how we prioritise and invest in these spaces, to best meet community needs.

We engaged with key partners including the NSW Office of Open Space and Parklands and NSW Office of Sport to develop a Sport and Recreation Participation Strategy and a Sport and Recreation Facility Plan for each Western City District.

Funding for a multi-purpose youth activity space for Cambridge Gardens is one of our advocacy priorities for the 2019 state and federal elections. Following requests from local residents for a youth skate and scooter space, Council commissioned PLAYCE consultants to speak with the community, investigate the proposed site and come up with some concept designs for the community to consider. We held a community BBQ in November, attended by approximately 120 residents, to inform more detailed designs.

Council has realised significant funding for sport and recreation community projects through 42 grant applications to the Federal and State Government and State Sporting Organisations. Council compiled or helped local organisations to compile a total of 18 applications for funding under the NSW Government's 2018 Community Building Partnership Grants Program, and 11 sporting and community infrastructure projects were successful to a total of \$467,957. Council secured \$77,500 towards three projects at Saunders Oval, St Clair; Allsopp and Patterson Reserve, Cambridge Park; and Ridge Park, Colyton. With further investment from Council and community organisations this will mean an investment of over \$1m which will create opportunities for increased participation, provide health benefits, economic outcomes and safe, sustainable facilities.

Two applications submitted to the new NSW Government's ICC World T20 2020 Cricket Legacy Fund grant program, administered by the NSW Office of Sport, were successful. This will allow us to improve facilities and playing surfaces at Rance Oval, Werrington and Village Oval, Jordan Springs.

The NSW Government recently announced the creation of a \$100m Greater Sydney Sports Facility Fund designed to assist local councils and the sport sector to increase the number and type of sporting facilities available; improve the standard of existing sporting facilities; and increase participation in sport. Council submitted 14 potential project opportunities through the Expression of Interest process. These projects aligned with Council's

election advocacy program, building and park asset renewal programs, existing s7.11 plans, and the emerging themes and recommendations of the draft Sport, Recreation, Play and Open Space Strategy. The fund received 154 EOIs from across Greater Sydney, 18 of which, including three from Penrith were invited to submit detailed project plans and business cases in December. Penrith's projects are:

- Jamison Park, South Penrith - installation of a double size multi-purpose synthetic field
- Mark Leece Oval, St Clair - replace existing and build new amenities building.
- Mulgoa Rise Sportsground, Glenmore Park - amenity building extension to include additional change rooms.

It is anticipated that the successful projects will be announced in January 2019.

We secured funding under the Australian Government's Community Sport Infrastructure Grant program for two projects: \$200,000 for the upgrade of Hunter Fields amenity block and \$50,000 for the upgrade of floodlights to diamond 1 at Surveyors Creek Softball Fields.

Council staff worked with event organisers to plan and execute the 13th Australian Veterans 060s Cricket Championships. The Championships attracted 32 teams from across Australia and New Zealand playing at six premier turf cricket facilities in the City.

Council and the Penrith District Netball Association (PDNA) commissioned a feasibility study into an Indoor Sports Centre at Jamison Park. The realisation of the project will depend on successfully negotiating significant State and Federal funding as well as local contributions from sport organisations.

6.1.9 Support sport and recreation partner

As detailed above, we engaged extensively with various local, regional and state sporting organisations to support and submit 42 grant applications. We also worked with the PDNA to complete a feasibility study for an indoor multi-use sports facility in Jamison Park.

We continued to attend the Western Sydney Academy of Sport Advisory Forums, Western Sydney Academy of Sport Board meetings, and monthly Penrith Valley Sports Foundation meetings. A regular schedule of meetings is

conducted with local sports associations focussing on operational and facility maintenance and planning requirements.

6.1.10 Help promote responsible pet ownership

Our Companion Animal Officers continued to promote responsible pet ownership and engage animal owners across the City by talking to the community at shopping centres and preschools and key sites such as along the Nepean River walk and at off-leash dog areas drop-ins.

We ran a community education campaign about caring for pets over the summer, including on hot days and during holidays.

6.1.11 Ensure privately owned swimming pools are safe and healthy

✓ **a. Undertake an education program for swimming pool safety for existing pools in residential areas**

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

Council's Swimming Pool Compliance team continued to undertake both reactive and proactive inspections on swimming pools, portable pools and spas. Action is taken where pools are not registered or not compliant with the requirements of the Swimming Pool Act 1992.

Between July and December, we undertook 192 inspections, 200 reinspections, and issued 113 formal directions and notices. We investigated 30 complaints and 42 referrals from Private Certifiers. We developed and hosted a Swimming Pool Compliance Forum in August, bringing together 30 officers from nine councils to discuss trends in swimming pool compliance and how each council is interpreting and enforcing the legislation.

We drafted a communications plan for community education about swimming pool compliance and are developing various education and engagement activities including a Swimming Pool Compliance eLearning package and revised compliance checklists.

CHALLENGES AND BUDGET EXCEPTIONS

The Swimming Pool Compliance team was understaffed for a period with one officer on extended leave, and this affected the number of inspections completed this period.

STRATEGY 6.2

Help build resilient, inclusive communities

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

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

Council continued to deliver targeted education programs for children and families. Our regular Mobile Playvan sessions continued to be well attended and the van was also popular at events such as Children's Week, Cinema in the Park, Music by the River and the Real Festival.

More than 100 children with disability/additional needs continued to be enrolled in Council's children's centres.

There are currently approximately 154 Aboriginal and/or Torres Strait Islander children enrolled across Children's Services which is representative of the percentage of Aboriginal and Torres Strait Islander people living in our local government area. Aboriginal and Torres Strait Islander cultural awareness conferences continued to be mandatory for all children's services staff.

Federal funding awarded to Children's Services under the Indigenous Advancement Strategy (IAS) since July 2015 has had many positive outcomes. The component relating to access ended in December 2018.

Federal funding for the Children's Services Children and Parenting Program Support project

has been extended to June 2020, allowing us to continue and build on this successful parenting education program.

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

✓ **a. Complete and launch a demographic profile of the City**

✓ **b. Coordinate the implementation of the Disability Inclusion Action Plan**

✓ **c. Support the Multicultural Working Party**

Council launched its first Penrith Community Profile at a breakfast for local community service providers and other stakeholders on 22 November. The Profile draws on a range of data sources to examine who the people of Penrith are - where we live and work, our education, health and lifestyle, the strengths of the communities we belong to and the challenges we face as our communities grow and change. This information assists with advocacy, business and service planning, and funding applications.

Our Social Planning team provided advice on a broad range of developments across the City, including boarding houses, childcare centres,

seniors living, and disability group homes. We also contributed to Council’s advice to other levels of governments in relation to the Mulgoa Road widening, Kingswood station upgrade, John Moroney Correctional Complex upgrade, the Greater Sydney Commission’s Housing and Liveability Technical Working Group, various City Deal projects and the NSW Department of Planning’s proposed amendments to affordable rental housing planning policy.

We have undertaken research and planning to support the new and growing communities of Jordan Springs and the WELL Precinct to help ensure they get the community facilities they need.

6.2.3 Work with partners to deliver events that strengthen our community

Council organised and supported a range of events to promote an inclusive, harmonious and welcoming community that celebrates our diversity.

We were on the organising committee for the Nepean Disability Expo in September, which brought together more than 100 service providers and businesses that enhance the lives of people with a disability.

We hosted the Day of Peace event on 22 September in partnership with the Penrith Multifaith Peace Group, to encourage understanding, cooperation and good relations between different faiths in our City. The event was attended by approximately 400 people.

Council again coordinated the Spicy Penrith event held at the Joan Sutherland Performing Arts Centre on 13 October. It included live performances, food stalls and a live artwork session celebrating the rich culture of the Indian, Nepalese and Sri Lankan communities.

A Mental Health event was held at the Mondo on 29 November, rescheduled from Mental Health Week in October due to weather. This community and youth event brought together over 30 services and provided information about mental health wellbeing to more than 400 people.

We celebrated International Day of People with Disability with an event on 3 December organised in partnership with NDIS - Uniting, SSI Ability Links, Thorndale Foundation, Cerebral Palsy Association, Hire Up and Ability Options. Many local disability services and special needs schools participated in the fun and activity filled morning.

In October, we proudly supported the Penrith CBD Corporation in making Penrith the first metropolitan city to “go pink” for Breast Cancer Awareness Month. We turned the Penrith Civic Centre pink with lights and decorations inside and out.

Grandparents Day celebrations on 29 October at Parker Street Oval attracted around 450 people, acknowledging the important role grandparents play in supporting their families and communities. Community partners Nepean Men’s Shed, Community Junction, Nepean Community & Neighbourhood Services and Penrith YMCA were integral to the event’s success, as well as Council teams from the Library, Playvan, Road Safety and Sustainability. Council received a grant from the NSW Department of Family and Community Services for the Day.

6.2.4 Support community service organisations working in our City

Council continued to support the Penrith Multicultural Interagency (PMI). Multicultural Health raised a community concern for the Polynesian community as a number of young people from this community had committed suicide. Three concerts have been organised in partnership with a number of organisations to raise awareness of the issue and let young people know there is support. Council joined the partnership, with staff organising venues, providing support and supporting the young people attending on the night.

Council officers continued to coordinate the Penrith Community Care Forum, an active network of agencies in the City delivering services to older people and people with disability. Regular meetings held at Council’s Civic Centre provide a valuable opportunity for sector workers to receive training, professional development, and networking.

Council continued to convene and support the Penrith Youth Interagency. We also continued to coordinate the Penrith Homelessness Interagency, which actively advocates to other levels of government on homelessness issues and professional development opportunities organised for staff working in the sector. In September the steering group launched its service mapping research on the homelessness service system, helping identify gaps, and is following up on the recommendations of the research.

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6.2.5 Work with Aboriginal organisations and residents to strengthen our community

✓ a. Coordinate the implementation of the Working Together Agreement with the Deerubbin Local Aboriginal Land Council

Council once again hosted a successful NAIDOC Week program. The Theme for NAIDOC 2018 was "Because of her - We can" providing a platform to celebrate the great contribution Aboriginal women make to their families, communities and society. The NAIDOC Family Gathering Day on 13 July at Jamison Park was attended by around 5,000 people. Partners in this event included Deerubbin Local Aboriginal Land Council, Penrith and St Mary's Local Area Command, the NBM Primary Health Network, the Nepean Blue Mountains Local Health District, Penrith Rotary Club, Platform Youth Services, Nepean Community and Neighbourhood Services and local Aboriginal Community members.

The day consisted of over 40 information stalls, entertainment, cultural activities, children's activities and sports. NAIDOC week provides Council the opportunity to work with partners on an event which is of major symbolic and practical importance to Aboriginal and Torres Strait Islander people and promote a greater understanding of Aboriginal and Torres Strait Islander people and their culture.

The Hat project with the Penrith Regional Gallery and The Lewers Bequest was developed to assist the gallery with their engagement with Aboriginal and Torres Strait Islander residents. The Hat Project comprises a workshop program (hat making and decorating), participant oral history and concluding exhibition, and is particularly concerned with a period of time in Australia's history and the evolution of Aboriginal and Torres Strait Islander dress in response to attempts to 'civilise' their appearance. Council applied for additional funds to support the Hat project under the Create NSW funding round for 2018-19 Western Sydney Arts and Cultural Projects category. Create NSW will provide advice on status of application at the end of February, 2019.

Council's Aboriginal Liaison Officer provided advice on Aboriginal engagement and involvement and participation for the City's 2018 Grandparent's Day event and has continued to advise and support the Joan Sutherland Performing Arts Centre in Aboriginal engagement. Work has also commenced on planning for

the National Apology Day event scheduled for Wednesday 13 February 2019.

The inaugural meeting of the Working Together Agreement was held on 7 August 2018 and attended by members of Deerubbin Local Aboriginal Land Council and Council officers. Issues discussed included administrative processes going forward, the DLALC Community Land and Business Plan and the LEP review. The group met again in September to discuss DLALC strategic aims and short, medium, and long term plans for their land and assets in the Penrith LGA.

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

Council conducted or supported a comprehensive program of community events between July and December which showcased the City.

The Australian Ballet performed a free outdoor community performance of Giselle in October at the Sydney International Regatta Centre. This is the final year in Council's three-year sponsorship of the Ballet Under the Stars event.

This year's Real Festival was a huge success with record crowds of 25,000 across the weekend attending to experience and enjoy the world-class program of performances, entertainment and activities in a beautiful outdoor location at the Nepean River. The Real Festival has positioned itself as a must-see major event for the region. The event received local and metro media coverage and was named by 7Travel as one of the Top 5 Family-Friendly Festivals in Sydney.

The Football Federation Australia (FFA) Cup was held at Panthers Stadium to a sell-out crowd of 15,000 fans. After a successful sponsorship with the Westfield Matildas v Brazil game in 2017, Council again sponsored the Westfield Matildas vs Chile game on Saturday 10 November at Panthers Stadium. 15,185 people attended the game and locals participated in unique community engagement opportunities with the players.

Council continues to position Penrith as a destination for world-class events with The Australian Ballet, Ironman 70.3, Q-Dance, Golf NSW and Football Federation Australia all holding events in Penrith. Events during July to December injected more than \$25 million into the local economy.

The Visit Penrith website continues to be a valuable resource for visitors planning a visit to Penrith. The number of website users has increased by 77% compared with the same period last year; and the number of page views per session has increased by more than 71%.

There has also been a significant increase in online engagement with nearly 50,000 users actively using website features, an increase of 28% from the same time last year.

Visit Penrith's social media pages are growing with a steady increase in followers over the past six months. The Visit Penrith Facebook and Instagram pages gained 400 new followers from July- Dec bringing the combined following to nearly 5,000 users.

The monthly Visit Penrith eNewsletter gained 600 new subscribers in the past six months, bringing the total number of subscribers to 2,488. The e-newsletter consistently performs well-above government and travel industry standards and remains an important communication tool for us to reach an engaged audience.

A regional tourism marketing campaign developed by the Regional Strategic Alliance in partnership with Destination NSW, Blue Mountains and Hawkesbury councils ran from September to November.

CHALLENGES AND BUDGET EXCEPTIONS

No significant challenges were experienced and all service activities are within budget.



Spicy Penrith

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STRATEGY 6.3

Enhance the cultural vitality of the City

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

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

✓ **Review Council's community events program to assess impact and develop a proposed plan for community events for implementation in 2019 -2020 financial year**

Council continues to deliver a range of cultural opportunities for residents through the city partnerships program. Highlights include the annual student exchange program with Fujieda, Japan delivered in partnership with the Penrith International Friendship Committee (PIFC); Skype program with local school students and Japanese students and annual Christmas card exchange with Hakusan, Japan.

Six students visited from Fujieda in Japan and stayed with local host families for three weeks. Six students from Penrith travelled to Fujieda for three weeks. On 18 October Penrith hosted its annual Korean Flag Raising Ceremony with the Korean Consulate in Sydney. The event was a great success and featured traditional Korean foods cooked by chef Heather Jeong, a K-pop performance by girl group GLOSS and a performance of the Australian National anthem by students from Nepean CAPA High School.

Year 5 and 6 students at Llandilo Public School continued to build relationships with Fujieda primary school via the successful Skype program. A delegation from Fujieda visited Penrith to sign an MOU with Penrith High committing to establishing a new Skype Partnership with Hirohata Junior High School. The Skype program provides students with the opportunity to make friends, exchange ideas and share stories from their classroom.

Year 6 students from Our Lady of the Rosary, St Marys once again participated in the annual Christmas card exchange with Hakusan students. Planning is underway to arrange host families for the Kinjo College Exchange which will take place in March.

A review of our Sister City and Friendship arrangements has been conducted. Recommendations from this review will be presented to Corporate Leadership Team and Councillors for endorsement during 2019.

From 24-28 September Penrith Council hosted eight students from Tottenham Central School in Lachlan Shire for a week of work experience. Students worked in Workforce and Organisational Development; Corporate Communications and Marketing; Design and Projects; Children's Services; Engineering Services; and City Presentation-Mechanics workshop and Civil construction.

6.3.2 Support and implement initiatives which contribute to culture and creativity

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

Council's exciting creative professional development initiative - the DiG (Digital) Making Space Mentorship and Residency Program - comprises three blocks of 16 weeks over two years. The first program was completed on the 25 May 2018 and delivered, among other things, a collaborative project video titled Urban Futures – The Value of Trees which was showcased at the

REAL Festival in November 2018. This work has also been selected to be part of the Creating Our Future Exhibition, raising awareness of the United Nations Sustainable Development Goals (SDGs) and encouraging creativity as a form of storytelling and sharing ideas.

The second DiG (Digital) Creative Making Space program ran from 3 September to 21 December 2018. Five creatives, two composers, one graphic designer, one photographer and one creative writer/photographer were mentored by Penny Robins, one of Australia's leading Executive Producers. The creative team in the second program worked on a collaborative project that focused on promoting the Library's E book collections and the learning opportunities for teenagers that are provided by Council's Library service. The web paged project will be launched through social media and schools in February 2019.

An expression of interest was launched in November 2018, with a closing date of 9 January 2019 for the third and final 16 week Residency and Membership Program. The program is scheduled to start in March. Council applied to Create NSW under Strategic Partnerships to expand the program for a further two years. The outcome is expected to be known in early February 2019.

The focus of Queen St Riches and Textures is Art, Mentorship and Community Engagement. The Queen Street Riches and Textures 2018 project, Windows on Queen celebrated the

heritage of St Marys through colourful posters in Queen Street windows and a publication. The project was instigated by St Marys and District Historical Society and produced at St Marys Corner Community and Cultural Precinct. Posters presented in store windows along Queen Street showcase the history of each place, allowing the viewer to explore the colourful past of the St Marys town centre through an unfolding narrative. The project is creatively developed and produced in collaboration with a community working group interested in local social history and supported by a talented artistic team.

6.3.3 Create opportunities for residents to learn about different cultures

- ✓ a. *Review and evaluate the effectiveness of Council's sister city and friendship arrangements and develop a proposed plan for partnerships to be implemented in 2019 – 2020 financial year*

We continue to provide a variety of different cultural experiences to residents by offering a range of diverse events. We also support cultural activities and events delivered through other departments of Council by developing and implementing relevant marketing activities.

CHALLENGES AND BUDGET EXCEPTIONS

No significant challenges were experienced and all service activities are within budget.



Pink Up Penrith

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Outcome 7

WE HAVE CONFIDENCE IN OUR COUNCIL

This outcome focuses on Council as a leader in the region, and the way we operate. Our community has told us they want to know Council's finances are sound and sustainable.

As well as managing our finances and assets responsibly, we need to continue to be ethical and transparent in our communication and decision-making. We will provide regular and genuine opportunities for our residents to have a say about decisions that affect them.

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

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

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

WHAT ARE WE WORKING TOWARDS?

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

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

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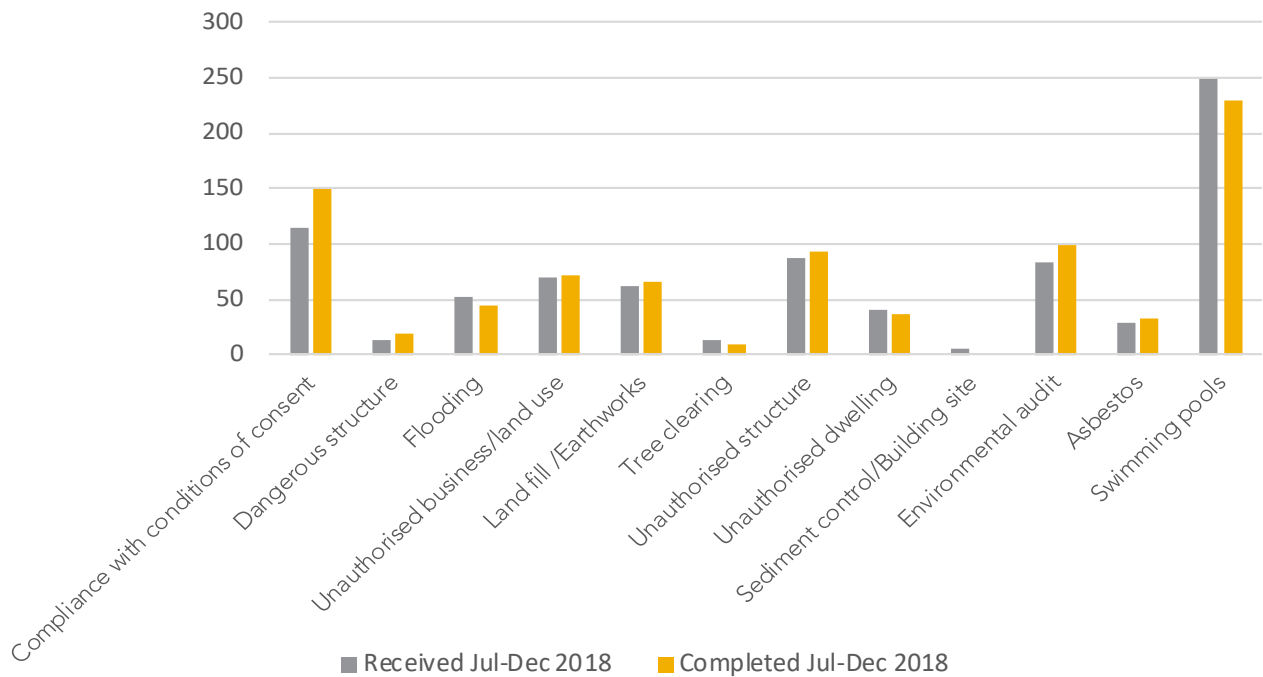
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HOW HAVE WE DONE OVER THE LAST 6 MONTHS?

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

Compliance Matters

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



Change in Council's digital presence

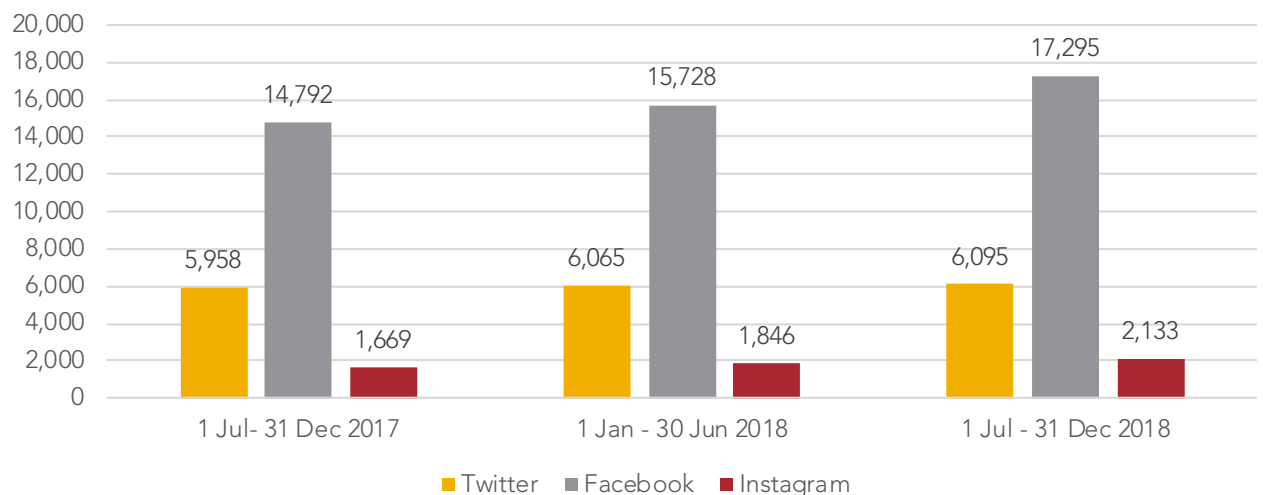
Tracking our digital presence helps us understand how our community engages with us and where they go to for information. This helps us ensure we communicate with people well.

Use of, and engagement with Council's online channels continues to grow, including all social

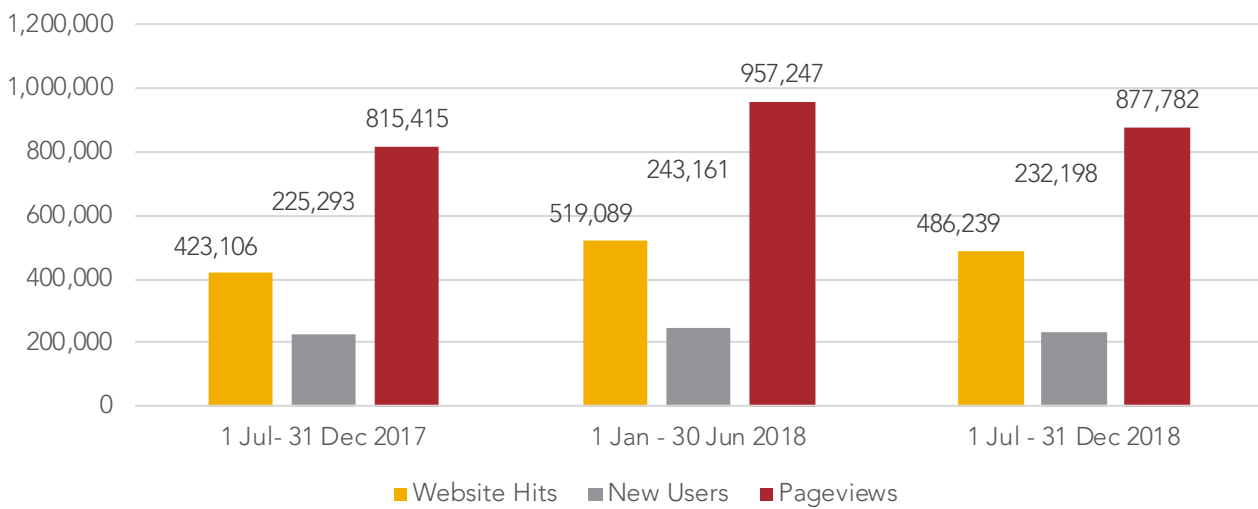
media types (Facebook, Twitter, Instagram) and our Council, tourism and Your Say Penrith (community engagement) websites.

The decrease in website traffic is due to comparison with previous reporting period which saw a growth in traffic surrounding the by-election.

Social Media



Website Traffic



% of informed participants in community engagement activities: 33.8%

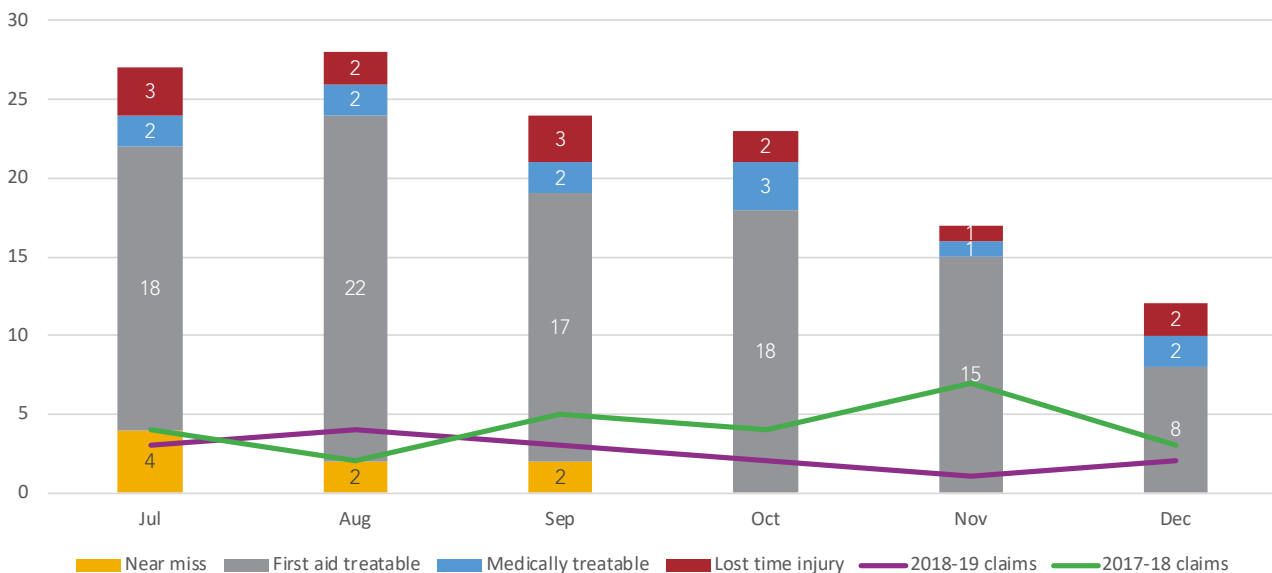
Council uses the Your Say Penrith website as a key way to inform and engage the community about opportunities to comment on and contribute to our plans, priorities and activities. Between July and December 2018, the website was visited 14,200 times and approximately 4,800 people were 'informed' – indicating they have taken the next step from simply being aware and clicked through to something, showing deeper interest.

We aim to ensure everyone participating in engagement activities has the opportunity to learn and contribute. As we continue to review our community we will be better able to report on this indicator.

Work Health & Safety (WHS) Performance

The safety of our staff is a high priority for us and along with new Work Health and Safety programs we have started to improve our incident reporting. The graph illustrates lost time injuries and other incidents, including 'near misses' where no incident occurred but a risk or dangerous situation almost caused an injury. The number of staff and the nature of the work they do make it inevitable that injuries will sometimes occur. Understanding this data will help us improve practices and processes to minimise both the number and severity of WHS incidents.

The 15 claims lodged during this six month period show a further reduction on previous periods. Compared to the same period in 2017 a 40% reduction (25 claims lodged) and for the first six months of 2018 a 17% reduction (18 claims lodged).



Annual average sick leave days taken (per employee): 4.75

Tracking how sick leave is used can provide an indication of employee engagement – a high level of single days of sick leave taken could indicate that staff are not engaged. Single days of leave taken when staff are not actually sick significantly impacts on productivity as other team members must cover their work and it can cause morale problems generally across the team. It also shows that we need to do more work to understand the reasons why.

Tracking the average number of days taken per employee will help us identify areas where sick leave is higher than average, which may in turn help us look at where we may need to change things to increase employee satisfaction and engagement.

Total number of Councillor decisions made in meetings closed to the public: 21

This measures the transparency of decisions made by the elected Council. Some decisions will need to be made in a confidential environment, but the majority should be in a forum where members of the public can be present.

A total of 21 decisions were made in the confidential Committee of the Whole from July to December 2018.

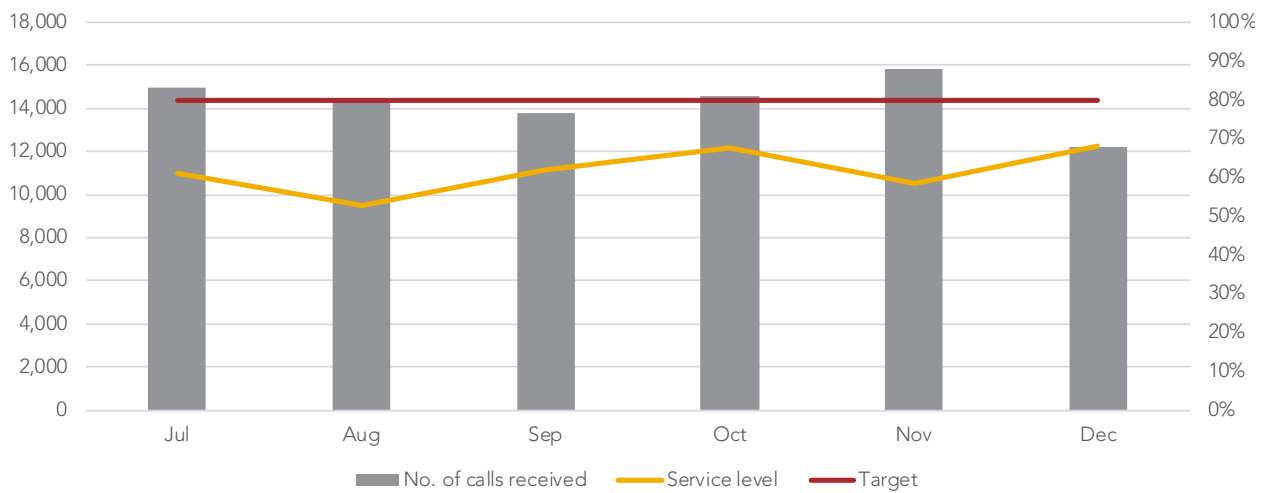
Deviation from budget: \$167,139

The December Review again presents a positive result with a revised projected net surplus of \$167,139 for 2018-19. This result comprises mainly positive variations to the adopted budget, with the most notable for the December quarter being additional rates income (\$419,219) and interest on investments (\$330,000).

Number of successful liability claims against Council as a % of total claims: 6%

Number of successful liability claims against Council	Jul-Dec 2017	Jan-Jun 2018	Jul-Dec 2018
Claims which were allocated payments for 3rd party damages during the reporting period	4	13	4
Number of claims received and closed during the reporting period	37	70	45
Number of open claims as at 31 December 2018	16	15	20

Service Level of Calls Received by Council



Service level refers to the percentage of calls answered within 20 seconds.

During the last six months, Council's service level was significantly impacted by a number of factors:

- increase in call volumes
- overflow of calls from our waste contractors
- system outages
- telephony issues, and
- resourcing constraints.

Our team is committed to working through these issues to reduce wait times and ensure a continual high level of service is provided to our customers.

We have provided feedback to our waste contractors and they have appointed additional resources to help work through the high call volumes and improve service delivery. An upgrade to our phone system has been rolled out to minimise future outages. Staff training, coaching and cross skilling will continue to be prioritised.

Increase in employee satisfaction for top 3 opportunities and maintained for top 3 strengths:

In 2017 Council undertook an Employee Opinion Survey which identified our strengths and weaknesses as an organisation from the perspective of our staff. A number of programs are being implemented at different levels across the organisation to address these, and a further survey will be carried out to help us understand where we have improved and where we still have work to do. This indicator will be reported on as we receive results from follow up surveys.

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HOW HAVE WE DONE OVER THE LAST 6 MONTHS?

Council's activities and services under this Outcome are grouped into six strategies, which focus on the transparency and performance of Council in delivering value for money services and listening to our Community. Our achievements and challenges from January to June are summarised in the following pages.

STRATEGY 7.1 Be open and fair in our decisions and our dealings with people		
SERVICE ACTIVITY		FUNCTION RESPONSIBLE
7.1.1 Provide accurate and timely planning information	✓	City Planning
7.1.2 Promote ethical behaviour and open and fair decision making	✓	Council and Corporate Governance
7.1.3 Manage Council's meeting calendar, meeting process and business papers	✓	Council and Corporate Governance
7.1.4 Support the Councillors in meeting their obligations and roles as community representatives	✓	Council and Corporate Governance
7.1.5 Provide advice to assist the organisation in meeting its lawful obligations	✓	Council and Corporate Governance
7.1.6 Implement Council's Code of Conduct to a high standard with respect to allegations, breaches and investigations	✓	Council and Corporate Governance
7.1.7 Provide a quality customer experience through the contact centre and front counter	✓	Customer Experience
7.1.8 Help improve customer experience for everyone that contacts council	✓	Customer Experience
7.1.9 Provide general legal services and advice to Council	✓	Legal Services
7.1.10 Provide dispute resolution and litigation services to Council	✓	Legal Services
7.1.11 Manage access to information requests	✓	Legal Services
7.1.12 Support compliance and risk management across Council	✓	Risk Management
7.1.13 Manage insurance and claims	✓	Insurance
7.1.14 Undertake audits to help ensure Council's operations are ethical and efficient	✓	Internal Audit
7.1.15 Manage Council's records responsibly	✓	Information Management
7.1.16 Respond to community requests for use of Council's land (licences, easements, road closures)	✓	Property Development and Management

This strategy covers many of Council's day-to-day operations and ongoing programs around governance, customer service, audit and risk management. Where appropriate, comments on service activities have been grouped.

7.1.1 Provide accurate and timely planning information

Between July and December, our City Planning team issued 3,122 section 10.7 planning certificates, with around 99.5% delivered to applicants within target timeframes.

7.1.2 Promote ethical behaviour and open and fair decision making

Council's Governance team has provided advice across the organisation in this period, including on a number of tender decisions.

7.1.3 Manage Council's meeting calendar, meeting process and business papers

Council's Governance team managed more than 20 Ordinary Council meetings, Policy Review Committee meetings and Councillor Briefings. This included ensuring meetings are advertised, set up and coordinated, preparation and distribution of business papers to Councillors and the community, answering enquiries and providing advice with respect to meeting process to Councillors and members of the public.

7.1.4 Support the Councillors in meeting their obligations and roles as community representatives

Councillors have continued to be supported in their role through the provision of advice and information on a variety of matters, regular memos and information through the online Councillor portal and through briefings on specific items.

7.1.5 Provide advice to assist the organisation in meeting its lawful obligations

Council's Governance team provides advice on a daily basis to the organisation on a variety of matters including secondary employment, conflicts of interest, pecuniary interests, probity, policy and delegations. They also participate in the Tender Advisory Group.

7.1.6 Implement Council's Code of Conduct to a high standard with respect to allegations, breaches and investigations

Council continues to meet all of its governance and statutory requirements to ensure the organisation is run in an open, fair and transparent manner.

Council's Governance team has continued to respond to and advise on all matters with respect to the Code of Conduct. Preparation for the State

government's prescription of a new Model Code of Conduct commenced in the period.

7.1.7 Provide a quality customer experience through the contact centre and front counter

From July to December, Council's Customer Experience contact centre received a total of 78,516 calls, with 50% of these able to be resolved for the customer without needing to be transferred. Customer Experience now manages a high volume of Rates, Children's Services, City Presentation, Development Services and Switchboard calls.

The contact centre has been providing quality customer service to all customers (internal and external) to the best of our ability with available resources. This has been a challenge with an increase in call volumes, as the centre now manages numerous customer contact channels and a larger scope of customer enquiries across several operational areas. Additional contact centre staff are currently in training. Recent system upgrades will also help to minimise business interruptions and reduce future outages.

7.1.8 Help improve customer experience for everyone that contacts council

We continue to focus on continuous staff training and quality assurance to ensure all staff have the skills, knowledge and confidence to provide accurate information and a high level of customer service to the community.

We continued to listen to customer feedback and review our processes to identify ways to improve our business to try to ensure a good customer experience for everyone who interacts with Council.

We have started cross training of front counter staff in contact centre operations. This will then allow Customer Experience to better share resources across both teams to meet demand.

7.1.9 Provide general legal services and advice to Council

Council's Legal Services team continues to provide effective and efficient legal services and advice for the organisation. On average there are 100 requests for advice, drafting and review of contracts per month.

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7.1.10 Provide dispute resolution and litigation services to Council

From July to December the Legal Services team was involved in 11 continuing litigated matters including nine class 1 appeals in the Land and Environment Court, and successfully recovered \$400,000 in costs orders.

7.1.11 Manage access to information requests

Council received and processed 166 GIPA informal requests for internal plans and documents, all within the statutory time frame.

7.1.12 Support compliance and risk management across Council

Council's Risk and Audit service has continued to actively manage compliance and risk management. Compliance is mainly reviewed through the conduct of internal audits, while risk management is supported through the ongoing development and implementation of the Enterprise Risk Management Framework.

Council's Audit, Risk & Improvement Committee received governance and risk update reports at its two meetings in September and December, including a report on Council's Compliance Framework. Planning has begun to consolidate Council's compliance systems and processes into a single Compliance Framework.

A revised Risk Management Policy was adopted by Council in November and the more detailed supporting Risk Management Strategy & Plan was approved by the General Manager in August. The finalisation of these documents will enable training to be delivered to staff at different levels of the organisation. In an effort to strengthen the link between the Audit, Risk & Improvement Committee and the Council, the Committee Chair presented the first ever ARIC Annual Report to Council in November, including updates on governance, risk and compliance activities.



Graffiti Removal, Cranebrook Skate Park

7.1.13 Manage insurance and claims

Council has been an active member of the CivicRisk Mutual local government insurance pooling scheme since its inception in 1988. CivicRisk is a mutual of 16 NSW councils and is managed by the members through regular board and committee meetings.

The insurance renewal process occurs annually and is led by CivicRisk's contracted insurance broker. The 2018-19 process was finalised on 31 October and resulted in the renewal of eight policies to 31 October 2019. Key policies include Public Liability & Professional Indemnity, ISR (Property/Loss of Revenue) and Motor Vehicles. Collectively the renewed policies cover all of Council's insurable risks.

Council has an in-house claims management function, as well as access to a network of external assessors and experts via CivicRisk Mutual. Two major property claims were settled by the insurers in November. The first related to the Civic Centre basement fire in June 2017 and resulted in a final claim amount of \$977,080. The second related to the St Marys Library flood in December 2017 and resulted in a final claim amount of \$678,316. A recent report by Vero, Council's motor vehicle insurer, indicates a favourable comparison of actual claims history to the industry.

7.1.14 Undertake audits to help ensure Council's operations are ethical and efficient

- ✓ **a. Undertake the audit program as agreed with the Audit Risk and Improvement Committee**

Council's Internal Audit Annual Plan 2018-19 includes 11 reviews and is being delivered through a mix of in-house and outsourced auditors. Two audits have been finalised and we are on track to achieve 90% completion by 30 June 2019.

7.1.15 Manage Council's records responsibly

Records are being managed appropriately and in line with Council's Records Management Program.

All incoming records are now being captured at their source making them immediately available to view, access and action, improving efficiency across the organisation.

We are developing a new, better integrated and more flexible Information Management System, to be implemented in 2019.

7.1.16 Respond to community requests for use of Council's land (licences, easements, road closures)

The Property Development team has continued to respond to requests to use Council's land for both community and commercial use in accordance with service level timeframes. Council has supported short term licensing of Council land for community projects and projects with city-wide benefits, including the Mulgoa Road/ Jane Street upgrade.

CHALLENGES AND BUDGET EXCEPTIONS

As the demand for access to information held by Council increases the challenge is to ensure that all requests are dealt with in the statutory timeframe.

The integration of risk management into Council's decision making processes at all levels of the organisation is also an ongoing challenge.

Since July 2018, the contact centre experienced an increase in overall call volumes. The contact centre now manage numerous customer contact channels and a larger scope of customer enquiries across several operational areas. A number of contributing factors to the increase in customer calls and general enquiries include; an increase in development across Penrith LGA, resourcing constraints and system outages.

In consideration of the impacts to internal and external customers, additional contact centre staff are currently in training. With a focus on customer centricity, training and coaching will be prioritised during 2019. Recent system upgrades will also help to minimise business interruptions and reduce future outages.

STRATEGY 7.2

Manage our money and our assets to be sustainable now and into the future

SERVICE ACTIVITY		FUNCTION RESPONSIBLE
7.2.1 Provide accurate information to Council and the community on council's financial activities	✓	Financial Services
7.2.2 Support financial sustainability through financial planning and budget management	✓	Financial Services
7.2.3 Manage Council's fleet, plant and equipment to minimise risk and reflect lifecycle costs	✓	Fleet and Plant Management
7.2.4 Manage Council's property portfolio to reduce reliance on rate income	✓	Property Development and Management
7.2.5 Support financial sustainability by managing Council's purchasing policies and procedures	✓	Purchasing and Supply
7.2.6 Manage Council's assets to minimise risk, reflect lifecycle costs and meet community needs	✓	Strategic Asset Management Planning
7.2.7 Help staff understand how to be sustainable in their everyday actions	✓	Sustainability
7.2.8 Identify ways Council can use resources more efficiently	✓	Sustainability

7.2.1 Provide accurate information to Council and the community on council's financial activities

✓ a. Expand reporting to include new performance and improvement opportunity measures

Council's financial activities and performance are reported through Quarterly Reviews, Monthly Investment Reports, and Annual Statements to Ordinary Meetings of Council. Financial matters including Rating Reviews and External Audits are also tabled at Councillor Briefings and Working Parties.

7.2.2 Support financial sustainability through financial planning and budget management

✓ a. Review the current investment policy to maximise returns on the investment portfolio

b. Undertake a review of Debt Recovery policies and procedures

A review of Council's financial position is undertaken each quarter. A surplus of \$58,383 was reported in November and \$500,000 was transferred to Reserve to provide capacity to respond to current and emerging priorities.

We are also on track with our financial strategies focussed on productivity improvements with the aim of achieving \$10m in ongoing savings over four years to 2019-20.

We are in the process of reviewing Council's Investment Policy.

Applications for grant funding occur across the organisation and grant income received to the end of December is \$6,454,374 including:

- \$2,668,684 of Financial Assistance Grant
- \$1,631,283 Community Development Grants
- \$332,302 Roads to Recovery Grant
- \$250,000 Accelerated LEP Review Program
- \$148,360 Strong and Resilient Communities Grant
- \$119,332 Children and Parent Support Services Grant and \$117,480 Safety Communities Grant.

We started reviewing the process we follow to determine which grants best meet Council priorities.

7.2.3 Manage Council's fleet, plant and equipment to minimise risk and reflect lifecycle costs

Council has an ongoing program to replace assets as they age, to improve productivity and reduce maintenance costs. We also continued to implement the Plant Optimisation program, with the Plant Committee having regular input into plant replacement to ensure new plant meets the needs of staff and the community.

Motor vehicle purchases are under budget for 2018-19. We regularly review this taking into account income received from the sale of vehicles which is offset against purchases.

7.2.4 Manage Council's property portfolio to reduce reliance on rate income

✓ a. Continue with community engagement for the Open Space Reinvestment Project

We continued to review Council's property portfolio to ensure effective use of land and consider income generating opportunities to support longer term portfolio stability.

The Public Open Space Reinvestment Project aims to deliver quality open spaces for our more established neighbourhoods. Council is working with the community to decide how the local open space network in these suburbs can be improved and whether there are underutilised parcels of land that provide little recreational value, that can be sold to fund these improvements.

The pilot project in Erskine Park delivered valuable improvements to the quality of local open space, footpaths and public domain in Erskine Park.

The next phase of the project will finalise the sale of rezoned land in Erskine Park. The sale proceeds will be used to fund further improvements to public open space in this suburb.

Further stages of this project (in South Penrith/ Jamistown and Colyton) are awaiting the completion of the *Sport, Recreation and Open Space Strategy*.

7.2.5 Support financial sustainability by managing Council's purchasing policies and procedures

✓ a. Carry out training on the quotation process to ensure the Vendor Panel is used by all staff

Council's purchasing policies and procedures ensure proper governance and compliance so Council achieves the best procurement outcomes.

All staff that have delegation and access to Council's purchasing systems are trained in our purchasing policies and procedures and the Procurement Team monitors and reviews compliance. External audits have identified where our purchasing practices can be improved in 2018-19.

7.2.6 Manage Council's assets to minimise risk, reflect lifecycle costs and meet community needs

✓ a. Participate in asset management initiatives with the Regional Strategic Alliance

✓ b. Update Asset Management Plans for all asset classes

✓ c. Review key asset management processes, including acquisition and disposal

The new Asset Management Steering Committee and Asset Management Working Group continued to meet regularly to evaluate asset proposals.

Strategic Asset Management is being embedded within the organisation to ensure assets are managed to minimise risk, reflect lifecycle costs and meet current and future community needs.

We continued to work to update our Asset Management Plans for all asset classes. An Asset Engineer was appointed in November and a project plan has been developed that will see all plans updated by October 2020. Our Asset Risk framework has been revised and risk assessment of our building portfolio is 30% complete in preparation for development of the Building Asset Management Plan. An asset criticality matrix and rating has been developed.

A Business Analyst was appointed in November to review current processes, including interviews and workshops with the various teams within Council involved in asset disposal and acquisition to educate on Strategic Asset Management and map the various inputs and processes that result in Council assets. We ran an Integrated Strategic Asset Management Planning workshop and

the Asset Management Governance structure, including terms of reference, has been finalised.

7.2.7 Help staff understand how to be sustainable in their everyday actions

The Sustainability Team has continued to work with departments from across the organisation on a range of projects as we continue to embed sustainable practices across all our services. All new staff are given a basic overview of the range of Council's sustainability programs and initiatives as part of the induction process.

The 'My Idea' initiative continued to be promoted to all staff, encouraging them to speak up when they have an idea to improve health, happiness, the environment and/or efficiency in the workplace no matter how small or ambitious the idea might seem. We've had 18 suggestions submitted since July.

The 2018 Louise Petchell Learning for Sustainability Scholarship allowed six staff from across the organisation, including one outdoor staff member, to participate in a 'liveable cities study tour' to see award winning local government projects in practice including sustainable buildings, public spaces, playgrounds and parks. These staff gained valuable insight into the application of quality urban design and liveability principles and how they can be applied in Penrith. Applications for the 2019 scholarship were open in late 2018, with 12 applications received from staff across the organisation. The selection panel will meet in late January to award funds to staff to undertake a range of activities including conferences and workshops.

7.2.8 Identify ways Council can use resources more efficiently

✓ a. Investigate the feasibility of larger scale solar renewable energy projects within the region

Council's Sustainability Team continues to work closely with staff from across the organisation to identify and encourage the uptake of resource efficiency projects.

We are in the process of purchasing an electric vehicle for our fleet. The Renault Kangoo will replace our existing small delivery vehicle, giving us real world experience to determine suitability and actual running costs, to inform future fleet purchases. It will also create an opportunity to engage local residents around sustainability and

actions they can take in their own lives, as well as making them more familiar with electric vehicles, which have lower emissions.

The online solar monitoring project is complete, with online monitoring now installed at eight childcare centres and 10 neighbourhood and community centres to allow for the fast and simple detection of faults and issues. We have audited energy use at the Joan Sutherland Performing Arts Centre to ensure the solar system is working as anticipated, with savings redirected to Council's Sustainability Revolving Fund for future investment. Solar systems were installed at South Penrith and Cranebrook neighbourhood centres.

Quarterly exception reporting on energy and water consumption across all Council facilities continues to be undertaken to identify potential anomalies for further investigation if required.

Greenpower usage for minor sites has now been incorporated into our data management system and our energy provider has been notified of sites identified without Greenpower.

We completed a lighting upgrade at our Queen St Centre in November, replacing inefficient lighting on the ground floor with energy efficient, long-lasting LED lighting. This will save 65% in electricity consumption for lighting the area, bringing projected energy cost savings of \$2,280 and 17 tonnes of greenhouse gas emissions each year.

CHALLENGES AND BUDGET EXCEPTIONS

All service activities and actions under this strategy are within budget.

Quotation for the installation of solar on the Civic Centre was acquired during the reporting period. One section of roofing identified in the feasibility report to include solar panels was found to not have the structure to support the weight of panels, reducing the potential installation from 99.9kW to 78.3kW. Unfortunately, the technical nature of the installation means multiple crane locations are required to install all the panels, significantly increasing the estimated installation costs.

STRATEGY 7.3
Deliver our services to provide best value for money

SERVICE ACTIVITY	FUNCTION RESPONSIBLE
7.3.1 Support the business performance of the organisation	✓ Innovative Performance
7.3.2 Tell our community and stakeholders about how we are delivering on our commitments to them	✓ Corporate Planning
7.3.3 Provide information technology to support efficient service delivery	✓ Information Technology
7.3.4 Manage our mapping and geographical information systems to meet Council's needs.	✓ GIS/Mapping

7.3.1 Support the business performance of the organisation

✓ **a. Undertake an end to end review of the Development Application process**

We are always looking for ways to do things better and our Innovative Performance Team continues to work with teams across Council to improve our processes and the experience for our customers.

The team continued to build capacity across the organisation, organising Green Belt Training for 20 staff and mentoring staff undertaking improvement projects within their departments.

In July to December we have focussed on an end to end review of the rezoning and development applications process, identifying several improvement projects to make it more efficient and effective in meeting community expectations. Council's Property & Rating system has been customised to track a subdivision application from start to finish and this will be trialled in early 2019.

We started a trial using web-based software to allow customers to submit Road Reserve Opening permit applications online. The software integrates with 'Dial before you Dig' and gives Council greater visibility of works affecting local roads.

7.3.2 Tell our community and stakeholders about how we are delivering on our commitments to them

✗ **a. Review the Business Planning process**

All reporting was delivered on time and met all reporting requirements, including the September quarterly report and the 2017-18 Annual Report.

Progress on business planning, development of an executive dashboard and public reporting of organisational indicators have all been impacted by limited resources and changes in organisational structure and priority.

7.3.3 Provide information technology to support efficient service delivery

✓ **a. Continue delivery of the Field Services Mobility project**

✓ **b. Commence development of a Customer Request Management System**

Council's ICT team continued to work on improving systems and service delivery for both internal stakeholders and external customers.

In the last six months we have worked on a range of initiatives and projects, including a project to digitally mobilise our outdoor field staff. The use of mobile devices will transform the way they receive and respond to work requests from within Council and the community, improving efficiency and communication.

We are also working on replacing our current information management system, to improve efficiency, streamline processes and make sure we remain compliant with best practice and legislative requirements.

Achievements between July and December included introduction of audio recording of Development Planning Meetings, and publication of an interactive Penrith City Centre Parking Map.

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7.3.4 Manage our mapping and geographical information systems to meet Council's needs

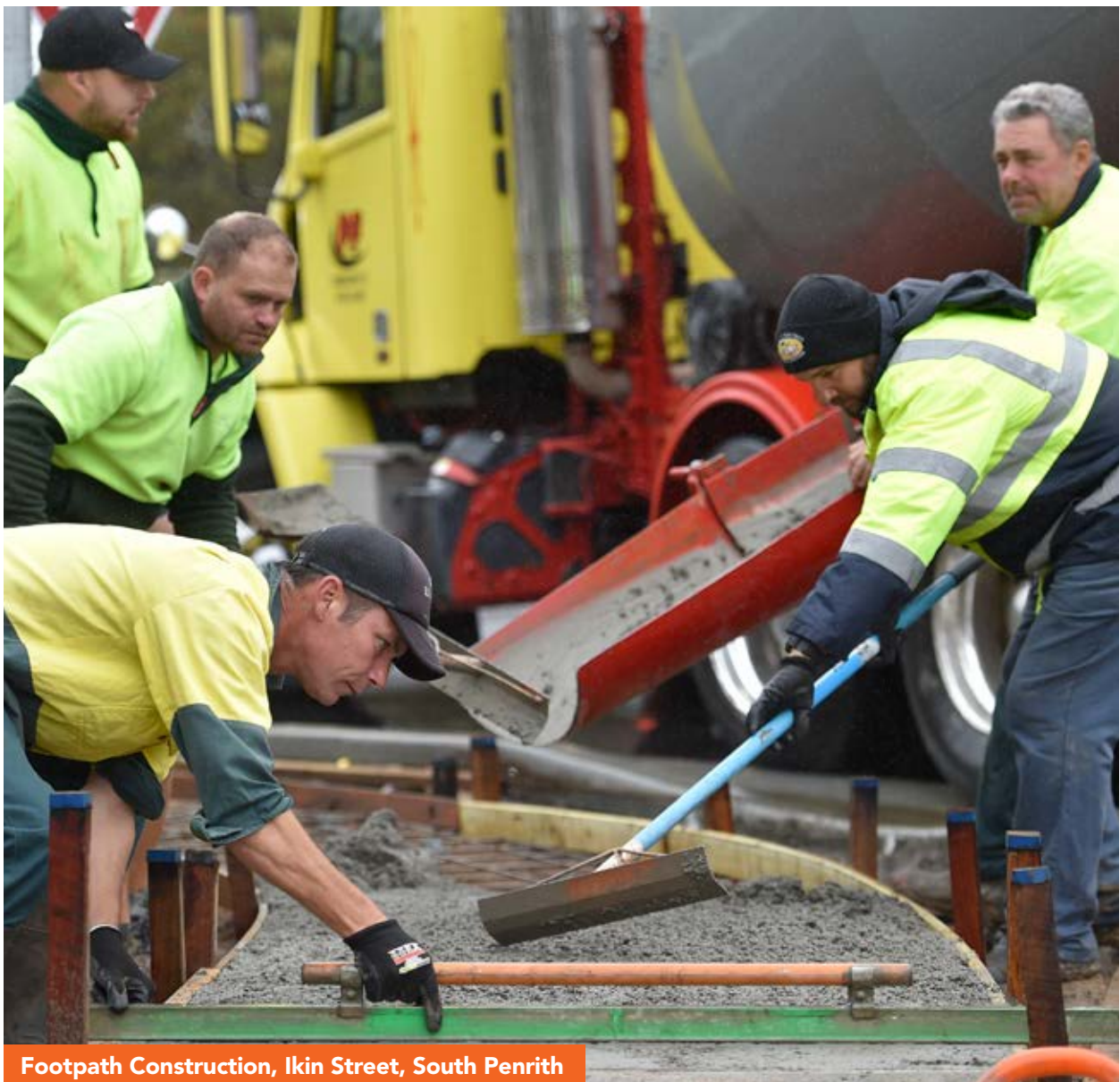
Our City is changing, and new zoning, land division and flood risk information is regularly becoming available. Mapping technology is also rapidly developing. Our updated 3D model is now used to support the Planning Proposal and Development Application processes by helping us analyse the visual impact of proposed large scale developments.

Council's Mapping and Geographical Information Systems team continued to provide a variety of information to Council staff and external customers. Approximately 64 maps and reports have been prepared for internal and external clients from July to December, including LEP amendments and flooding maps.

CHALLENGES AND BUDGET EXCEPTIONS

All service activities under this strategy are within budget. Ongoing challenges include:

- the need to maintain up to date knowledge of new and emerging technology
- the ability to undertake business planning and keep established plans up to date
- training for and transition to the mobile digital environment for our large and diverse outdoor workforce.



Footpath Construction, Ikin Street, South Penrith

STRATEGY 7.4
 Keep our community informed about what Council is doing and how they can have their say in decisions that affect them

SERVICE ACTIVITY		FUNCTION RESPONSIBLE
7.4.1 Seek to influence decisions made by other levels of government to ensure the best outcomes for our community	✓	Advocacy
7.4.2 Keep our community informed about what council is doing	✓	Communications
7.4.3 Talk with and listen to our community when planning for the future	✓	Corporate Planning
7.4.4 Ensure our corporate planning documents are a true reflection of current community needs	✓	Corporate Planning
7.4.5 Participate in reviews and forums and make submissions that affect the community in respect to local government governance	✓	Council and Corporate Governance

7.4.1 Seek to influence decisions made by other levels of government to ensure the best outcomes for our community

Council has a dedicated advocacy page on its website and has issued several media releases in line with advocacy activities and projects to help raise community awareness. Council's new Advocacy Strategy sets a strategic approach to building and maintaining our relationships with government.

We have produced our advocacy priorities for 2019, and this document will be used to advocate for issues of strategic importance to Penrith that the community has told us are important. We have also made a number of submissions on relevant City issues during the second half of 2018 including the Western Sydney Aerotropolis Land Use and Infrastructure Implementation Plan. Council's Economic Initiatives team has supported several Council departments in preparing applications for grant and funding opportunities from the State and Federal Government, including road and infrastructure, sport and recreation programs.

Council's submission to the Parliamentary Standing Committee on Infrastructure, Transport and Cities Inquiry into the Australian Government's role in the development of cities was referenced in the Committee's final report. The report, titled Building Up & Moving Out, calls for a national plan of settlement, providing a national vision for cities and regions across the next 50 years. The report makes 37 recommendations across a broad range of subjects, many of which are in line with Penrith's

submission. Recommendation 3 specifically referenced Penrith's comments in relation to employment self-sufficiency and recommends planning which focuses on:

- accessibility and liveability, promoting health and quality of life
- economic, social and environmental sustainability
- high quality natural and built environments
- access to employment
- a more compact urban form, and
- the concept of the 30-minute city.

Penrith Mayor John Thain continues to represent Council and the community on the Forum on Western Sydney Airport. Senior officers have regular meetings with local State Members and the Federal Member for Lindsay as well as State and Federal Ministers and Council continues to work closely with the Greater Sydney Commission to progress community and City issues with State agencies.

7.4.2 Keep our community informed about what Council is doing

- ✓ **a. Conduct a review of Council's communications tactics to assess effectiveness and impact.**
- ✓ **b. Develop a proposed plan for communications tactics for implementation in 2019 – 2020 financial year**

Council uses a range of communication techniques and channels to keep the community informed about what we are doing. New and emerging

channels continue to provide opportunities to more effectively inform and engage our community. Council continues to use print media to ensure statutory requirements are met for advertising Council notices, and to provide information about upcoming events, activities, decisions and policy positions. We also produce posters, brochures and newsletters to keep the community informed on what is happening in their City.

Social media, including Facebook and twitter, help Council get information out to those members of our community who use these channels and our followers on these platforms continue to increase. Council's website continues to receive large amounts of traffic as residents use the website to access a wide variety of information. The Your Say Penrith website has engaged the community and enabled them to provide input on a range of issues and projects including several playground upgrades.

We continue to refine how we use social media and work to better understand community expectations of our website and other communication channels so we can be more effective in getting people the information they want, in a way that suits them.

A full audit of Council's communications channels has been completed, reviewing all paid channels including local press and radio, and Council's own channels, including social media profile, our websites and press releases. The audit involved applying an industry-standard measurement against each channel to create best-practice recommendations about which channels are most effective and offer value for money, as well as when and how often we use them. This will see us introduce some changes in the year ahead.

During July to December we worked towards moving Council's website to a new platform to offer greater functionality and a better user experience. A new Culture & Creativity website was created: www.culturecreativity.com.au. We redesigned the Real Festival website to include more dynamic features, and the site saw heavy traffic in the lead up and on the days of the event: www.realfestival.com.au

A new Animal Services website was also finalised and launched for pet owners: www.penrithpeteducation.com.au

7.4.3 Talk with and listen to our community when planning for the future

✓ a. Complete and implement a review of community engagement practices

Our community engagement website Your Say Penrith was visited 14,200 times between July and December.

We are reviewing our community engagement strategy and community satisfaction survey. The survey results in particular will inform ongoing communication with our community about service levels and broader issues. We are preparing to engage with the community around the review of our LEP and the development of the 2019-20 Operational Plan.

7.4.4 Ensure our corporate planning documents are a true reflection of current community needs

✗ a. Trial a process to vary the agreed works program

✓ b. Conduct research into community satisfaction and wellbeing

Significant work has been done on revising the current community satisfaction survey to reduce the length and ensure data collected is useful and would not be better collected through another method. The next survey will run in early 2019 and will help inform our future corporate planning documents, including our 2019-20 Operational Plan.

7.4.5 Participate in reviews and forums and make submissions that affect the community in respect to local government governance

Council's Governance team made a submission in this period on the draft Model Code of Conduct for Local councils and Model Code of Meeting Practice.

CHALLENGES AND BUDGET EXCEPTIONS

Reaching specific communities and ensuring our engagement is truly representative of our community remains a challenge. All service activities under this strategy are within budget.

STRATEGY 7.5
Invest in our people

SERVICE ACTIVITY	FUNCTION RESPONSIBLE
7.5.1 'Future proof for tomorrow's success'. Build partnerships, improve productivity and make the best use of technology	✓ Workforce and Organisational Development
7.5.2 'Make your mark'. Build a values based organisation, that engages our workforce and develops their talents and capabilities	✓ Workforce and Organisational Development
7.5.3 'Council safe; Home safe – towards Zero'. Ensure our safety systems provide and respond to the current needs of both our staff and our organisation	✓ Workforce and Organisational Development

7.5.1 'Future proof for tomorrow's success'. Build partnerships, improve productivity and make the best use of technology

- ✗ a. Streamline timesheets to increase efficiency
- ✓ b. Implement a Learning Management System

Council has invested in new systems for recruitment, onboarding, succession planning and learning management. The new recruitment system (PageUp) has been successfully implemented and we are working to integrate systems to allow further improvements. The onboarding and succession planning systems are expected to be ready to "go live" early in 2019.

7.5.2 'Make your mark'. Build a values based organisation, that engages our workforce and develops their talents and capabilities

- ✓ a. Undertake an Employee Engagement Survey
- ✓ b. Complete the Mastertek Salary Review
- ✓ c. Deliver an internal careers expo
- ✓ d. Investigate implementation of the Local Government Capability Framework

We have continued to use the results of our 2017 Employee Engagement Survey to inform our review of workforce policies and programs, and the development of a learning management system.

7.5.3 'Council safe; Home safe – towards zero'. Ensure our safety systems provide and respond to the current needs of both our staff and our organisation

- ✓ a. Review the drug and alcohol policy
- ✓ b. Implement new processes for safety reporting and accountability
- ✓ c. Conduct incident investigation training for key staff

Council staff are encouraged to be actively involved in the day to day safety matters across our varied work sites which include offices, child care centres, outdoor construction and maintenance and public spaces. Council has implemented an online portal for our Work Health & Safety Management (WHS) System.

Council has provided numerous training opportunities and consulted with staff to help ensure that the *Council Safe, Home Safe* message is part of the everyday culture of our organisation. We continue to investigate and resource best practice options to ensure health and safety of our staff and customers.

The past six months has seen a 40% reduction in the number of injury claims lodged (down from 25 to 15) compared to the first six months of 2017-18. All identified key staff have been trained in incident investigation and are supported by WHS officers.

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7.5.4 Respect, Accountability and Innovation. Embed our values across the organisation

- ✓ a. **Create a new reward / recognition framework to promote Council values**
- ✓ b. **Trial an ethics hotline**
- ✓ c. **Continue crucial conversations training**

Anti-Fraud and Corruption training was rolled out in the last quarter to help embed the importance of our Values within Council. The Values are now also included in every staff member's annual performance review process.

CHALLENGES AND BUDGET EXCEPTIONS

Issues around safety and worker's compensation are continually changing and evolving. Ensuring we maintain the resources and knowledge to minimise impacts on staff and provide a safe work environment is an ongoing challenge. We must also continue to maintain a robust injury management program that provides best care for our staff if they are injured at work.

All service activities under this strategy are within budget.



Enjoying the Mondo, Penrith

STRATEGY 7.6

Work with our alliance partners, Blue Mountains City Council and Hawkesbury City Council, to share skills, knowledge and resources and find ways to deliver services more efficiently

SERVICE ACTIVITY

FUNCTION RESPONSIBLE

7.6.1 Identify and explore employee and resource opportunities within the Alliance

✓ Workforce and Organisational Development

7.6.1 Identify and explore employee and resource opportunities within the Alliance

- ✓ **a. Support programs in the areas of visitor economy, procurement, regional asset management, waste management, customer experience, community services and internal audit**

We continue to network with Hawkesbury and Blue Mountains Councils to identify shared opportunities including tourism, asset management and waste management for example. We participated in recruitment for a shared Strategic Procurement Coordinator reporting to the Regional Strategic Alliance CEO.

7.6.2 Inform and support the development of a new strategic alliance to support the implementation of the City Deal

Progress towards this strategy will occur in conjunction with the other councils of the Western Parkland City over the coming years.

7.6.3 Respond to opportunities and obligations associated with the implementation of the City Deal

We continued to work alongside other levels of government and other councils in our region to implement the Western Sydney City Deal. A City Deal Manager was appointed in October and will help us respond to the opportunities and obligations associated with the Deal. They have also been integrated into the NSW Government team developing the business case for the North South rail link.

CHALLENGES AND BUDGET EXCEPTIONS

All service activities and actions under this strategy are within budget, and no major challenges were experienced within the past six months.

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FINANCIAL REVIEW



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FINANCIAL SERVICES MANAGER'S REPORT

EXECUTIVE SUMMARY

This report covers the second quarter of the 2018-19 financial year. Details of significant Variations, Reserve movements, and the status of Council's Operating and Capital Projects compared to Budget are included in this document.

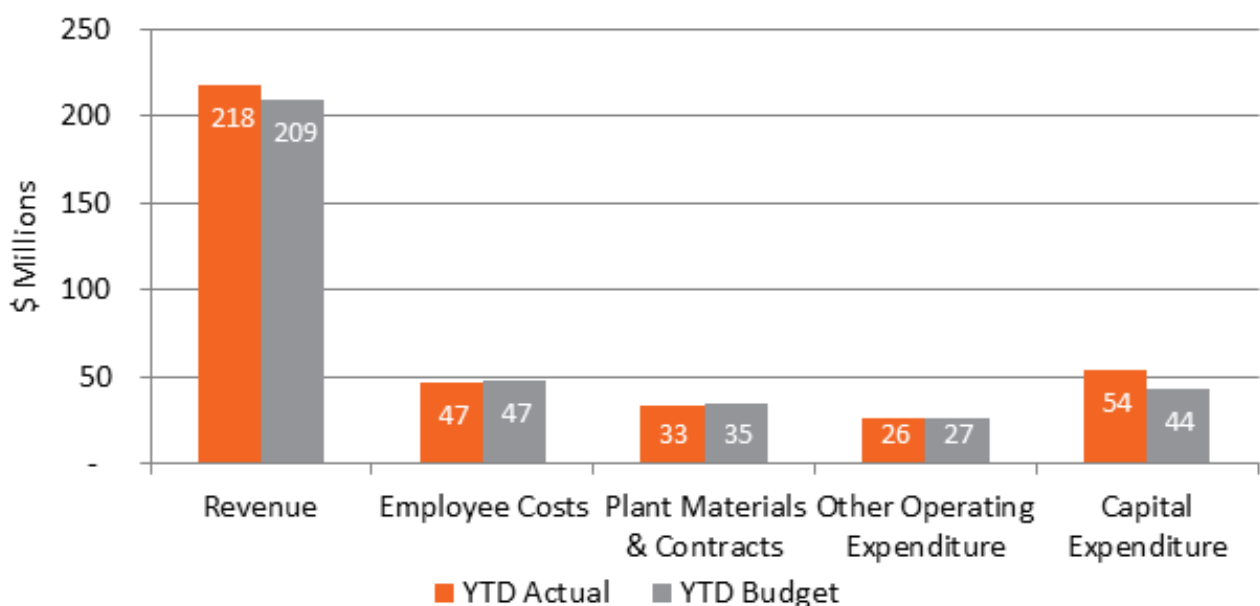
Council projected a Balanced Budget in the adoption of the Original 2018-19 Operational Plan. The September Quarterly Review reported some variations to the predicted annual budget including a number of proposed allocations that were adopted and combined with other adopted variations during the first quarter which provided for a revised projected surplus of \$58,383 for 2018-19. The favourable budget position at this early stage of the financial year also presented the opportunity to transfer \$500,000 to the Reserve budget to provide capacity to respond to current and emerging priorities.

The December Review again presents a positive result with a revised projected net surplus of \$167,139 for 2018-19. This result comprises mainly positive variations to the adopted Budget, with the most notable for the December Quarter being additional Rates income (\$419,219) and Interest on Investments (\$330,000).

Net organisational salary savings of \$331,961 have also been identified in this quarter, largely from staff vacancies. In keeping with Council's adopted practice, these salary savings will be retained within the Employee cost budget at this stage and not be reallocated until the end of the year to manage any budgetary risks throughout the year. Council's LTFP has foreshadowed that increases to the annual Employee Leave Entitlement (ELE) provision will be required and a strategy to increase this provision has been implemented. Council is committed to ensuring that sufficient provision is made for ELE and therefore it is proposed that any remaining salary savings will be transferred to the ELE Reserve as part of the June 2019 Review, once provision for current year payments are made.

The overall 2018-19 Budget compared to the phased budget is generally in line with expectations, with a surplus of \$167,139 currently projected at this stage of 2018-19. All variations have been considered and where a budget adjustment is required, details have been included in the review. The following graph shows a comparison, by category, of the progress of Council's Budget compared to expectations.

Actual vs Budget Revenue & Expenditure as at December 2018



BUDGET POSITION

The review recommends a number of both favourable and unfavourable adjustments to the adopted Budget for 2018-19. A full list of variations greater than \$20,000 is attached. The net effect of the proposed variations being recommended as part of this Review and adjustments adopted during the quarter, is a surplus of \$105,056 for the quarter, which results in an expected surplus for the full year of \$167,139. Some of the more significant variations greater than \$100,000 are listed below with their impact on the Budget position (F - Favourable, U - Unfavourable and A - Allocation).

BUDGET VARIATIONS THAT IMPACT ON THE SURPLUS

Net Employee Costs

During the second quarter of 2018-19 salary savings have been realised primarily due to vacancies across a number of Departments. The majority of these vacant positions are in the process of being filled. It is recommended that some of the identified salary savings are retained in the individual Departments to enable alternative temporary staff resources to ensure the delivery of key Operational Plan tasks and projects. The net salary savings of those being retained by Departments total \$331,961.

It is proposed that as part of the December Quarterly Review that the identified salary savings of \$331,961 are retained within the employee costs area to assist with year-end employee cost balancing and to supplement the Budget for any resignations. Any remaining savings at year end could then be transferred to the Employee Leave Entitlement (ELE) Reserve.

Rates Income \$419,219 F (0.3%)

Net Rates income is forecast to be \$419,219 over previous Budget estimates. This additional income can be attributed to recent development of industrial land around the Costco site in Kemp's Creek and completion of some large residential strata developments. The income was predicted to be received in future years of Council's Long Term Financial Plan (LTFP) and as such does not substantially increase Council's financial capacity in future years.

Interest on Investments \$330,000 F (18.3%)

The 2018-19 Original Budget was prepared using an expected interest return of 2.25%, which is slightly less than the current actual annual yield of 2.6%. It is anticipated that interest rates will continue to remain steady and interest earned on untied investments will continue to perform at a rate of approximately 2.6%, with a corresponding increase of \$330,000 for 2018-19 proposed in the December Quarterly Review.

Development Applications Income \$100,000 F (3.7%)

DA income requires a variation to account for a spike in major DA income this quarter. This is commensurate with fees for Stages 2 and 3 of the Panther's exhibition, conference centre and hotel development lodged in December and not anticipated this financial year. This adjustment is somewhat conservative to account for a level of uncertainty in 2019.

Construction and Compliance Certificates Income \$130,000 U (26.5%)

A reduction in Construction and Compliance Certificate income could be attributed to current market conditions impacting on lending/commencements and this trend is projected to continue in 2019.

Transfer to Reserve - \$700,000 A

The development of the annual Budget each year requires a number of assumptions to be made in relation to both expenditure and income that are dependent on factors outside of Council's control. To safeguard against movements in these assumptions and forecasts it is proposed that \$700,000 be transferred to Reserve. In addition, this allocation will provide capacity to respond to some current and emerging priorities, including some of the priority resource requests.

OTHER BUDGET VARIATIONS WITH NO IMPACT ON THE SURPLUS

The December Quarter also includes Budget variations with no impact on the surplus since they have an alternative internal funding source or are funded by reserves. The more significant of these variations detailed below:

Property Development (Reserve) - Decrease of \$2.7m

Due to the nature of the property market a number of adjustments will be needed each quarter to reflect market conditions. Major Budget variations proposed to the Property Development Reserve in the December Quarterly Review have resulted in a \$2.7m net decrease to Reserve and include:

- Union Road Request for Proposal (RFP) – (\$50,278 increase) - To cover additional costs associated with negotiating the Project Development Agreement (PDA). At the end of the RFP period Council approved (28 Aug 2017) entering PDA negotiations with Frasers Australia, and the negotiation costs have been allocated against Union Road RFP.
- Union Road PDA – (\$100,000 increase)- Council approved entering the Project Delivery Agreement with Frasers on 27 Aug 2018. This is to cover the costs of Council's obligations over the first 12 to 18 months.
- City Park – (\$71,400 increase) – Impacted by additional investigations required to determine the scope of a contamination issue. This work is being overseen by an independent Site Auditor.
- Property Sale – (\$2.3m decrease) - The projected income has been re-phased into the next financial year to enable the developer of a neighbouring block to complete work impacting Council owned land prior to placing our land on the market.

Children's Services Building Renewal - Decrease of \$1m

This reduction is due to delays in receiving architectural documentation. Currently waiting on Access Report and BCA Certificate which are expected to be received by early February 2019. A Development Application is expected to be submitted shortly thereafter.

Children's Services Childcare Fees - Decrease of \$625,500

The current economic climate has seen utilisation rates for Long Day Care and Preschool decline below target for the December 2018 Quarter. Reduced discretionary expenditure and staffing costs in Childcare Centres combined with adjustments to childcare pooled funds and reserves are expected to offset the decline in income from Childcare Fees.

Waste Reserve - Recycling Processing Costs - Decrease of \$415,000

This account was created with the understanding that Visy were going to begin charging us for recycling processing and it was budgeted at \$75 per tonne. To date, no changes in the contract have been made and gate fees remain at no charge. The variation is funded by the Waste Reserve.

Car Parking income - Decrease of \$150,000

The reduction in income is due to a decrease in recovered penalty notices from Revenue NSW over the last period. There have also been higher than normal periods of leave within the team over the last few months which has been reflected in a 9 % reduction in the number of PINS issued year to date. The variation will be funded by the Reserve.

Erskine Business Park Improvements - Increase of \$124,695

Funded by s7.11 Development Contributions, this increase relates to design costs for the Templar Road Drainage Basin and GPT and finalisation of Stage 1 of improvements to enhance the appearance, function and appeal of the Erskine Business Park Estate. This is consistent with the s7.11 Plan which previously applied to the precinct including project management costs.

REVOTES

In addition to the aforementioned variations, a total of \$1.7m of planned Operating Projects are proposed for revote this Quarter. The total value of Revotes for the year to date is \$9.4m, inclusive of the Revote of \$9.4m for Western Sydney Infrastructure Plan Local Roads Package (WSIP). This compares to \$18.2m (inclusive of \$14.3m for WSIP and \$2.5m for the Better Boating Program) for the same period in 2017-18. A full list of Revotes is included in this report and the significant Revote for the December Quarter is detailed below:

OPERATING PROJECTS

DESIGN & PROJECTS

Western Sydney Infrastructure Plan Local Roads Package (WSIP) - \$1.7m (Contribution)

This revote is proposed as The Northern Road contract was terminated in November 2018 with Derby Street works remaining outstanding. A tender for the remaining scope of works will be reissued during the first Quarter of 2019 with the project completion date now moved to December 2019.

RATES ARREARS

Arrears at 31 December 2018 are 3.29% and remain stable compared to the same period last year and favourably below the Council's benchmark of 5%.

SUMMARY

Council's financial position remains sound with a surplus of \$167,139 projected for 2018-19. This Review and the proposed allocations continue to demonstrate Council's commitment to strong financial management.



NEIL FARQUHARSON
FINANCIAL SERVICES MANAGER

The following statement is made in accordance with Clause 203(2) of the Local Government (General) Regulations 2005.

It is my Opinion that the information contained within this report for the quarter ended 31 December 2018 indicates that Council's projected short-term financial position is satisfactory, having regard to the projected estimates of income and expenditure compared to the original Budget.



ANDREW MOORE
CHIEF FINANCIAL OFFICER
RESPONSIBLE ACCOUNTING OFFICER

INTERPRETING ASSISTANCE

ENGLISH	If you do not understand this, please contact the Telephone Interpreting Service on 131 450 and ask them to contact Penrith City Council on your behalf on (02) 4732 7777. Or come to the Council offices and ask for an interpreter.
ARABIC	إذا لم يكن بإمكانك قراءة النص أعلاه. الرجاء الاتصال بخدمات الترجمة الفورية الهاتفية (TIS) على الرقم 131 450 والطلب منهم الاتصال بدورهم بمجلس مدينة بنريث نيابة عنك على الرقم 4732 7777 (02). أو يمكنك الحضور إلى المجلس وطلب ترتيب مترجم فوري لك.
CHINESE	如果您无法阅读这些文字，请致电 131 450 联系电话传译服务中心，请他们代您拨打 (02) 4732 7777 联系 Penrith 市议会。您也可以亲自到市议会来并要求获得口译服务。
GREEK	Αν δεν μπορείτε να το διαβάσετε αυτό, τηλεφωνήστε στην Τηλεφωνική Υπηρεσία Διεμνηνέων στο 131 450 και ζητήστε τους να επικοινωνήσουν με το Δήμο Penrith (Penrith City Council) για λογαριασμό σας στον αριθμό (02) 4732 7777, ή ελάτε στη Δημαρχία και ζητήστε διερμηνέα.
HINDI	यदि आप इसे नहीं पढ़ पाते हैं, तो कृपया 131 450 पर टेलीफोन दुभाषिया सेवा से संपर्क करें और उनसे कहें कि आपकी ओर से पेनरथि सिटी काउंसिल से (02) 4732 7777 पर संपर्क करें. या आप काउंसिल आएँ और एक दुभाषिया की माँग करें.
ITALIAN	Se non riuscite a leggere questo, contattate il servizio telefonico di interpretariato al numero 131 450 e chiedetegli di contattare da parte vostra il comune di Penrith City al numero (02) 4732 7777 oppure venite in comune e richiedete un interprete.
MALTESE	Jekk ma tistax taqra dan, jekk jogħġbok, ikkuntattja lit-Telephone Interpreting Service fuq 131 450 u itlobhom biex jikkuntattjaw Penrith City Council f'ismek fuq (02) 4732 7777. Jew ejja l-Kunsill u itlob għal interpretu.
PERSIAN	اگر نمی توانید این مطلب را بخوانید، لطفاً به خدمات ترجمه تلفنی به شماره 131 450 زنگ بزنید و از آنان بخواهید با شورای شهر پنریت Penrith City Council به شما تماس بگیرند. یا اینکه به شهرداری Council آمده و مترجم بخواهید. (02) 4732 7777 از جانب شما تماس بگیرید.
SINGHALESE	ඔබට මෙය කියවීමට නොහැකි නම්, කරුණාකර දුරකථන අංක 131 450 ඔබේ දුරකථන පරිවර්තන සේවාව (Telephone Interpreting Service) අමතා ඔබ චෙහුවෙන් දුරකථන අංක (02) 4732 7777 අමතා පෙන්වීම් නගර සභාව (Penrith City Council) හා සම්බන්ධ කර දෙන ලෙස ඉල්ලා සිටින්න. නැතිනම් නගර සභාව වෙත පැමිණ හානි පරිවර්තකයකු ලබා දෙන ලෙස ඉල්ලා සිටින්න.
TAMIL	இதை உங்களால் வாசிக்க இயலவில்லை என்றால், 'தொலைபேசி உரைபெயர்ப்பு சேவை'யை 131 450 எனும் இலக்கத்தில் அழைத்து 'பென்ரித் நகரவையுடன் (02) 4732 7777 எனும் இலக்கத்தில் உங்கள் சார்பாக தொடர்பு கொள்ளுமாறு கேளுங்கள். அல்லது நகரவைக்கு விஜயம் செய்து உரைபெயர்ப்பாளர் ஒருவர் வேண்டுமெனக் கேளுங்கள்.
VIETNAMESE	Nếu quý vị không thể đọc được thông tin này, xin liên lạc Dịch Vụ Thông Dịch Qua Điện Thoại ở số 131 450 và yêu cầu họ thay mặt quý vị liên lạc với Hội Đồng Thành Phố Penrith ở số (02) 4732 7777. Hoặc hãy tới Hội Đồng và yêu cầu có thông dịch viên.

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