

# ANNUAL REPORT

PENRITH

THE OUR PERFORMANCE SECTION PROVIDES A SUMMARY OF HIGHLIGHTS FOR THE YEAR BY OUTCOME.

For a more detailed description of what Council achieved throughout 2019-20, please refer to the December 2019 and June 2020 Organisational Performance Reports located on Council's website.

The COVID-19 pandemic impacted our performance across all areas of our operations from early 2020, and this impact will continue into 2020-21 and beyond. Specific activities that either could not be delivered or which needed to change to meet Government guidelines are outlined in 'Our response to COVID-19' on pages 7 to 11, as are new activities we introduced to help ensure we continued to serve and support our community during unprecedented social and economic disruption. This information is not repeated here.

2019-20

## OUR PERFORMANCE

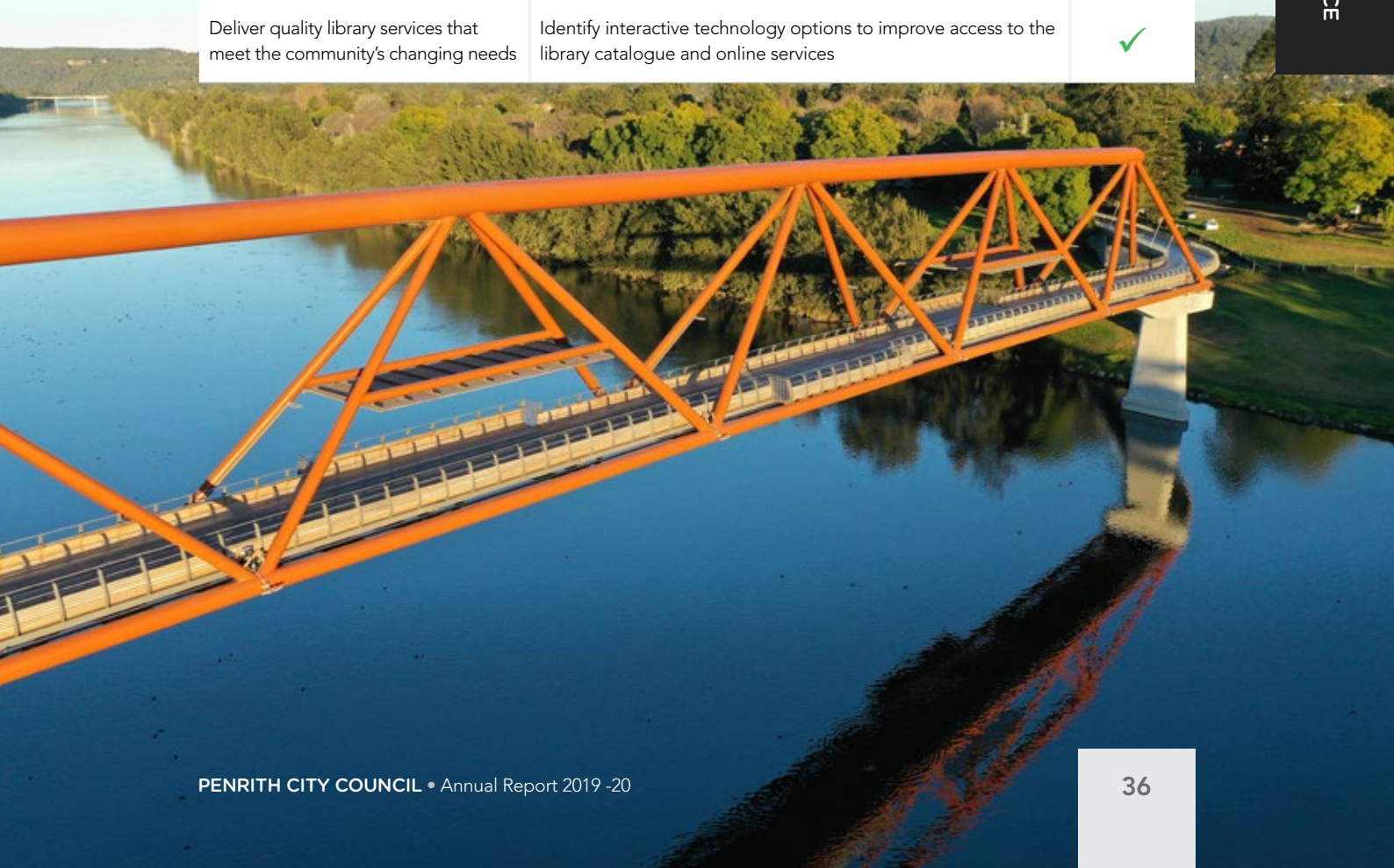
**PENRITH**  
CITY COUNCIL

penrith.city



Below is a summary of our performance against the specific actions we committed to for 2019-20.

ACTIVITY	ACTION	PROGRESS
<b>OUTCOME 1 WE CAN WORK CLOSE TO HOME</b>		
Deliver actions identified in the Economic Development Strategy and Penrith Progression	Facilitate the delivery of a travel plan for The Quarter	✓
	Conduct a review of the Living Well Precinct in the CBD	✓
	Prepare two high level business cases for future land development opportunities that align to the Economic Development Strategy	✓
Facilitate and pursue investment leads based on industry sector research	Produce three industry market analysis reports that will inform future 'New West' marketing opportunities	✓
	Partner with government agencies to deliver three local export business trade and investment workshops	✓
Promote and market the New West investment brand to key industries	Prepare an investment prospectus for The Quarter	✓
	Implement 2019-20 New West Marketing Strategy actions	✓
Facilitate transformational strategic land projects in the Penrith City Centre, or other significant economic corridors of Penrith and the Nepean River	Determine the approach to deliver City Park	✓
	Participate in the development of a Digital Action Plan for the Western Parkland City; a commitment under the City Deal process	✓
Promote Penrith as a place to live and work in through events and marketing	Implement the recommendations from the destination management plan review <i>Delayed due to the significant impacts COVID-19 has had on the tourism sector.</i>	✗◆
	Hold a skills summit	✓
	Review the Tourism Strategy <i>Delayed due to the significant impacts COVID-19 has had on the tourism sector.</i>	✗◆
Deliver quality library services that meet the community's changing needs	Identify interactive technology options to improve access to the library catalogue and online services	✓



ACTIVITY	ACTION	PROGRESS
----------	--------	----------

### OUTCOME 2 WE PLAN FOR OUR FUTURE GROWTH

Support and influence tri-government strategic planning in the Western Parkland City by responding to the City Deal opportunities	Develop structure plans and subsequent strategies for the North South Rail Corridor and East West Economic Corridor	➤
	Work with Government to release the Penrith Multi-User Depot site for sale to support jobs growth in Penrith City Centre	➤
	Work with the NSW Government to develop a strategy to manage South Creek	➤
	Commence preparation of the Centres Strategy	➤
Ensure our strategic planning responds to the requirements of the Greater Sydney Commission's District Plans	Finalise the Local Strategic Planning Statement	✓
	Finalise Stage 1 background studies for the Local Environmental Plan Review	✓
	Complete a review of the planning controls, traffic and parking strategy for the Penrith City Centre	➤
	Commence a comprehensive review of the Development Control Plan	➤
Represent the changing needs of our growing community to other levels of government	Deliver an advocacy program for the stage 1 commitment to build the North South Rail in time for the opening of Western Sydney Airport	✓
	Investigate the benefits of government investment in the Castlereagh Connection	✓
Ensure our policies, strategies and plans provide for the services and infrastructure our City need	Complete Development Contributions Review and start implementing recommendations	✓
Seek to influence planning legislation and related government policies to ensure the best outcomes for our community	Contribute to collaboration by Government in Penrith City Centre in relation to flooding	➤
	Participate in the precinct planning for the Western Sydney Aerotropolis within the Western Sydney Planning Partnership	➤

### OUTCOME 3 WE CAN GET AROUND THE CITY

Help ensure efficient and fair use of parking spaces across the City	Put in place a process to make the most of the new parking sensor technology <i>COVID-19 has caused a delay in delivery of some of the technical components.</i>	✗◆
Provide technical advice on parking issues and plan for the delivery of parking infrastructure	Finalise detailed design for the Soper Place development	➤

ACTIVITY	ACTION	PROGRESS
<b>OUTCOME 4 WE HAVE SAFE, VIBRANT PLACES</b>		
Plan and deliver Council's major capital projects for public spaces	Finalise Regatta Park Stage 1 design <i>COVID-19 has caused delays in getting external documentation and approvals.</i>	✗ ◆
	Commence the Wharf Precinct Project at Tench Reserve	✓
Maintain a Community Safety Plan for the City	Deliver the Good Neighbour Program	✓
	Deliver pedestrian lighting upgrades in Kingswood <i>COVID-19 has caused delays in supply and installation of equipment.</i>	✗ ◆
Maintain public trees across the City	Review the Penrith Roadside Vegetation Management Plan and coordinate the implementation of priority actions	➤
	Deliver the Penrith City Centre relaunch campaign	✓
Support the revitalisation of Penrith City Centre and St Marys Town Centre	Commence delivery of the St Marys Night Time Economy Audit and Study <i>COVID-19 has delayed delivery of some of the initiatives.</i>	✗ ◆
	Scope and commence development of the Kingswood Place Plan	✓
Help ensure our important community places meet the needs of the people that use them	Deliver one Creative Lighting project in Penrith City Centre	✓
Work with local communities to identify priority issues in their area	Undertake neighbourhood renewal activities in Kingswood Park	✓
Deliver projects that address local issues and improve the wellbeing of local communities	Deliver two night time activations in Kingswood	✓
	Deliver the Village Café in North St Marys, Kingswood and Llandilo	➤

### OUTCOME 5 WE CARE ABOUT OUR ENVIRONMENT

Help protect and improve our City's natural environment	Review tree and vegetation permit application practices and contribute to DCP amendments	✓
Maintain Council's natural areas	Develop a Business Plan for Council's Nursery	✓
Undertake activities associated with the management of asbestos and other waste, environmental management, chemical management and WHS practices within the Depot	Complete site validation investigations and reports for Gipps Street Reserve	✓
Provide information to our community on resource use and living sustainably	Develop and implement a program to help residents understand how to make their homes more resilient to climate impacts, including heat	✓
Help our community understand how they can increase resource recovery and reduce waste	Monitor and support food and garden waste recycling across Penrith	✓
	Review collection practice to increase diversion and reduce carbon footprint	➤
	Implement a reduce, reuse and recycle waste communications strategy	➤
Manage the risk to and impact on life and property from the existing and potential future use of the floodplain	Prepare risk management plans for the Nepean River, South Creek, Penrith and St Marys City Centres	➤

ACTIVITY	ACTION	PROGRESS
Identify opportunities to respond to a changing climate	Hold a summit focusing on the impact of urban heat	✓
	Assess tree canopy coverage across the City and look to establish targets <i>Delivery delayed until after Green Grid targets have been determined in 2020-21.</i>	✗
Coordinate the implementation of the Cooling the City Strategy	Advocate for sustainable development laws	▶
	Review the Penrith Accessible Trails Hierarchy Strategy (PATHS) in line with the blue / green grid principles from the State Government	✓
	Investigate tree planting priorities across the City <i>Delivery delayed until after Green Grid targets have been determined in 2020-21.</i>	✗

### OUTCOME 6 WE ARE HEALTHY AND SHARE COMMUNITY SPIRIT

Plan and deliver Council's major capital projects for open space and recreation	Commence construction of fields and amenities at the western end of the Kingsway Sporting Complex	✓
	Build a new amenity building in Mark Leece Oval, St Clair	▶
	Deliver two synthetic fields in Jamison Park <i>Multiple revisions of the design have been required to find a balance between the needs of multiple users.</i>	✗
Deliver library services that support a vibrant, connected community	Refurbish the St Marys Council Office <i>Delayed due to the COVID-19 restrictions and closure of all library branches on 27 March</i>	✗◆
Plan for the provision of and facilitate the delivery of community, sport and recreation facilities	Finalise the Sport and Recreation Strategy	✓
Help promote responsible pet ownership	Finalise the new Animal Shelter Services Agreement with Hawkesbury City Council	✓
Develop effective responses to the impacts of growth, redevelopment and change in our community	Develop and promote a health snapshot and seniors profile for the City	✓
Coordinate the implementation of the Disability Inclusion Plan	Deliver internal Autism Awareness Training	✓
Work with partners to deliver events that strengthen our community	Coordinate an event to recognise the role of ClubGrants in funding community projects in the City <i>Event delayed due to COVID-19 restrictions on public events and gatherings.</i>	✗◆
Support community service organisations working in our City	Coordinate activities to recognise the importance of volunteers in contributing to social capital	✓
Conduct and support events that include all members of our community	Deliver the community events calendar	✓
	Review the Events Strategy	✓
Create opportunities for residents to learn about different cultures	Implement the recommendations from the sister city and friendship agreement review <i>Delayed due to COVID-19 restrictions on international travel.</i>	✗◆

ACTIVITY	ACTION	PROGRESS
<b>OUTCOME 7 WE HAVE CONFIDENCE IN OUR COUNCIL</b>		
Manage Council's meeting calendar, meeting process and business papers to ensure open and fair decision making	Upgrade Council Chambers and meeting room to live stream Council meetings	✓
Provide advice to assist the organisation in meeting its lawful obligations	Develop a framework to provide assurance that the organisation is meeting its lawful obligations	✓
Support financial sustainability through financial planning and budget management	Review and refine Long Term Financial Plan forecasting	✓
	Undertake a review of Debt Recovery policies and procedures	✓
Support financial sustainability by managing Council's purchasing policies and procedures	Develop a three-year Strategic Procurement Plan	✓
Manage Council's assets to minimise risk, reflect lifecycle costs and meet community needs	Update Asset Management Plans for all asset classes <i>Delays are due to COVID-19 restrictions and resourcing.</i>	✗ ◆
	Review key asset management processes, including acquisition and disposal <i>Delays are due to COVID-19 restrictions and resourcing.</i>	✗ ◆
	Develop the 2020-21 asset renewal programs for the buildings, parks, drains, roads and pathways	✓
	Participate in the development of uniform engineering design standards <i>COVID-19 restrictions have delayed the meetings of the Working Group.</i>	✗ ◆
Identify ways Council can use resources more efficiently	Investigate the feasibility of larger scale solar renewable energy projects within the region	✓
Tell our community and stakeholders about how we are delivering on our commitments to them	Start the End of Term Report	➤
Implement major information and technology projects	Roll out the Field Services Mobility project and deliver a user training program <i>Rollout and training have been delayed due to COVID-19 restrictions.</i>	✗ ◆
	Commence development of a Customer Relationship Management System	➤
	Deliver the Smart Cities and Suburbs sensor project <i>COVID-19 has impacted the supply of sensors.</i>	✗ ◆
Keep our community informed about what Council is doing	Implement the recommendations from the communications channel review	✓
Ensure our corporate planning documents reflect how Council will respond to community needs within organisational capacity	Start talking with our community about the new Community Plan	✓
	Start a review of the Resourcing Strategy <i>Delayed due to COVID-19 impacts on critical components of the strategy (Asset Management Plans).</i>	✗ ◆
	Respond to the recommendations of the Integrated Planning and Reporting Audit <i>Some actions cannot be carried out until completion of new Integrated Planning &amp; Reporting documents which have been delayed due to COVID-19.</i>	✗ ◆



ACTIVITY	ACTION	PROGRESS
Support the efficient functioning of Council	Complete the initial roll-out of business plans across Council and implement continuous improvement of the business planning process	✓
	Review the use of organisational performance indicators across Council	▶
'Future proof for tomorrow's success'. Build partnerships, improve productivity and make the best use of technology	Review system process to improve productivity	✓
'Make your mark'. Build a values based organisation, that engages our workforce and develops their talents and capabilities	Measure employee engagement to identify areas for improvement	✓
'Council safe; Home safe – towards Zero'. Ensure our safety systems provide and respond to the current needs of both our staff and our organisation	Develop and implement a communication program to embed Council's Safety Values	✓
Respect, Accountability and Innovation. Embed our values across the organisation	Implement a trial of an ethics hotline <i>Delayed due to further investigation being required.</i>	✗



OUR PERFORMANCE

# OUTCOME 1

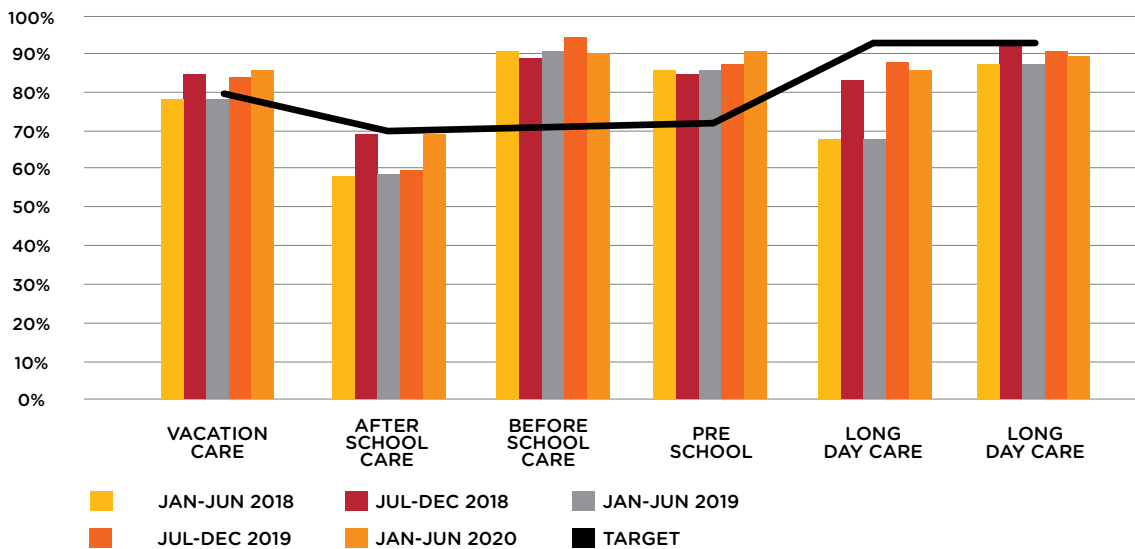
## WE CAN WORK CLOSE TO HOME

### HELPING OUR COMMUNITY FIND A LOCAL JOB THAT SUITS THEM

#### How have we done?

The following indicators track organisational progress against 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 childcare centres are operating at target utilisation rates, and whether parents wishing to work or study have difficulty finding care for their child.



## Number of attendees at Library education programs



### Adult Programs

Penrith Library has run 47 educational and recreational workshops and talks for adults during the first nine months (July – March) of 2019-20, with a total of 630 adults attending.

These workshops and talks include:

- Positive Living activities for Seniors Week – Zumba, Yoga, Board Games and Healthy Brain Talk
- Tech Savvy classes for Seniors
- National Science Week – Bioinformatics and Cooling the City
- Author Talks – Judy Nunn, Kate Forsyth, Chris Hammer and Mary Moody

During the same time 13 Pop Up Libraries were also organised targeting markets and special events, gaining 223 new library members.

From April to June, an online webinar was organised featuring author Robert Tickner which was attended by 20 adults.

### Children's Programs

Penrith Library offers a variety of programs for children aged 0 – 16 years old which include:

- 1 x weekly Baby Time
- 3 x weekly Story Time
- 6 x weekly Toy Library
- 2 x weekly After School Activity for primary and High School students
- 1 x monthly Teen Book Club
- On demand - Library Tours and Outreach visits

From July to March, a total of 181 sessions were offered to 5,446 children and 3,234 adults across three library services.

**On average, the library has run 1.2 sessions per week with an average of**

**514**

**adults per session**

**On average, 4.6 programs were offered per week with an average of**

**48**

**attendees (children & adults) per session**

During the COVID-19 lockdown period (April to June), Penrith Library has run 21 online recorded sessions of Baby Time and Story Time with a total viewing of 10,370. On an average, there were 494 views per session.

Also, 3 virtual Teen Book Club sessions were held for an average of 4 high school students per session.

OUR PERFORMANCE



## STRATEGY 1.1 ATTRACT INVESTMENT TO GROW THE ECONOMY AND INCREASE THE RANGE OF BUSINESSES OPERATING IN THE REGION

This strategy is delivered by service activities that focus on projects and initiatives that help promote investment in Penrith to build our economy.

- Council partnered with the Western Sydney Investment Attraction Office to understand the current and future industry landscape as planning for the Aerotropolis progresses.
- Initial engagement on the new City Park has commenced.
- Representatives from a wide range of industries, training organisations and government agencies attended the Mayoral Skills Summit.
- Council entered an alliance with the other Western Parkland City Councils to facilitate implementation of the City Deal.
- A working partnership between Council, KPMG and Western Sydney University led to a commitment to establish an Advanced Manufacturing Development Hub with export capability.
- The Council New West website promoted a series of government agency workshops about successful trade and investment endeavours by local businesses.
- The New West website and prospectus have been refreshed and were used by the Western Sydney Investment Attraction Office and Western City & Aerotropolis Authority to promote the significant opportunities associated with the Aerotropolis to domestic and international markets.
- Council sponsored the inaugural Western Sydney Business Chamber Fresh Conference, highlighting opportunities around agriculture and logistics in the Aerotropolis to around 400 attendees.
- All partners collaborated on an investment prospectus for The Quarter Investment to showcase the advantages and opportunities in research, education, medical health and allied services.

## STRATEGY 1.2 PROVIDE ACCESS TO LIFELONG LEARNING TO MAXIMISE OPPORTUNITIES FOR OUR COMMUNITY

This strategy is delivered by service activities that focus on lifelong learning through our children's services, libraries and work experience and traineeship programs.

- All Council-run childcare centres meet or exceed the national standards.
- The Behaviour Guidance Policy was implemented following a robust consultation and development process including webinars and online media sessions.
- Children's Services deliver a daily curriculum driven by current research to help children reach their full potential, including "My Time Our Place"; "The Early Years Learning"; Paint Penrith REaD and Munch and Move.
- Middle Years Mentoring has delivered a range of resilience and evidence-based programs in response to the interests of vulnerable young people.
- Several sessions of the Intergenerational program in partnership with Nordoff Robbins Music Therapy were held prior to the COVID-19 pandemic.
- Penrith Branch Library reopened on 1 June with restricted hours and limited services in line with State Government health requirements in relation to visitors, staff, stock and equipment.





- The Library smart device app was available to library staff on 1 June and soft launched to the public via Facebook on 9 June, with an official launch to be held once library services return to normal.
- The upgrade of the Library Management System means the online public access catalogue (OPAC) will be known as the web public access catalogue (WPAC). A series of updates to this portal will ensure it is relevant to customer's needs.
- A Library Instagram account has been established to help our customers to keep up to date with the latest library information and access our eResources.
- Council continues to provide work experience placements across all areas of Council and has continued its successful Children's Services, Business Administration and ICT Traineeship Program.



## CASE STUDY



### 'THROUGH CHILDREN'S EYES' – PHOTOGRAPHY PROGRAM

The Through Children's Eyes photography program enables children in Penrith LGA the opportunity to access a free creative arts program. The team created an eight-week program for children and their families attending Council services. The program aimed to inspire lifelong learning among children and help build resilient, strong and inclusive communities. An exhibition was held at the Penrith Regional Gallery to celebrate the work of the children and a 2020 calendar was created from the photos, with the proceeds donated to charity. The program resulted in an improvement in participants' confidence and technical skills and inspired many educators to take up photography, building their capacity to continue the program within their services. The photography program was a finalist in the 2020 NSW Local Government Excellence Awards in the category of "Creative Communities".

OUR PERFORMANCE





# OUTCOME 2

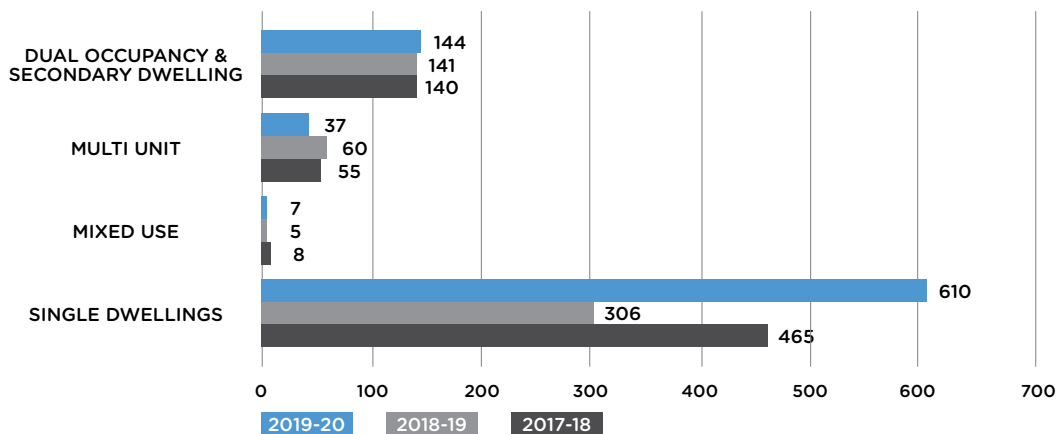
## WE PLAN FOR FUTURE GROWTH

### MAKING SURE SERVICES AND INFRASTRUCTURE KEEP UP AS PENRITH GROWS

#### How have we done?

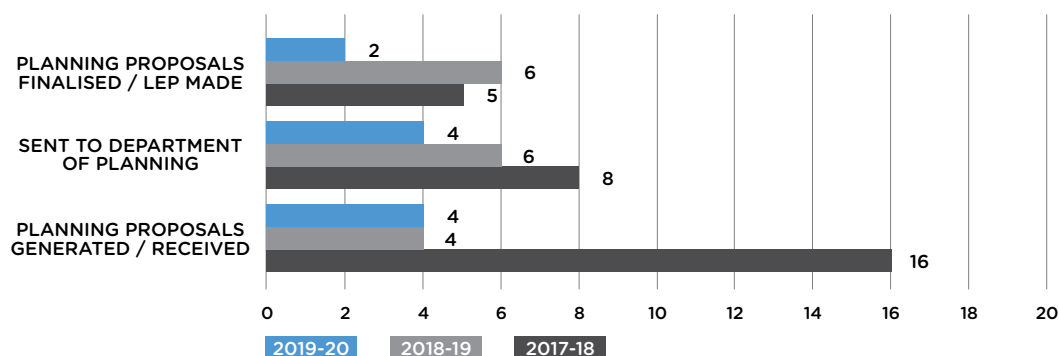
##### Number of Residential Development Applications

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 impacts on services and facilities. This indicator will allow us to see trends in development as we continue to track it over time.



##### 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 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.



## STRATEGY 2.1 FACILITATE QUALITY DEVELOPMENT IN THE CITY THAT CONSIDERS CURRENT AND FUTURE NEEDS OF OUR COMMUNITY

This strategy is delivered by service activities that focus on our development assessment processes and making fair decisions around safety and quality.

- The Interim East West Corridor Strategy was endorsed by Council.
- Council has continued to work closely with the Australian Government to rezone the Multi-User Depot site, adjacent to Thornton.
- Preparation of the Green Grid Strategy has started.
- 992 development applications were lodged, and 976 applications were determined (including withdrawals), a reduction from 1,202 applications in 2018-19.
- More than 70% of minor development applications were determined within 60 days, with the average time for single dwellings falling from 46 days during 2018-19 to 43.4 days in 2019-20, and average time for residential alterations and additions also falling from 46 days to 45 days.
- Over the year, 832 critical stage construction inspections were carried out, 112 Construction Certificates and 176 Occupation Certificates were issued.

## STRATEGY 2.2 PROTECT THE CITY'S NATURAL AREAS, HERITAGE AND CHARACTER

This strategy is delivered by service activities that focus on ensuring our planning controls reflect the expectations of government and are well understood by our customers.

- Council confirmed the Local Strategic Planning Statement (LSPS) could be made on 16 March 2020 with the final LSPS endorsed on 23 March 2020. Background studies including the Local Housing Strategy, Rural Lands and Villages Study and Strategy, Scenic and Cultural Landscape Study and St Marys Economic Development Strategy have been finalised.
- Council continued a comprehensive review of planning controls for Penrith City Centre, including preparation of a Transport Management Plan and Parking Strategy, with initial draft reports received.
- The Urban Design Review Panel and pre-lodgement meetings considered 48 and 97 development proposals respectively, an increase over last year despite an overall reduction in lodged applications. In addition, the heritage advisory program considered 32 development proposals and helped progress approximately 45.
- The comprehensive review of the Penrith Development Control Plan 2014 (DCP) has commenced, with Council endorsing exhibition of the first of a series of amendments.



## STRATEGY 2.3 ENSURE SERVICES, FACILITIES AND INFRASTRUCTURE MEET THE CHANGING NEEDS OF OUR CITY

This strategy is delivered by service activities that focus on ensuring infrastructure grows with our City, and that developers and other levels of government make a fair contribution.

- The review of our contributions planning framework has progressed.
- The Annual LEP Update Planning Proposal amendment was gazetted on 20 December 2019.
- A Strategic Briefing Paper outlining the benefits of accelerating a business case into the Castlereagh Connection was completed and distributed to key stakeholders.
- Our application for Dunheved Rd funding announced in the Federal election 2019 was successful, providing \$4.2m for planning which will commence this year.
- Council continues to liaise with the Australian Government on a range of election projects including new commuter carparks at Kingswood and St Marys, sporting and safety upgrades.
- On June 1, 2020 the NSW and Australian Governments announced a further \$3.5bn to help fund the construction of the Sydney Metro - Western Sydney Airport (previously known as the North South Rail Link). Stage 1, from Western Sydney Airport to St Marys, was the headline commitment of the Western Sydney City Deal. Council has continued to advocate for station locations that will bring economic and benefit delivery in time for the airport opening in 2026.
- Submissions were made to the Department of Planning, Industry and Environment (DPIE) on changes to the infrastructure contributions system and planning controls for Flood Prone Land.



OUR PERFORMANCE



# OUTCOME 3

## WE CAN GET AROUND THE CITY

### MAKING SURE WE CAN GET FROM PLACE TO PLACE SAFELY AND EASILY, WHETHER WE DRIVE, WALK, CYCLE OR RIDE THE TRAIN OR BUS

#### How have we done?

The following indicators track organisational progress against key strategies around transport and parking.

**Number of complaints received regarding defects on Council's Roads (potholes):**

514

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.

**Percentage of these complaints responded to within 3 days:**

100%



OUR PERFORMANCE

#### Km of path paving added to the network

Footpaths are an important asset for our community and a strong focus for Council this term. Council develops an annual footpath program to help ensure that the network meets the community needs.

3.88  
of footpath added <sup>KM</sup>

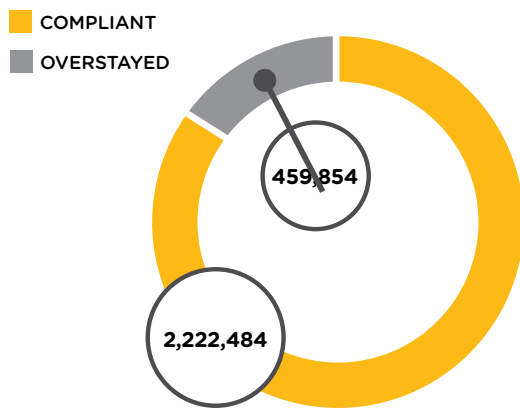
1.33  
of shared <sup>KM</sup>  
footpath added

*Note: Figures do not include developer constructed footpath*

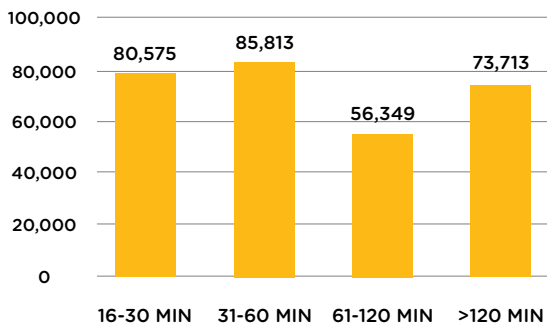
## Parking

Parking is a key issue for our community and was a strong focus for Council this term. In some of our carparks, the introduction of new technology allowed us to track how often parking spaces were used, and for how long.

### 2019-20 Number of Cars Overstayed vs Compliant



### Length of time by which cars were recorded as overstaying parking time limit



## STRATEGY 3.1 WORK WITH PARTNERS TO IMPROVE PUBLIC TRANSPORT



This strategy is delivered by service activities that focus on public transport, particularly bus shelters and bus routes.

- New bus shelters have been installed in Derby St and O'Connell St, Kingswood; Evan St, South Penrith and Victoria St, Werrington.
- We continued to participate in Transport Master Plan workshops for the East-West Corridor (between Penrith and St Marys), including identification of strengths and opportunities to develop a comprehensive Movement and Place Plan for St Marys and Penrith.

## STRATEGY 3.2 PROVIDE A SAFE AND EFFICIENT ROAD AND PATHWAY NETWORK

This strategy is delivered by service activities that focus on maintaining roads and pathways, and ensuring new assets are safe and fit for purpose.

- 4,568 sqm of footpath was replaced.
- Council completed its annual road pavement program, with 180,374 sqm of road pavement being resurfaced or reconstructed. For details of locations please refer to Appendix Five of this report.
- Council completed its annual footpath construction program. For details of locations please refer to Appendix Five of this report.
- New shared path has been constructed in Oxford St, Cambridge Park; Andrews Rd and The Northern Rd, Cranebrook; Bennett Rd, Colyton, the laneway in Maple Rd, North St Marys and Jamison Rd, Penrith.
- Speed humps were installed in Brooker St, Colyton; Camellia Ave, Glenmore Park; and Hewitt St, Colyton.
- Raised thresholds were constructed in Lawson St, Evan St, Doonmore St, Henry St and High St as part of the High Pedestrian Activity Area scheme in Penrith CBD.
- New roundabouts were constructed at the

intersections of Borrowdale Way and Callisto Dr, Cranebrook; Bringelly Rd and Smith St, Kingswood; Colless St and Stafford St, Penrith and Bennett Rd and Coonawarra Dr, St Clair.

- Council reconstructed 23,150 sqm of road pavement under the Roads to Recovery program. For details of locations please refer to Appendix Five of this report.
- The Derby St/Parker St intersection upgrade works opened to traffic in June 2020, part of a package of upgrades along The Northern Rd completed this year

### STRATEGY 3.3 PROVIDE PARKING TO MEET THE NEEDS OF THE CITY

This strategy is delivered by service activities that focus on understanding the parking needs of our community and ensuring parking is used fairly.

- Maintained over 30 public carparks, with high usage/high profile carparks located within the City centres of Penrith & St Marys cleaned 3 times per week.
- Up until 1 April, Council's Parking Rangers continued to patrol the Penrith CBD, St Marys CBD, Emu Plains Town Centre & Hospital Precinct, enforcing both carparks and on-street parking
- 1,529 parking sensors have been installed across six Council carparks as part of an Integrated Parking Management solution for the Penrith CBD.
- The Penrith Parking app has been rolled out and is now active, with over 1,000 parking spaces within the Penrith CBD able to be accessed via real-time information.

### STRATEGY 3.4 IMPROVE PASSENGER AND FREIGHT TRANSPORT CONNECTIONS IN THE REGION

This strategy is delivered by service activities that focus on transport infrastructure that connects Penrith to other parts of Sydney and beyond.

- We continued to work with Transport for NSW (TfNSW) on the Southern Link Road Network Strategy (SLRNS) and with the Western Sydney Aerotropolis Transport Technical Working Group and Department of Planning, Industry and Environment to engage a consultant to develop a strategy to support connected, liveable and sustainable places.
- We continue to work to maximise the benefits of the Sydney Metro - Western Sydney Airport rail line (previously known as the North South Rail Link). In April 2020, Council endorsed an Interim Centres strategy for the East West Corridor which will be refined, along with the structure plan for the North South Corridor, now that station locations have been announced.







## CASE STUDY

### SOPER PLACE REVITALISATION - AN INNOVATIVE RESPONSE TO CREATING MORE CAR PARKING IN PENRITH

The supply of additional car parking within the Penrith City Centre has been a priority for Council over recent years. The delivery of the proposed development at Soper Place carpark is a key piece of infrastructure that will also unlock future Council projects.

Council will transform the current 120-space at grade carpark in Soper Place to create an innovative new development, with 600 additional decked car parking spaces, new mixed use commercial premises and green space for the community to help combat urban heat in Penrith. Enabling works to prepare the site for development are scheduled to start in August 2020.

Soper Place Revitalisation is a dynamic and exciting, city-shaping project that will help renew our City and have major benefits for residents, workers, visitors and local businesses. It forms part of Council's larger vision, which will see Penrith connected from the CBD through to the Nepean River by beautiful parks and places for people to live, work and enjoy.

The design for transforming Soper Place was decided by a NSW Government Design Excellence Competition, held between July to November 2019, and judged by a panel of leading industry professionals. The winning design, by architects Durbach Block Jagers, is pictured.

This inspirational design is now progressing to a detailed design phase, ahead of Council lodging a Development Application for Soper Place Revitalisation in late 2020.

# OUTCOME 4

## WE HAVE SAFE, VIBRANT PLACES

### MAKING SURE OUR PUBLIC PLACES ARE SAFE, PLEASANT PLACES TO BE

#### How have we done?

The following indicators track organisational progress against 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 rates of community facilities tells us whether they are meeting community needs. Changes in the nature of use (casual, permanent, event, etc) show us community expectations of our facilities. Over the last 12 months, Council's community facilities hosted just over 13,800 events, with 92% of these being regular bookings by community groups. Overall usage for the first six months of the year was around 22% of total capacity, with usage for the second six months around 8% as all community facilities were closed for 3 months from 23 March to 22 June. Cancellations and booking restrictions were occurring from early March, with almost 5,000 bookings cancelled as a direct result of COVID-19.

#### Number of community / customer requests related to public amenity:

# 11,642

During the past 12 months, a total of 11,642 community/customer requests relating to public amenity were received and actioned by the City Presentation Department. This included 5,739 requests for public spaces maintenance works, 4,363 for building maintenance/works, and 1,537 civil matters. Customer requests about our public domain will help us understand whether our service levels are adequate, or if the community expects more.

#### Number of reported incidents of graffiti:

# 1,116

A total of 1,116 community/customer requests relating to graffiti were received and actioned by City Presentation service. Normal graffiti removal jobs were completed within 3

business days, with all reported offensive graffiti removed within 24 hours. 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.



## PROGRESS ON KEY REVITALISATION PROJECTS

### Our River

The revitalisation of Tench Reserve continues with \$10 million allocated through the 'Parks for People' program. This will deliver a high-quality, open space area that provides multi-generational active recreation opportunities while also increasing opportunities and improvements in passive recreation. Consultation for this project, to be delivered by NSW Department of Planning, Industry and Environment, is expected to commence in August.

In January 2020, Council called on the broader community to have their say on the design of new play spaces at Regatta Park. The key features of the \$24m upgrade include a riverbank play space, a second adventure play space, river foreshore enhancement and activation, junior cricket oval, carpark, multi-use lawn and picnic areas throughout. The community consultation and feedback received has informed each element of the design. Detailed design is now being finalised with construction to commence by mid-2021.



### City Park

A vibrant, contemporary, and green open space in the heart of Penrith's City Centre is one step closer to being realised with the delivery of the concept design for City Park. The concept design was informed by the ideas provided by the community during consultation last year and responds to their main request to bring nature into the city centre. Key features include a variety of large trees to provide shade, a sensory garden, several water features, as well as natural landscaping to transform the space into an urban retreat.

The concept design also provides space for people to meet, eat, be active and celebrate together with these aspects set to stimulate the day and night-time economy by attracting residents, visitors and investors. Construction is due to start in late 2021 and the project is set to be complete by early 2023.





## STRATEGY 4.1 MAKE OUR PUBLIC PLACES SAFE AND ATTRACTIVE

This strategy is delivered by service activities that focus on the amenity of our public places and buildings.

- The ownership of the Castlereagh Anglican Cemetery was officially transferred from the Anglican Church to Penrith Council, reflecting current maintenance arrangements and future planning.
- Council continued its delivery of major projects:
  - concept design for City Park is complete
  - High St upgrades have gone through the final inspection and handover
  - Regatta Park designs are 95% complete for roads and 50% for the park. An Aboriginal Heritage Impact Permit application has been submitted. The flood assessment report has been received and Transport for NSW design review process has been initiated.
  - A Project Delivery Agreement has been executed with NSW Department of Planning, Industry and Environment for the Wharf Precinct project. Council will be a key stakeholder but does not have budget or delivery responsibility.

- The NSW Government grant-funded Parklawn Place-Makers project was completed.
- We have joined the Greater Sydney Commission Women's Safety Charter.
- We continue to assess trees across the LGA as part of the tree risk assessment program. The Street and Park Tree Management Plan has been adopted and actions are progressing.
- A Roadside Vegetation Management (RVMP) Plan has been prepared to identify priority roadside vegetation and ensure sustainable management of roadside reserves.
- Additional CCTV cameras have been installed in Queen St, St Marys and Judges Place carpark, with a move to a cloud-based system improving system-wide CCTV access and download speeds.
- Around 500 people participated in the Walk Against Domestic Violence community event in November.
- Completion of the Lights Bollards Activate project, with 20 custom designed bollards incorporating creative lighting on pedestrian plazas on High St, Penrith.



## CASE STUDY

### PARKLAWN PLACEMAKERS

The Parklawn Placemakers project took an innovative approach to bringing colour, life and functionality to the small but busy Parklawn Place Shopping Centre located in North St Marys. The aim of the project was to improve safety and community connection in North St Marys through community-led place making. The project combined \$81,000 in grant funding from the NSW Department of Justice's Community Safety Fund with Council's annual Local Charm Project, and successfully delivered a number of beneficial community outcomes. The installation of solar lighting increased night-time safety within the



precinct and the delivery of colourful artworks of native birdlife on shopfronts brought vibrancy and colour to the space and reduced graffiti. Tree plantings, pavement artworks and street furniture made it a nicer space while a series of workshops between local school students and residents fostered connections between younger and older residents. A short video production created by film makers Curious Works documented the project and participants' involvement from start to finish. The project is an excellent example of the importance of stakeholder collaboration, creativity and community engagement in community safety projects.



## STRATEGY 4.2 HELP MAKE OUR MAJOR CENTRES AND IMPORTANT COMMUNITY PLACES SAFE AND ATTRACTIVE

This strategy is delivered by service activities that focus on supporting businesses in our town centres.

- Seven short videos commissioned to market High St were published online in late August. In one month, the videos were viewed over 3,500 times, with incredibly positive stakeholder feedback
- The Penrith Producers project included the commissioning of six short videos of local producers. These will be featured in a marketing campaign promoting products made and produced locally.
- We supported the implementation of the Town Centre Corporations Triennial Plan, working with the town centre corporation managers on projects, placemaking and engagement
- Council endorsed the St Marys Night Time Economy Audit and Study on 11 November 2019.
- Delivery of recommendations from the St Marys Night Time Economy Audit and Study included an Open Mic Night in Coachmans Park in March, with 20 local performers and an overall audience of two hundred. This also supported our Street Performers Policy, encouraging activation of public spaces.

## STRATEGY 4.3 WORK WITH OUR COMMUNITIES TO IMPROVE WELLBEING AND INFRASTRUCTURE IN THEIR NEIGHBOURHOODS

This strategy is delivered by service activities that focus on working with local communities to understand what's needed to address local issues.

- A review of the booking process for community centres and halls identified ways to improve customer experience. An online process is now being developed.
- Council engaged directly with residents in Kingswood Park to connect locals with the THINK BOLD KINGSWOOD online platform. Over 600 residents contributed their ideas through a community engagement program which will inform a community action plan.
- Neighbourhood Renewal projects delivered in Kingswood, North St Marys, Oxley Park, Llandilo and Kingswood Park included Kingswood Park Arts, the Penrith Mayoral Challenge and Bright Nights Kingswood which attracted over 500 residents to Wainwright Park in July and August.
- A NSW Community Building Partnership funded project to improve shade coverage at Ridge Park, Oxley Park was launched with over 50 residents attending a celebration.
- A community event was held in Robin Wiles Park, North St Marys.
- A new public art project co-designed with Kingswood Park residents was installed at Illawong Avenue Reserve.
- The Village Cafe project was successfully launched in Llandilo and hosted a total of 42 sessions in North St Marys, Llandilo and Kingswood.

# OUTCOME 5

## WE CARE FOR OUR ENVIRONMENT

### PROTECTING OUR AIR AND WATER QUALITY, AND NATURAL AREAS

#### How have we done?

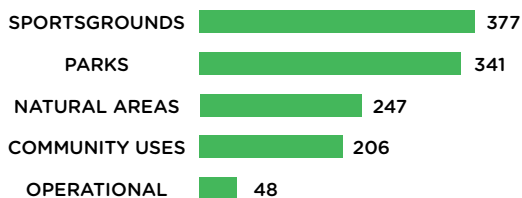
Council has adopted a number of figures to track organisational progress against key strategies around protecting the environment and using resources wisely.

#### Corporate waste generation and diversion from landfill

In 2019-20 Council generated 17,189.07 tonnes of waste, with the majority of this made up of recyclable material including paper, cardboard, concrete, asphalt, soil and mulched vegetation. Only 2,677.13 tonnes was sent to landfill resulting in a diversion rate of 84%.

#### Hectares of land under active management

A total of 1,219 hectares (hA) of land is under active management (August 2016 review).



(Note: Hectares of land under active management will be updated when a new review is carried out. These areas do not take into consideration recent land that has been dedicated since August 2016, particularly from Jordan Springs, Caddens and Mulgoa Rise)

For details of the below indicators please refer to Appendix 8 of this report

#### % of Council's electricity supplied from low carbon sources

#### % reduction in Council's greenhouse gas emissions

#### Council's use of potable water

### STRATEGY 5.1 | PROTECT THE ENVIRONMENT OF OUR CITY

This strategy is delivered by service activities that focus on protecting our natural environment from illegal dumping, pollution and unauthorised activities.

- 880 tonnes of pollutants removed from Gross Pollutant Traps (GPTs) and 33,900 sqm of open drains maintained.
- The RID Squad conducted 3,134 investigations, up 35.5% on the previous year, and issued 108 Penalty Infringement Notices.
- 293 asbestos matters were managed - 223 asbestos incidents, nine environmental investigations and 57 Asbestos Management Plans.
- Drainage improvement works were completed in Eton St, Cambridge Park; Imperial Ave and Billington Pl, Emu Plains; The Crescent and Glebe Pl, Penrith; Wedmore Rd, Emu Heights; Patricia St, Colyton; Church Rd, Mulgoa; Lansdowne Rd, Orchard Hills and Ninth Ave, Jordan Springs.



## STRATEGY 5.2 SUPPORT OUR COMMUNITY TO USE RESOURCES WISELY

This strategy is delivered by service activities that focus on using our resources wisely and helping our community to do the same.

- Around 60 people attended a solar night community event and learnt about solar power, energy efficiency and reducing household energy costs.
- Involvement in the REAL Festival promoted renewable energy and sustainable transport, and displayed Council's electric vehicle.
- An electronic waste drop-off event in September collected 27 tonnes of Electronic Waste, with 35% of people attending for the first time.
- Our Homes and Heat community event in February 2020 was attended by over 200 residents. Speakers provided information, case study examples and tips on how to adapt homes to better prepare for heat waves, with videos now on YouTube.
- Council became a partner on the Heat Smart Program which aims to build community resilience to heat waves, particularly targeting vulnerable residents and frontline staff. Under this program an initial gap analysis and community survey have been completed.
- We commenced Empower Penrith, with stage 1 including development videos with tips to increase home energy efficiency and information on solar and smart battery technology.
- Council has continued to process waste through organics composting, recycling processing and mixed solid waste processing. Diversion rates (71%) for the year are lower than anticipated but still meet the NSW Government target of 70%.
- Overall waste generation for the 2019-20 is 7.54kg/capita/week. This has been impacted this year by some significant lifestyle changes due to COVID-19 and drought conditions over the summer period resulting in lower than usual organics collection. Council is on track to meet its target in the Penrith Waste and Resource Strategy of 7.5 kg/capita/week by 2021.

## STRATEGY 5.3 MINIMISE RISKS TO OUR COMMUNITY FROM NATURAL DISASTERS AND A CHANGING CLIMATE

This strategy is delivered by service activities that focus on supporting emergency services, managing risks from natural disasters and helping build a city more resilient to the impacts of climate change.

- Our application to the Metropolitan Greenspace Program to fund a Green Grid Strategy was successful.
- Floodplain Risk Management Plans for South Creek, Penrith CBD Catchment and St Marys (Byrnes Creek) Catchment have been completed. All Council's completed flood related studies, advice and reports are available through Council's webpage and libraries.
- A 2.4Kw solar system was installed at the Thornton Community Centre. Feasibility studies have been completed for solar renewable energy installations at a further five council sites.
- Feasibility studies has been completed for the Civic Centre and Judges Carpark for upgrading the lighting. A feasibility study for solar power at the Ripples swimming pool has also commenced.
- Over 30% of the efficient LED street lights have been installed.
- Council has been working with Western Sydney University to undertake a Heat Sensor Project to monitor ambient temperature at 120 locations during summer. The sensors were collected in April 2020 and the data is currently being analysed to provide better knowledge of hotspots and how we can help reduce heat impacts in the community.



## CASE STUDY



### COOLING THE CITY MASTERCLASS

Since adopting its Cooling the City Strategy, Council has worked to create a cooler and more liveable city. We have undertaken mass tree planting projects in parks and along our streets, tree and plant giveaways, and supported facilities like Jordan Springs Community Hub feature to have a sustainable climate adapted design.

New development continues to be a challenge for urban heat right across Western Sydney. The process of development is complex, with many different stakeholders including State Government, councils, developers, builders, planners, architects, landscape architects and so on. How can we encourage all stakeholders to appreciate the challenge of urban heat and create cooler urban spaces?

This is the context in which Council delivered the Cooling the City Masterclass in February 2020. The sold-out event featured international, national and regional experts, who explored practical solutions to the challenge of urban heat. Collectively the presenters put forward examples from cities doing this work well, the business case for action across all sectors, the leading planning approaches and the latest research providing the evidence to evolve best practice. It was attended by over 350 built environment professionals from across NSW, Victoria and the ACT, including local and state government representatives, planners, builders, developers, architects, landscape architects, academics, researchers, and more.

The presentations from the Cooling the City Masterclass were filmed and are available to view online on [Penrith City Council's YouTube channel](#).

Feedback on the Masterclass was positive including great content, great speakers, and a great vibe with like-minded attendees, highlighting evidence and strong industry trend for action around heat and sustainable urban planning. A post-event survey showed that on a scale of 1-10, the event scored 9 for "How likely is it that attending the Masterclass will help you improve your work?" and 8 for "Have you learnt new knowledge that will help you improve your professional practice?". Comments included: *"I'll be engaging more with our customers on these matters, as I'm now more confident that other industry experts have the same frame of mind. Was great to see 350 odd people thinking the same",* and *"It's good to know that there is evidence and a strong industry trend to rely on and to support action we take in the workplace in terms of updating planning controls, strategies and policies"*.



OUR PERFORMANCE



# OUTCOME 6

## WE ARE HEALTHY AND SHARE STRONG COMMUNITY SPIRIT

### SUPPORTING THE PHYSICAL AND MENTAL HEALTH OF OUR COMMUNITY

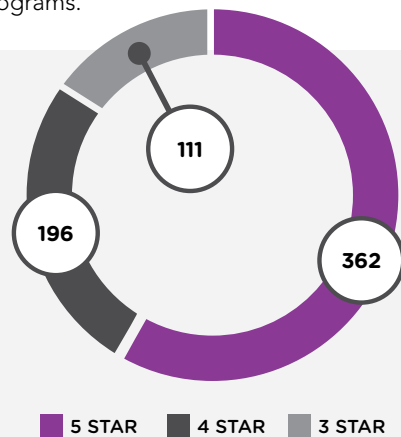
#### How have we done?

The following indicators track organisational progress against 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:**

# 362

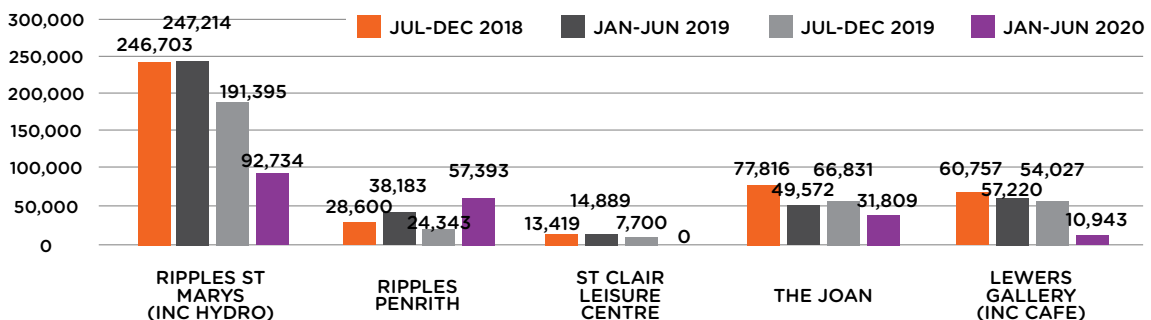
This will provide an indication of the effectiveness of Council's food safety regime in promoting good practices and protecting public health. At the end of the reporting period, of the 861 food businesses that are part of the Scores on Doors programs, 362 food businesses received a 5 star rating, 196 received a 4 star rating and 111 received a 3 star rating.



OUR PERFORMANCE

#### Number of visitors to Council's leisure and cultural facilities

The number of people accessing leisure or cultural facilities run by Council or our entities tells us whether programs offered are popular with the community and respond to community needs. The numbers for the period 1 January – 30 June 2020 are down due to COVID-19 and the closure of these facilities for a period of time. There is an increase in numbers for Ripples Penrith due to a decision to strategically move major bookings from St Marys to Penrith. Please note that the figures for The Joan include online paid engagements during the shutdown period.



\* St Clair Leisure Centre was closed from the end of September 2019 for refurbishment



### Council-run and supported community events

A comprehensive program of community events was conducted and supported by Council that included all members of the community before it was interrupted by the COVID-19 pandemic. The program featured events that Council conducted and others which it supported either financially or in-kind, including the Penrith Show, Nepean Triathlon, NSW Golf Open Championships, ISBA Goalball Youth World Championships, NSW State Band Championships, Annual Doll Bear & Craft Fair, Nepean Triathlon and Ironman 70.3 Western Sydney. Council-run events included Cinema in the Park and NAIDOC Week celebrations along with fortnightly Village Café events, two Bright Nights Kingswood events and a range of CBD activations in both Penrith and St Marys that included Lunchtime Tunes in Triangle Park, an Open Mic Night event, Thursday Night Live, Springtime Tunes and the Penrith Producers.

The remainder of the event program from around mid-March 2020 was cancelled or postponed until further notice due to the COVID-19 pandemic after directions were received from the NSW and Australian Governments and the relevant health authorities.



### Use of Council's libraries

The total number of active library memberships at the end of June 2020:

43,976

Number of new members during 2019-20:

9,159

Number of visitors to Council libraries during 2019-20:

327,927

Number of items that have been borrowed during 2019-20:

376,912

This number includes

91,203

online loans (eLoans) such as eBooks, eAudio and eMagazines. Prior to the COVID-19 branch library closures, physical loan activity had been positively trending in comparison with previous years. The closures have significantly impacted loan activity and have contributed to a 43% decrease in physical loan activity and a combined physical and digital loan decrease of 33% for the six-month period January to June 2020.



**Number of local club sporting members that use Council facilities as a % of the population aged between 5 and 50**

Membership of local sporting clubs is not within Council's control, but it does provide an indication of potential utilisation rates of Council sporting facilities. This helps us track growth in particular sports or particular clubs and to anticipate where facility upgrades may be required.



**Winter Season  
(1 Mar 2019 to 31 Aug 2019):**

**21%**

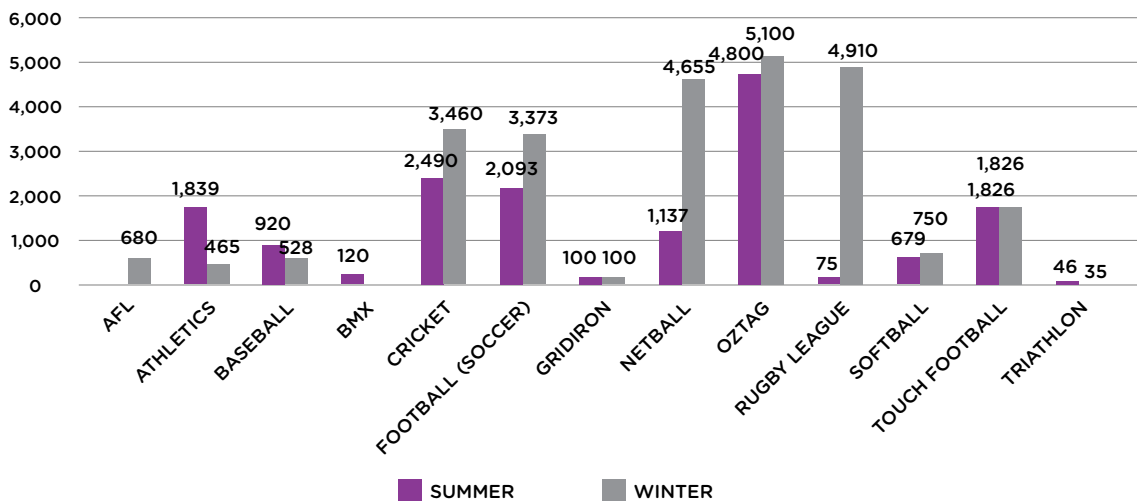
**Summer Season  
(1 September 2019 to 29 February 2020):**

**13%**

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



**OUR PERFORMANCE**



Data based on information provided to Council from sporting clubs.

## STRATEGY 6.1 PROVIDE OPPORTUNITIES FOR OUR COMMUNITY TO BE HEALTHY AND ACTIVE

This strategy is delivered by service activities that focus on maintaining and delivering the infrastructure that supports people to be active and connect with others in their community, including our parks and libraries.

- Council's Sport and Recreation Strategy was adopted in April and provides the strategic framework and direction for future open space, play, sport and recreation facilities over the next 15 years. It outlines a program of work, including \$125m for 82 projects to be delivered in the first 5 years.
- Completion of upgrades at Mulgoa Park - improvements to the playground, shade, tree planting, pathways, fencing and tennis court following significant community consultation.
- Grey Gums Oval Clubhouse extension was opened with a new club house, canteen, first aid, office, accessible toilet, umpires change rooms and three storage units for each of the clubs that use the venue.
- The Caddens Hills Sports Precinct was opened including play space, cricket nets, sports field and supporting amenities.
- Construction is near completion at three further play spaces at Outlook Cres, Emu Heights; Bunyarra Reserve, Emu Plains and Sales Park, Luddenham.
- The \$2m upgrade to St Clair Leisure Centre is almost complete, with all works anticipated to be complete by the end of August 2020.
- Field lighting upgrades have been completed at Cook and Banks, St Clair, with similar works progressed at Kingsway North Playing Fields, Werrington and Leonay Oval, Leonay.
- Rangers have streamlined barking dog investigations and built strong relationships with animal welfare/volunteer groups.
- The masterplan for Gipps St was revised and a program of community and sports club consultation has been completed.

- The development of a Spatial Planning Framework connecting the Nepean River to Penrith Lakes has progressed, funded through the Metropolitan Greenspace Program.
- Site investigations have started for a masterplan for Werrington Lakes, including potential expansion of Penrith Valley Regional Sports Centre and a synthetic athletics track.
- Successful NSW Government's Everyone Can Play Program grant applications will enable upgrades of existing play spaces at Ironbark Cres, Cranebrook; The Carriageway, Glenmore Park and Brian King Reserve, Colyton providing additional play equipment, shade sails, new pathways or seating.
- Council has commenced proactive monitoring of Airbnb premises containing swimming pools and pools advertised under "Swimply" (an online marketplace for pool sharing) as they are considered high use and potential risks to occupants. Increase in monitoring of non-compliant pools referred from external accredited authorities has resulted in significant increase of swimming pools to be followed up by Council.





## CASE STUDY



### GOOD NEIGHBOUR PROGRAM

Good Neighbour is a Council initiative launched in 2019, supporting our community to connect with people in their local neighbourhood. Research tells us we are safer and happier by simply knowing our neighbours and having someone close-by to call on for a helping hand when needed.

Good Neighbour has a suite of free-to-hire community resources available to residents wanting to get to know their neighbours available through Council's website. This includes garden games, small marquee, invitation templates and tip sheets to help residents host a successful neighbourhood gathering.

The onset of COVID-19 in March 2020 put a pause on neighbourhood gatherings, meaning social isolation for our most vulnerable residents. Good Neighbour responded with 'neighbourly isolation cards' – a practical tool for neighbours to

share contact details and provide basic support to one another, including help with shopping or a friendly phone call. The cards are available for download from Council's website with over 450 cards downloaded to date, and 11,500 cards hand-delivered to four suburbs by Council staff in April. Good Neighbour was also able to fund 250 everyday essentials packs for vulnerable residents through Nepean Food Services.

In May, Good Neighbour launched a social media campaign encouraging local organisations to share a 'selfie' and a positive 'Good Neighbourly' community message via Council's Facebook and Instagram. Twelve local services have participated to date, including local police, community organisations and small businesses, sharing positive messages of community resilience and kindness.



## STRATEGY 6.2 HELP BUILD RESILIENT, INCLUSIVE COMMUNITIES

This strategy is delivered by service activities that focus on building a stronger community, supporting vulnerable groups and promoting inclusion, both through our own actions and supporting others.

- Council worked in partnership with the multi-faith committee to deliver the 2019 Day of Peace Event in September in the Mondo Green Space. This year's theme was 'Growing Peace in Penrith'.
- A Grandparents Day event was held in October at Parker St Reserve in Penrith. The event was attended by 450 people and celebrated grandparents and other older people, including their contribution to the wellbeing of children and young people.
- Council held its annual Australia Day Community Event at Cables Wake Park, one of Penrith's favourite water sport parks, giving locals the chance to escape the summer heat. Council offered free wake boarding sessions for kids over 10 and free entry into the inflatable Aqua Park for kids over 6 from 10am-5pm; plus, free water activities for young kids, live entertainment and mobile food trucks. Council also offered free entry to the pools at Ripples Leisure Centres in Penrith and St Marys on Australia Day.
- Ms Libby Brown from the Aboriginal Counselling Services was our guest speaker at the National Apology Day event held in February at Penrith City Library. The event, an important commemoration of the journey towards healing for the Stolen Generation, was attended by 60 Aboriginal and non-Aboriginal people.
- The Reimagine Ageing Festival 2020 was organised in partnership with local community organisations with events due to be held through February and March. Unfortunately COVID-19 restrictions meant a number of the activities were unable to proceed.
- In March a diverse range of women attended International Women's Day celebrations at St Marys Memorial Hall
- The theme for Refugee Week 2020 was The Year of Welcome, celebrated through online engagement activities.
- Council continued to support vulnerable children and families through the employment of an Inclusion Support Specialist to support families and educators through the provision of mentoring and guidance around trauma, attachment and play based leaning.
- Two snapshots were developed - the Health Snapshot provides information on key issues impacting health and wellness, while the snapshot of Penrith's Ageing Population covers the changing demographic trends of our older residents including the factors that contribute to social isolation.
- Council continues to facilitate the Penrith Homelessness Interagency (PHI). A review of Council's Protocol for Service Delivery to people experiencing homelessness is underway.
- Council provided \$41,575 for 53 projects to be delivered by a broad range of community groups.
- Six evidence-based parenting programs were delivered in five locations with a strong focus on supporting fathers and culturally and linguistically diverse families.
- The innovative "Healthy Bodies, Minds, Families" project was developed in partnership with North St Marys Neighbourhood Centre to help culturally and linguistically diverse families gain skills in parenting, relaxation and healthy meal preparation.
- Council was selected to present our Penrith Disability Inclusion Action Plan to NSW Disability Council in recognition of our commitment to inclusion.
- Penrith Mayor Ross Fowler OAM received a letter from Disability Council NSW commending the excellent leadership shown by Council on accessibility for people with disability, specifically relating to adult changing facilities.



## CASE STUDY

### PENRITH CITY HEALTH SNAPSHOT

The health and wellbeing of our communities are a key priority. We want Penrith to continue to be a place where everyone can have opportunities to be active, eat healthy food and connect with their local communities for good physical and mental health.

The Penrith Health Snapshot was produced in 2020 to raise awareness of the health issues in Penrith. It is aimed at informing policy makers, researchers and community organisations about the relationship between people's social and physical environments and their health to influence decision making, improve service delivery and create project opportunities.

The Health Snapshot focuses on three important areas:

- Why a healthy built environment is so important
- Mental health and alcohol consumption, and
- Health literacy, including food literacy.

It also provides case studies of local initiatives that have been effective in improving the health and wellbeing of our residents.

Council is well positioned to ensure opportunities for all people in the city to eat healthily, have active lifestyles and be empowered to be healthy and well. The Health Snapshot is particularly timely during the COVID-19 pandemic when it is more important than ever that we work together with other levels of government and service providers to support both the physical and mental health of our community.

The Penrith City Health Snapshot can be accessed on Council's website OR by using the below link.

[penrithcity.nsw.gov.au/resources-documents/community-info/community-profile](https://penrithcity.nsw.gov.au/resources-documents/community-info/community-profile)

## STRATEGY 6.3 ENHANCE THE CULTURAL VITALITY OF THE CITY



This strategy is delivered by service activities that focus on creating opportunities to learn about different cultures and supporting culture and creativity in our City.

- A small delegation, led by the Mayor, visited our international partners in Fujieda and Hakusan in October 2019 to enhance relationships between the cities, with an opportunity to establish a Penrith "Satellite Store" in Hakusan. Six students visited from Fujieda in Japan and stayed with local host families for three weeks, and five students from Penrith travelled to Fujieda for three weeks as part of the annual student exchange program.
- A review of the International Partnerships Program commenced in April and is due to be completed in July, providing a new structure, governance guidelines, performance measures and focus areas.
- The 2019 REAL Festival was held on the first weekend in November and was a huge success. Over the course of the two days, 27,500 people attended this signature event.
- The Music Pathway Program, a collaboration between the Penrith Performing & Visual Arts Limited, Western Sydney University and Council, delivered a series of events for music students, particularly those wanting to take up tertiary studies or a professional career in music.
- Council has entered a research collaboration between Western Sydney University Institute of Culture and Society and Blue Mountains City Council to progress priorities identified by the Mayoral Arts and Culture Summit (2015), including the development of an accessible creative incubator.



# OUTCOME 7

## WE HAVE CONFIDENCE IN OUR COUNCIL

**PUTTING OUR VALUES INTO ACTION:  
WE ARE ACCOUNTABLE. WE SHOW RESPECT.  
WE ENCOURAGE INNOVATION.**

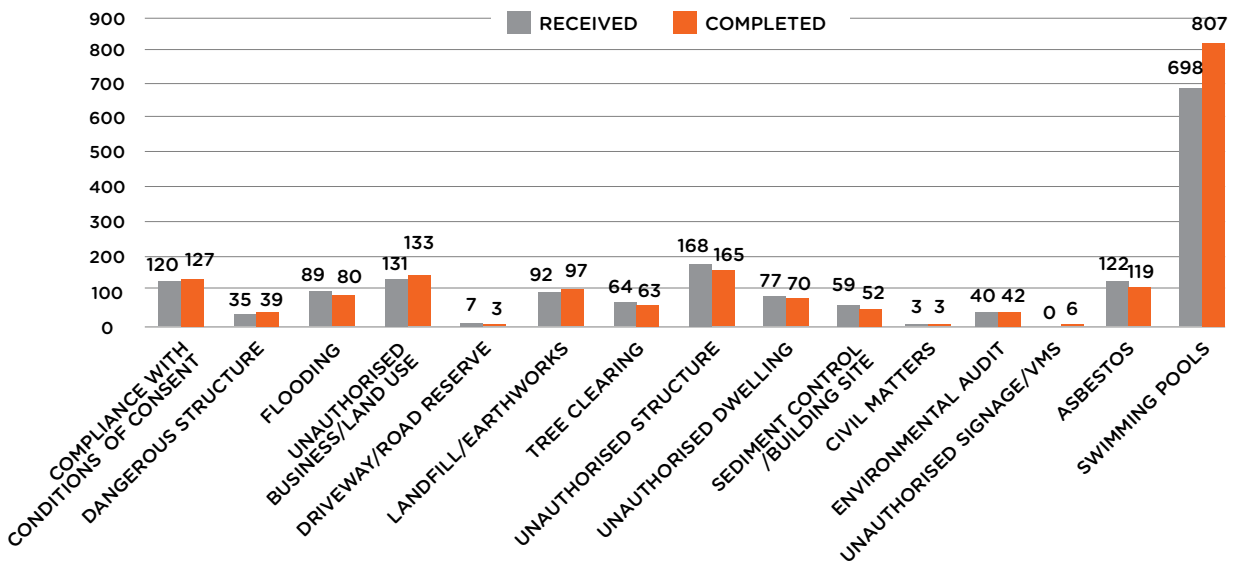
### How have we done?

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

#### Compliance Matters

Council's Development Compliance team responds to a range of matters that affect the lives of our residents. These include swimming pool matters, unauthorised activities involving land use, buildings, structures and businesses, as well as land filling and compliance with conditions of consent.

#### Compliance matters 2019-20 by matter type



#### INSPECTIONS OF PRIVATE SWIMMING POOLS

Number of inspections of tourist and visitor accommodation	4
Number of inspections of premises with two or more dwellings	10
Number of inspections that resulted in issuance of a certificate of compliance	365
Number of inspections that resulted in issuance of a certificate of non-compliance	16



## Change in Council's digital presence

Number of website hits:

1,056,868

Number of page views:

1,916,921

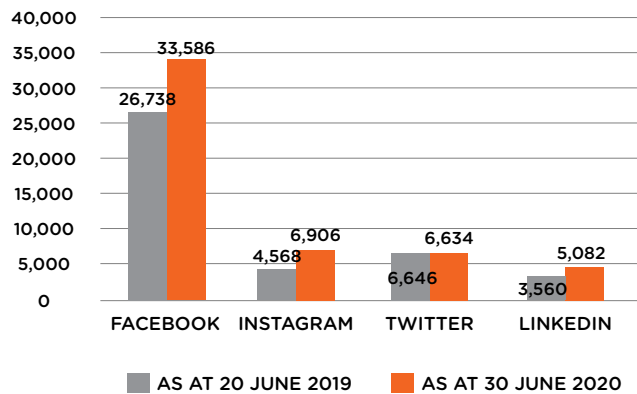
Number of new users:

543,762

The Penrith City Council key social media platforms, Facebook, Twitter, Instagram and LinkedIn, continue to provide users with engaging and informative content. Three of these platforms have seen increases in followers, with Twitter remaining constant over the past 12 months.



### Followers on Social Media



OUR PERFORMANCE

**% of informed participants in community engagement activities:**

**68.3%** (Direct Traffic only)

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. During 2019-20 the website was visited 47,600 times and around 15,800 people were 'informed' – indicating they have taken the next step from simply being aware

and clicked through to something, showing deeper interest, while around 1,700 people were engaged' – indicating they shared comments or completed a survey. We aim to ensure everyone participating in engagement activities has the opportunity to learn and contribute.



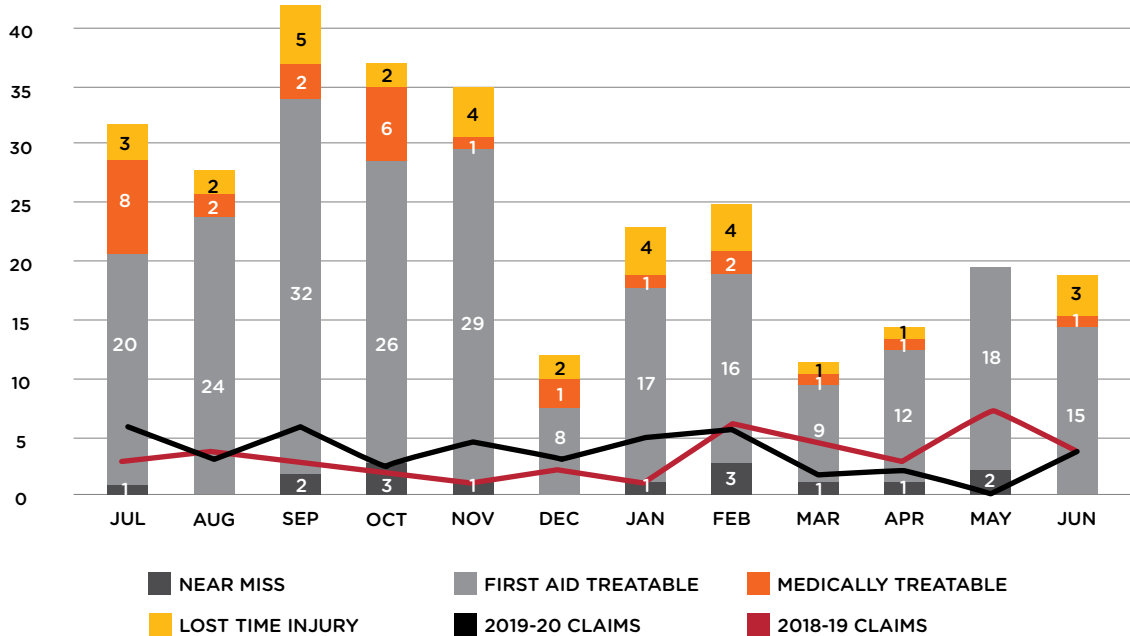
## Work Health & Safety (WHS) Performance

Council continues to support a safer workplace, seeing a significant reduction in injuries and incidents in the latter half of the year. Whilst there has been a slight increase in overall reports compared to 18-19, this has coincided with an increase in staff numbers during this time. Council has continued to investigate all injuries and incidents that occur, to ensure that corrective actions are being undertaken to improve the workplace processes and equipment into the future. Our greatest area of injuries continues to come from manual handling activities or being hit by moving objects.

2019-20 has seen a focus on our staff mental health awareness with the roll out of Mental Health First Aiders across the business. We are also on our way to being an accredited White Ribbon employer.

Council has also recognised the need for ongoing support from our Health and Safety team and will be increasing the resources and developing systems to support efficiencies and better monitoring of trends in incidents, near misses and hazards over the coming months. It is great to see a continued focus on ensuring all matters are reported which allows insight into what is happening to our staff.

### WHS Performance



OUR PERFORMANCE

**Annual average  
unplanned absence  
days (per employee):**

**7.33**

Unplanned absences include sick leave and carer's leave, with Council having a KPI of 9 days per employee. Tracking how unplanned absences are used can assist in providing an indication of employee engagement and help us identify areas where unplanned absences are higher than average. Council's unplanned absences of 7.33 days per employee is a decrease from the 9.14 days reported in the 2018-19 financial year.



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

33

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 33 decisions were made in the confidential Committee of the Whole from 1 July 2019 to 30 June 2020. Governance staff actively test the legitimacy of items being sent to Committee of the Whole.

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

26%

**2019-20 CLAIMS**

Claims which were allocated payments for third party damages during the reporting period	<b>32</b>
Number of claims received and closed during the reporting period	<b>95</b>
Number of open claims as at 30 June 2020	<b>26</b>



**Service level of calls received by Council**

**Number of calls received:**

185,043

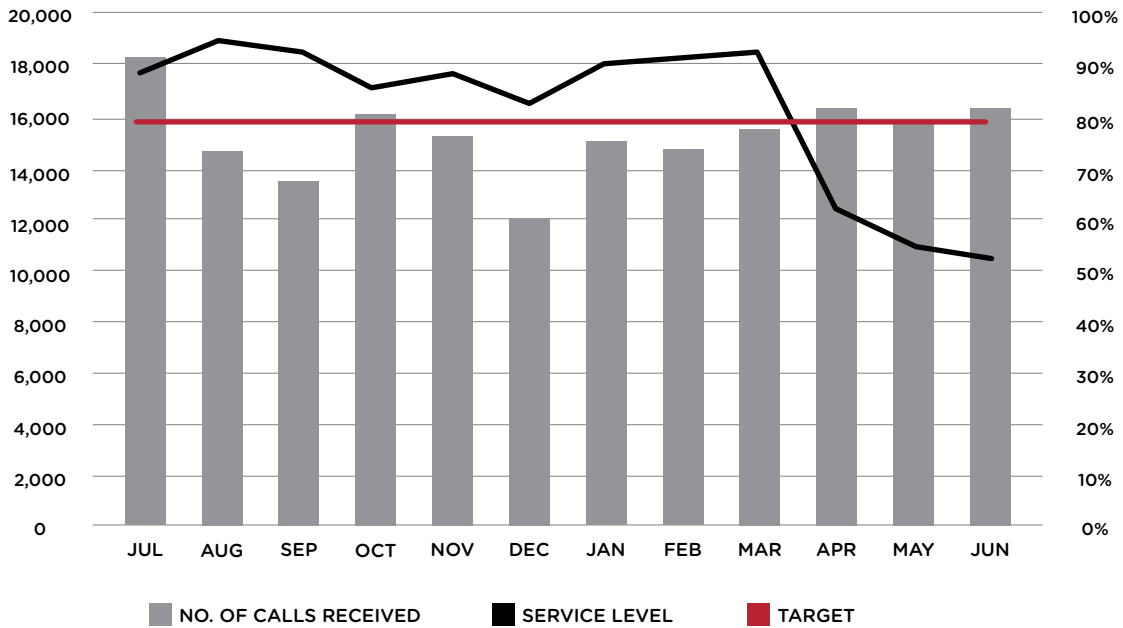
**Average % of calls answered within 2 minutes (target 80%):**

81.34%

- During the 2019-20 financial year, Council received 185,043 calls to in-scope queues. The phone calls received were in relation to Children's Services, City Presentation, Development Services, Rates, Waste and other general enquiries. Our waste calls were the largest contributor at 34% of all inbound calls.
- The average service level for 2019-20 FY was approx. 81.34% which is a fantastic result considering the effect that COVID-19 has had on the customer-facing operations of Penrith Council.
- Customer Experience have an average call retention rate of 74%, with only 26% of calls transferred to other operational areas.
- During the year Customer Experience staff have commenced using Dynamics 365 (as our new CRM system) for Waste and City Presentation enquiries. We have also been promoting the use of an online customer portal for many of

our request types. While the initial channel shift has not been as large as predicted, we are continuing to onboard new areas into the portal so we can provide customers with an enhanced 24/7 digital experience.

- A significant reduction in service level from April onward (shown by the below graph) occurred due to the COVID-19 pandemic. Staff were faced with higher than normal call volumes, numerous ICT issues and an increase in leave with staff needing to care for children, provide home schooling and stay home due to illness and the closure of the Civic Centre.
- A number of teams were unable to provide phone coverage to manage calls for their respective operational areas. This resulted in an increase in workload for Customer Experience (in relation to calls, social media requests and managing emails), an increase in average handling times and longer than average wait times.



**Increase in employee satisfaction for top three opportunities and maintained for top three 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.

**Deviation from budget**

Council projected a balanced budget in the adoption of the original 2019-20 Operational Plan. The actual cumulative result for the year as at June 2020 after allowing for proposed Reserve allocations, including the allocation of \$493,467 to the Financial Management Reserve and \$550,969 to commence repayment of the COVID-19 Impact internal loan, is the achievement of a balanced budget position.

**STRATEGY 7.1 BE OPEN AND FAIR IN OUR DECISIONS AND OUR DEALINGS WITH PEOPLE**

This strategy is delivered by service activities that focus on managing our governance, risk and legal responsibilities; ethical behaviour and delivering a quality customer experience.

- 5,400 planning certificates were issued, 98% within 2-3 business days and 125 urgent certificates issued within one business day.
- Received 22 Formal GIPA applications and processed 562 GIPA Informal and Open Access requests (see Appendix Two).
- Completed a review of our strategic risks and risk register.
- Completed the final recommendation from the Continuous Risk Improvement Program.
- Finalised 9 of the planned 10 audits, with a draft report issued for the remaining audit.
- A Fraud and Corruption Questionnaire issued to all staff. Outcomes will be reported to the Leadership Team.

## STRATEGY 7.2 MANAGE OUR MONEY AND OUR ASSETS TO BE SUSTAINABLE, NOW AND INTO THE FUTURE

This strategy is delivered by service activities that focus on financial sustainability, appropriate use of our property portfolio and management of our assets and resources.

- Council developed the Financial Strategy seven key points which, along with the updated Long Term Financial Plan, were included in 2020-21 Operational Plan. Enhancements have been made to processes, systems and reporting during the second half of the year to help facilitate new accounting legislation.
- We obtained an Accreditation to operate under the National Heavy Vehicle Accreditation Scheme (NHVAS) Maintenance Management module.
- The acquisition of 22 Peachtree Rd, Penrith and 117 Cox Ave, Penrith saw diversification of the property portfolio into industrial assets. These acquisitions provide targeted returns of between 5-6%.
- A new set of Procurement Standards was adopted in September 2019 updating all policies and procedures in procurement, including recent changes made to the Local Government Act 1993. The roll-out of the procurement training across the organisation continued until the COVID-19 restrictions were imposed. Approximately 75% of all key staff have been trained so far. Plans are in place to complete this training in the coming months via remote applications.
- We sponsored the Western Sydney University solar car team and undertook a public promotions campaign during the World Solar Challenge in October 2019, to promote the team.
- We supported the Kreative Koalas program, a school program based on the UN Sustainable Development Goals which involved five schools within the Penrith area.

## STRATEGY 7.3 DELIVER OUR SERVICES TO PROVIDE BEST VALUE FOR MONEY

This strategy is delivered by service activities that focus on business performance, reporting using information and communications technology to help deliver services to the community.

- Processes for booking halls, managing overgrown properties and parking infringements, as well as general animal and administration processes have been reviewed with a focus on improving customer experience.
- ICT has continued the delivery of key major initiatives, including:
  - Moving of bulky waste requests to Customer Experience staff or via My.Penrith.City Customer Portal. To date over 18,000 Bulky Waste requests have been received since 31 March 2020, with 4,077 via the Customer Portal.
  - Field Services Mobility training commenced on 1 March with one crew going live prior to the Public Health Order to work from home. The roll-out of the Mobility program was put on hold on March 23 due to COVID-19 social distancing measures.







## STRATEGY 7.4 KEEP OUR COMMUNITY INFORMED ABOUT WHAT COUNCIL IS DOING AND HOW THEY CAN HAVE THEIR SAY IN DECISIONS THAT AFFECT THEM

This strategy is delivered by service activities that focus on keeping our community informed, and ensuring we operate efficiently and within our capacity to deliver community needs.

- A new community newsletter format has been developed in consultation with a community reference group, staff, the Leadership Team and Councillors. Two issues of this new quarterly publication were developed between January - June. An additional fortnightly news snapshot is delivered to our digital Our Place subscribers and shared on Council's social media channels.
- The Community Engagement Strategy was adopted by Council on 25 November 2019.
- The new Operational Plan was adopted on 22 June 2020, with the 2017-22 Delivery Program also extended to reflect the change in the Local Government elections. The Operational Plan included a balanced budget and outlined the organisational response to the COVID-19 pandemic both for the final quarter of 2019-20 and moving forward into 2020-21.
- New organisational performance indicators were included in the 2020-21 Operational Plan.

## STRATEGY 7.5 INVEST IN OUR PEOPLE



This strategy is delivered by service activities that focus on developing the capability of our staff, ensuring a safe workplace and embedding our values of Respect, Accountability and Innovation across our organisation.

- Improvements to Council's performance review process, My Plan, have been implemented.
- A new Professional Development Policy has significantly improved educational assistance options.
- Council continued to work towards White Ribbon accreditation.
- Development of a Capability Framework and a leadership program has commenced.
- The Towards Zero campaign was launched in November, clearly establishing that violence, bullying and harassment of any kind is not acceptable.
- Council's Safety Values have been developed and communicated through Council's iConnect website, tool box talks, monthly meetings and posters across Council.

## STRATEGY 7.6 WORK WITH OUR ALLIANCE PARTNERS, BLUE MOUNTAINS CITY AND HAWKESBURY CITY COUNCILS, TO SHARE SKILLS, KNOWLEDGE AND RESOURCES AND FIND WAYS TO DELIVER SERVICES MORE EFFICIENTLY

This strategy is delivered by a service activity focussed on collaboration with other Western Parkland Cities.

- Council resolved to enter into a Deed of Agreement for the Western Parkland Councils Alliance and will work with Alliance councils to develop an ongoing delivery program in 2020. This will establish governance structures and align strategic priorities across the councils.

# 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 Διερμηνέων στο 131 450 και ζητήστε τους να επικοινωνήσουν με το Δήμο Penrith (Penrith City Council) για λογαριασμό σας στον αριθμό (02) 4732 7777, ή ελάτε στη Δημαρχία και ζητήστε διερμηνέα.
HINDI	यदि आप इसे नहीं पढ़ पाते हैं, तो कृपया 131 450 पर टेलीफोन दुभाषिया सेवा से संपर्क करें और उनसे कहें कि वे आपकी ओर से पेनरथि सिटी काउंसिल से (02) 4732 7777 पर संपर्क करें. या आप काउंसिल आएँ और एक दुभाषियी की माँग करें.
ITALIAN	Se non riuscite a leggere questo, contattate il servizio telefonico di interpretariato al numero 131 450 e chiedetegli di contattare da parte vostra il comune di Penrith City al numero (02) 4732 7777 oppure venite in comune e richiedete un interprete.
MALTESE	Jekk ma tistax taqra dan, jekk jogħġbok, ikkuntattja lit-Telephone Interpreting Service fuq 131 450 u itlobhom biex jikkuntattjaw Penrith City Council f'ismek fuq (02) 4732 7777. Jew ejja l-Kunsill u itlob għal interpretu.
PERSIAN	اگر نمی توانید این مطلب را بخوانید، لطفاً به خدمات ترجمه تلفنی به شماره 131 450 زنگ بزنید و از آنان بخواهید با شورای شهر پنریث Penrith City Council به شمار 4732 7777 (02) از جانب شما تماس بگیرند. یا اینکه به شهرداری Council آمده و مترجم بخواهید.
SINGHALESE	ඔබට මෙය කියවීමට නොහැකි නම්, කරුණාකර දුරකථන අංක 131 450 ඔස්සේ දුරකථන පරිවර්තන සේවාව (Telephone Interpreting Service) අමතා ඔබ වෙනුවෙන් දුරකථන අංක (02) 4732 7777 අමතා පෙන්වීම හරහා සභාව (Penrith City Council) හා සම්බන්ධ කර දෙන ලෙස ඉල්ලා සිටින්න. නැතිනම් හරහා සභාව වෙත පැමිණ භාෂා පරිවර්තකයකු වෙත දෙන ලෙස ඉල්ලා සිටින්න.
TAMIL	இதை உங்களால் வாசிக்க இயலவில்லை என்றால், 'தொலைபேசி உரைபெயர்ப்பு சேவையை 131 450 எனும் இலக்கத்தில் அழைத்து 'பென்றித் நகரவையுடன் (02) 4732 7777 எனும் இலக்கத்தில் உங்கள் சார்பாக தொடர்பு கொள்ளுமாறு கேளுங்கள். அல்லது நகரவைக்கு விஜயம் செய்து உரைபெயர்ப்பாளர் ஒருவர் வேண்டுமெனக் கேளுங்கள்.
VIETNAMESE	Nếu quý vị không thể đọc được thông tin này, xin liên lạc Dịch Vụ Thông Dịch Qua Điện Thoại ở số 131 450 và yêu cầu họ thay mặt quý vị liên lạc với Hội Đồng Thành Phố Penrith ở số (02) 4732 7777. Hoặc hãy tới Hội Đồng và yêu cầu có thông dịch viên.

CONTACT	DETAILS
Address	Penrith City Council - Civic Centre   601 High Street, Penrith NSW
Phone	(02) 4732 7777
Email	council@penrith.city